



**20  
22** **BUSINESS PLAN  
& BUDGET**

**Oxford County**  
*Growing stronger together*

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## Where are we located

Situated in the heart of southwestern Ontario, the 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 of 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.

The Oxford County consists of County Council and Administration, which is made up of seven departments focused on delivering excellent service to approximately 123,000 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 the Oxford County. The 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 annually by Council to assume the responsibilities of the Warden in his/her absence.

### 2018-2022 COUNTY COUNCIL



**Mark Peterson**  
 Councillor  
 Mayor,  
 Township of  
 Blandford-  
 Blenheim



**Don McKay**  
 Councillor  
 Mayor,  
 Township of  
 East Zorra-  
 Tavistock



**Ted Comiskey**  
 Councillor  
 Mayor, Town of  
 Ingersoll



**Larry Martin**  
 Warden  
 Mayor,  
 Township of  
 Norwich



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



**Stephen Molnar**  
 Councillor  
 Mayor, Town of  
 Tillsnburg



**Trevor Birtch**  
 Councillor  
 Mayor, City of  
 Woodstock



**Sandra Talbot**  
 Deputy Warden  
 Councillor, City  
 of Woodstock



**Deborah Tait**  
 Councillor  
 Councillor, City  
 of Woodstock



**Marcus Ryan**  
 Councillor  
 Mayor, Township  
 of Zorra

## Oxford County Departments

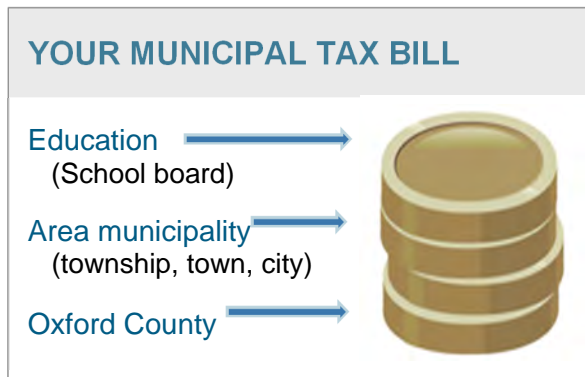
Through a variety of departments, staff are responsible for administering the County's programs and services.

<p><b>CAO</b></p>	<p><b>Corporate Services</b></p>	<p><b>Public Works</b></p>	<p><b>Human Services</b></p>
<p><i>Provides corporate oversight of the County's Strategic Plan, 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.</i></p> <ul style="list-style-type: none"> <li>▪ CAO Office</li> <li>▪ Tourism</li> <li>▪ Strategic Communication &amp; Engagement</li> </ul>	<p><i>Focuses on support services for both staff and the public that help the corporation run effectively, efficiently, and in compliance with legislated requirements.</i></p> <ul style="list-style-type: none"> <li>▪ Finance</li> <li>▪ Customer Service</li> <li>▪ Information Technology</li> <li>▪ Information Services</li> <li>▪ Clerks</li> <li>▪ Provincial Offences Administration</li> <li>▪ Oxford County Library</li> </ul>	<p><i>Plays a key role in maintaining municipal infrastructure at both the County level and in each of the eight area municipalities.</i></p> <ul style="list-style-type: none"> <li>▪ Engineering &amp; Construction</li> <li>▪ Facilities &amp; Fleet</li> <li>▪ Transportation Services</li> <li>▪ Waste Management</li> <li>▪ Water</li> <li>▪ Wastewater</li> <li>▪ Woodlands Conservation</li> </ul>	<p><i>Provides integrated human services based on a holistic service delivery model, addressing issues such as shelter, income, employment, education, health, safety/legal and transportation.</i></p> <ul style="list-style-type: none"> <li>▪ Community Services</li> <li>▪ Child Care &amp; EarlyON</li> <li>▪ Housing</li> </ul>
<p><b>Human Resources</b></p>	<p><b>Paramedic Services</b></p>	<p><b>Community Planning</b></p>	<p><b>Woodingford Lodge</b></p>
<p><i>Is involved in recruitment, benefits and salary administration, health and safety, and labour relations with five bargaining units and non-union employees.</i></p>	<p><i>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.</i></p>	<p><i>Plays a central role in long-range planning and managing new development in the County</i></p>	<p><i>Is Oxford County's municipally owned, not-for-profit 228 bed long-term care provider with locations in Woodstock, Ingersoll and Tillsonburg.</i></p>



## 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:



**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.

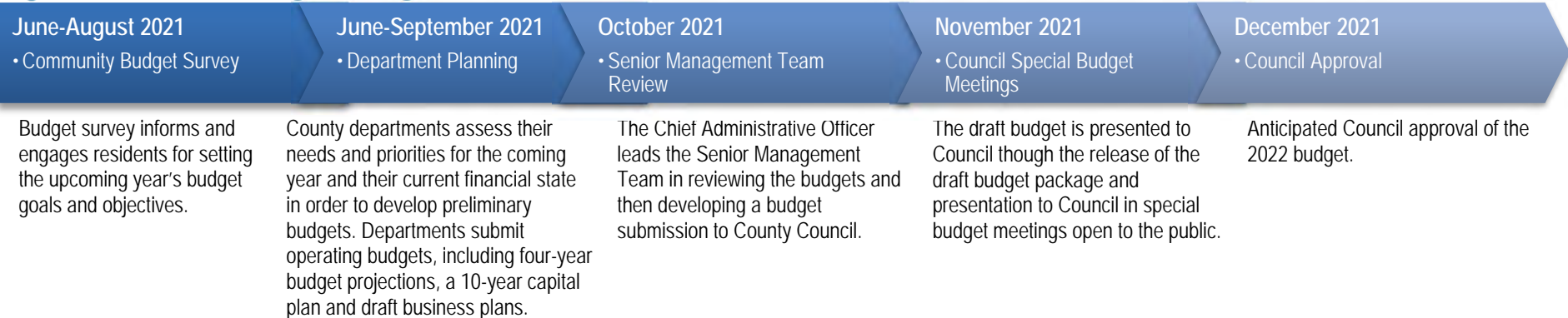
**Area Municipal Tax Levy.** Rates are set by your area municipality to support services and infrastructure provided by *Blandford-Blenheim, East Zorra-Tavistock, Ingersoll, Norwich, South-West Oxford, Tillsonburg, Woodstock or Zorra*. These services include, but are not limited to, fire, parks and recreation,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

**Figure 2: Business Planning and Budget Process**



## Budget Survey – What you told us

The 2022 Budget Survey was released on June 9, 2021, to give residents an opportunity to express their opinion on, and participate in forming, the County's 2022 budget priorities.

The survey outlined how property taxes were spent in 2021, then asked respondents to indicate whether the same services should be enhanced, maintained or reduced in the coming year.

This year's survey generated 596 responses from participants in every municipality in Oxford County. Detailed results of the survey were presented to Council on September 22, 2021 as part of Council report **CS 2021-35**.

# 2022 BUDGET SURVEY

RESULTS FOR OXFORD COUNTY SERVICES



## PRIORITIES FROM THE SURVEY

### HOUSING



**42%**  
of participants support enhanced spending on housing

### WASTE MANAGEMENT



**38%**  
of participants recommended enhanced spending on waste management

### LONG-TERM CARE



**36%**  
of participants recommended enhanced spending on Long Term Care

### CHILD CARE & EARLY YEARS



**31%**  
of participants supported enhanced spending on child care and early years programs

## HOW WE'RE RESPONDING

- Complete 62 + 8 affordable housing units in Woodstock and 22 units in Plattsville, as well as support for Habitat for Humanity projects (p 198)
- Support more housing opportunities along the whole of the Housing Continuum (p 198)
- Collaborate with community partners on response to housing crisis and build supportive services (p 199)

- Recycle plastic film and bulk Styrofoam products not accepted in Blue Box Program using drop-off depots to divert from landfill (p 130)
- Assess feasibility of food and organic waste recovery options that provide beneficial use (compost, alternative energy) to meet provincial diversion targets for 2025 (p 130)
- Construct second scale and expand compost at Waste Management Facility (p 130)

- Review the current number of municipal long term care home beds in Oxford County to ensure the needs of the community are met (p 208)
- Begin Accreditation program to build Oxford's leadership role in developing and enhancing long-term care services (p 208)

- Increase access to licensed child care spaces in Oxford County (p 190)
- Support initiatives that reduce child care costs to families (p 190)
- Integrate child care and early years into broader community services (p 190)

## SUPPORT FOR MAINTAINING

### County Roads & Bridges



**70% in support.** Maintain service levels through capital projects; dedicate levy contributions to infrastructure renewal; speed management and traffic calming

### Paramedic Services



**67% in support.** More robust community healthcare through partnerships; Community Paramedicine Program

### Community Planning



**64% in support.** Official Plan Review; housing initiatives; infrastructure planning

### Total Budget for 2022

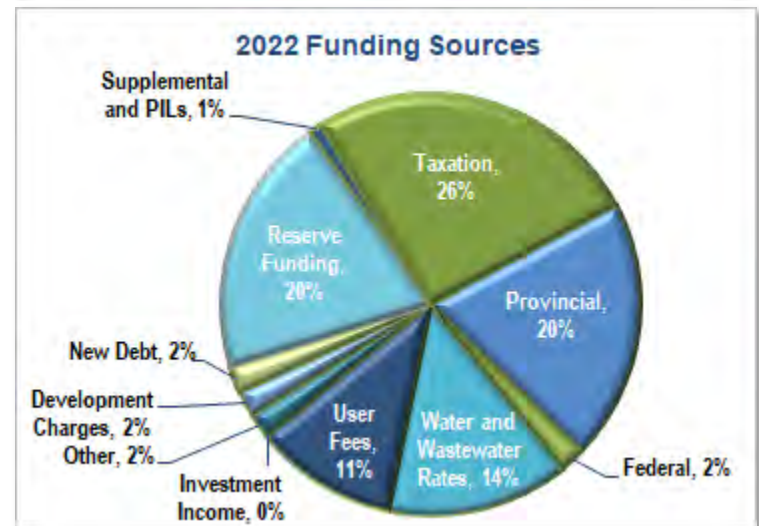
The 2022 budget presents a total gross expenditure budget of \$275.7 million, an increase of \$3.6 million from 2021 approved budget, resulting in a net levy increase for all County services of **4.2%**. The County's budget is divided among four revenue sources – General Levy, Library Levy, Court Security Levy and Water and Wastewater Rates:

- **General levy** - Total budget of \$66.6 million, an increase of \$2.8 million from 2021, resulting in a net levy increase of **4.4%**; and
- **Library levy** - Total budget of \$4.1 million, an increase of \$66,994 from 2021, resulting in a net levy increase of **1.7%**; and
- **Court Security levy** - Total budget of \$51,541, a decrease of \$43,547 from 2021, resulting in a net levy decrease of **45.8%**; and
- **Water and wastewater rates** - Total budget of \$73.5 million, a decrease of \$1.3 million from 2021 Approved Budget (no impact on the levy).



### How is the Budget Funded?

Property taxes remain the County's largest source of revenue. The County levy (including Library and court security) represents 26% (25%-2021) of the funding sources included in the 2021 budget. Federal and provincial funding represent 2% and 20% respectively (2% and 20%-2021), water and wastewater rates 14% (14%-2021), user fees 11% (10%-2021), reserve funding 20%, new debt 2%, development charges 2% and other 2%.



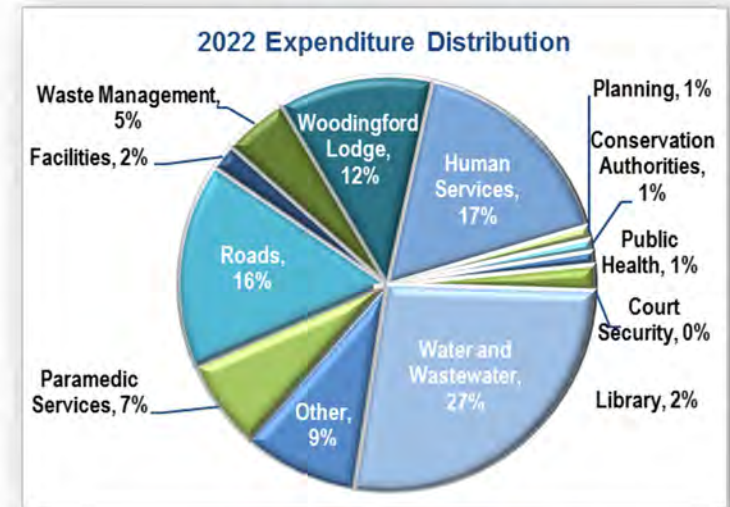


### Comparison to Previous Budgets

The overall budget decreased to \$275.7 million in 2022 from \$272.1 million in 2021 Approved Budget. The decrease of \$1.1 million is due to CAO (-\$0.1 million), Paramedic Services (\$4.3 million), Corporate Services (\$1.2 million), General Taxation (-\$3.2 million), Conservation Authorities (\$0.0 million), Public Health (\$0.2 million), Public Works operations (-\$1.4 million), Water and Wastewater Services (-\$1.3 million), Woodingford Lodge operations (\$3.6 million), Human Services (-\$0.4 million), Community Planning (\$0.3 million), Human Resources (-\$0.1 million), Council (\$0.2 million) and Library (\$0.1 million).

### Departmental Proportion of Budget

Water and wastewater services account for the largest portion of the expenditures at 27%, followed by Human Services at 17%, Roads at 15%, and Woodingford Lodge at 13%.



## Budget Development

### 2021 Revised Budget

For comparative purposes, changes in programs and services that occurred throughout 2021 have been restated within the 2021 approved budget. The changes have no net impact on the 2021 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 2020 costs/revenues of projects not completed in 2020.

### Key Factors Impacting the Budget

During budget preparation, cost and revenue changes are identified between five 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 levels of service being delivered.

The 2022 overall levy represents an increase of 4.1% over the 2021 levy, with the base budget to base impact increasing by 2.3%. This increase is represented by one-time items, service level impacts, new initiatives, modernization funding initiatives, COVID-19 temporary costs, and provincial funding changes.

Budget Impacts	Total	Reserves	Other	Taxation	%
One-time Items	\$2,549,102	\$2,770,896	\$-	\$(221,794)	<b>(0.3)</b>
Service Level	1,672,486	206,100	407,143	1,059,243	<b>1.6</b>
New Initiatives	5,056,606	323,250	4,939,600	(206,244)	<b>(0.3)</b>
COVID-19	1,385,906	-	1,396,566	(10,660)	<b>0.0</b>
Operating Impacts of Capital	4,900	-	-	4,900	<b>0.0</b>
Modernization Funding	760,270	57,995	551,730	150,545	<b>0.2</b>
In-year Approval/ Carryover	4,355,190	4,163,000	98,070	94,120	<b>0.1</b>
<b>Total</b>	<b>15,784,460</b>	<b>7,521,241</b>	<b>7,393,109</b>	<b>870,110</b>	<b>1.3</b>
Levy increase over prior year				2,851,643	<b>4.2</b>
<b>Base Budget Increase</b>				<b>\$1,981,533</b>	<b>2.9</b>

### 2021 Revised Budget

<b>+/- Base Budget</b>	Maintain service at the level of the previous year's approved budget
<b>+/- One-time Items (non-recurring)</b>	Items that are non-recurring in nature
<b>+/- Service level</b>	Changes in the services provided
<b>+/- New initiatives</b>	Significant new programs or services that are intended to have a lasting impact
<b>+/- COVID Impacts (non-recurring)</b>	Non-recurring items related to COVID-19 response
<b>+/- Operating impacts of Capital (other)</b>	Budget impacts of capital projects
<b>+/- Modernization Funding (other)</b>	Services for approved modernization projects, or those pending approval
<b>+/- In-Year Budget Approvals</b>	In-year approvals previously not included in the budget, or previously approved not completed

### = 2022 Approved Budget

An overall summary of all the budget impacts can be found on page **65**.

## 2022 New Initiatives

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

#	New Initiative	Description	Investment	Page
1	Automated Utility Data Collection	Building utility data plays an important role in measuring the County's progress towards achieving the goals outlined in the 2019 <i>Energy Management Plan</i> and the <i>100% Renewable Energy Plan</i> . This request is to improve the utility data collection by transitioning from a manual process to an automated process. If approved, staff will utilize the time savings due to automation to analyze data, verify consumption and establish a solid foundation for ensuring the success of the 2019 <i>Energy Management Plan</i> .	\$22,700	99
2	Road Closed Trailers	This new initiative is for the purchase of four (4) Emergency Road Closed Trailers 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.	\$23,985	126
3	Utilization of Used County Fleet (Tandem) at the OCWMF	Utilization of used County fleet (tandem-axle dump truck) at the Oxford County Waste Management Facility (OCWMF) for onsite transporting of soil and aggregate material to increase operational efficiencies and reduce reliance on contracted services.	\$24,648	139
4	Heating of Front Equipment Shed at OWMF	To add heating to the Front Equipment Shed located at the Oxford County Waste Management Facility (OCWMF). This initiative will provide a safe and secure environment with climate control for equipment repair and maintenance during the winter months.	\$7,000	141
5	Preventative Maintenance of OCWMF Leachate Collection System	To perform annual flushing and closed-circuit television (CCTV) inspection of the Oxford County Waste Management Facility (OCWMF) leachate collection system as part of preventative maintenance and mitigation of potential adverse environmental impact.	\$18,000	143

#	New Initiative	Description	Investment	Page
6	Additional Scale and New Scale House at the OCWMF	Construction of a second weigh scale and new scale house at the Oxford County Waste Management Facility (OCWMF) to weigh outgoing vehicles which will reduce customer wait times and onsite traffic backlogs. The second scale will also accommodate larger vehicles (53 ft trailers) and provide redundancy in the event one scale is offline as a result of equipment failure and/or maintenance	\$272,250	145
7	Long Term Care Staffing Supplement Funding	To improve staffing levels in Ontario's long-term care sector. On October 25, 2021, the Province of Ontario announced a funding commitment to implement a plan to increase the direct hours of care provided to residents.	\$1,979,783	212
8	Mobile EarlyON Programs	EarlyON Child and Family Centres are expected to integrate programs and services into the larger community. In Oxford County, this also means that programs and services are delivered in rural communities across the county. To facilitate this condition, a dedicated vehicle is required to ensure that necessary staff, materials and resources can be transported to rural locations each weekday throughout the year.	\$72,293	193
9	Woodingford Lodge Accreditation	For Woodingford Lodge to pursue accreditation. Accreditation assures potential residents and their families that an organization is committed to encouraging feedback, continuously improving services, and serving the community. Accreditation demonstrates our commitment to enhance performance, manage risk, and distinguish ourselves as an organization held to national and / or international standards.	\$30,000	217
10	Diversity, Equity, and Inclusion Coordinator	Oversee implementation of the Safe and Well Oxford Communities' Community Safety and Well-being Plan; develop and implement an Oxford-wide Diversity, Equity, and Inclusion Committee; and renew the CSWB Plan on a regular basis as required.	\$114,578	273

#	New Initiative	Description	Investment	Page
11	Feminine Hygiene Product Access Improvement	To support the installation of menstrual product dispensing machines that would ensure that a variety of menstrual products are made available at no charge to all members of the public and employees who use facilities owned and operated by Oxford County. By implementing this program and improving access to feminine hygiene products, the organization will have an opportunity to provide necessary healthcare products to local residents who use County facilities, which aligns with the County's Zero Poverty goal and is supported by the County's Diversity, Equity and Inclusion Committee.	\$8,000	280
12	Community Paramedicine Program	Implementation of a Community Paramedic Program to provide in home support for individuals with complex chronic health issues while waiting for long term care home placement.	\$2,394,325	309
13	Community Planning Software	To implement an online solution that offers seamless planning application submission, manage pre-consultations, conduct approvals, collaborate with, and circulate to, third-party agencies.	\$100,000	329

### Full-time Equivalent Plan (FTE)

The overall County's full-time equivalent (FTE) staffing complement is increase by 47.9 FTEs in 2022, for a total of 627.7 FTEs.

- **6.6** County General Levy
- **1.9** Library Levy
- **29.6** Grant funded-positions
- **9.8** Temporary positions related to COVID-19 (funded)

The FTE table describes the staffing complement approved changes with accompanying reports and page references.

Further information of 2022 FTE Plan can be found on page 72.

<b>2021 Approved FTE Plan</b>		<b>588.2</b>
2021 Temporary FTE		<b>(8.4)</b>
<b>2021 Base FTE Plan</b>		<b>579.8</b>
<b>County Levy</b>		
CAO Office	Diversity and Safety Community Wellbeing Coordinator <a href="#">(page 273)</a>	<b>1.0</b>
Human Services	Support & Case Workers	<b>(3.0)</b>
Paramedic Services	Logistics Technician <a href="#">(page 304)</a>	<b>2.0</b>
Waste Management	Scalehouse operator hour adjustment to reflect actual scheduling	<b>(0.4)</b>
Roads	Transportation Technologist <a href="#">(page 121)</a>	<b>1.0</b>
Human Resources	HR Officer <a href="#">(page 320)</a>	<b>1.0</b>
Finance	Capital Analyst <a href="#">(page 250)</a>	<b>1.0</b>
	Purchasing Advisor <a href="#">(page 253)</a>	<b>1.0</b>
Strategic Communication	Communication Officer <a href="#">(page 291)</a>	<b>1.0</b>
Construction	Development Review Technician <a href="#">(page 107)</a>	<b>1.0</b>
Fleet and Facilities	Maintenance Scheduler <a href="#">(page 95)</a>	<b>1.0</b>
		<b>6.6</b>
<b>Library Levy</b>		
Library	Service Level Changes <a href="#">(page 340)</a>	<b>1.2</b>
	Temporary Summer Students (2) <a href="#">(page 342)</a>	<b>0.7</b>
		<b>1.9</b>
<b>Grants</b>		
Paramedic Services	Community Paramedicine Program <a href="#">(page 309)</a>	<b>12.0</b>
Woodingford Lodge	Personal Support Workers, Registered Practical Nurses, Registered Nurse, Nurse Practitioner, Registered dietician and Social Worker <a href="#">(page 212)</a>	<b>16.6</b>
Child Care	EarlyOn Family Resource Coordinator <a href="#">(page 191)</a>	<b>1.0</b>
		<b>29.6</b>
<b>Temporary – COVID-19 – Funded</b>		
Paramedic Services	Temporary Paramedics	<b>4.9</b>
Woodingford Lodge	Screening positions, maintenance and housekeeping positions	<b>4.9</b>
		<b>9.8</b>
<b>2022 Approved budget increase</b>		<b>47.9</b>
<b>Approved 2022 FTE Plan</b>		<b>627.7</b>

## Transfer to/from Reserves and Reserve Funds

Included in the operating budget are reserve transfers to fund both operating and capital initiatives. \$54.9 million of the \$63.9 million capital budget is funded from reserves. A summary of these transfers are highlighted outlined below:

### General Levy Asset Management Plan Capital Transfers

- **\$212,365** Information Technology capital (funded from interdepartmental charges) - \$4,960↑
- **\$1,060,859** Facilities (funded from interdepartmental charges and rent) - \$79,908↑
- **\$2,051,400** Fleet (funded from interdepartmental charges) - \$73,650↓
- **\$8,224,000** Roads – \$400,000↑
- **\$2,640,000** Bridges – \$90,000↑
- **\$286,500** Woodingford Lodge equipment - \$50,000↓
- **\$825,000** Housing facilities (County-owned) – \$75,000↑
- **\$890,000** Paramedic Services vehicle and equipment - \$55,000↑

**= \$16,190,124 Total General Asset Management Plan Contributions**

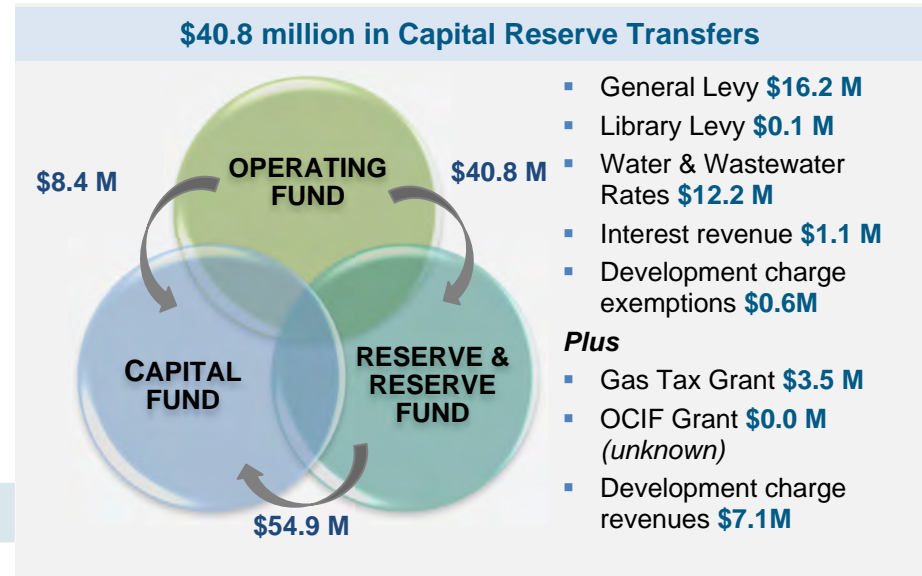
- **\$100,000** Library facilities - \$33,000↑
- **\$5,997,690** Wastewater reserves (collected from rates) - \$1,365,589↓
- **\$6,220,268** Water (collected from rates) - \$372,993↓

### Total Capital Transfer of \$40,778,229

Capital reserve transfers consist of:

- **\$28,508,082** Asset Management Plan Contributions
- **\$1,055,665** Interest revenue allocation
- **\$595,500** Development charge exemptions
- **\$3,516,005** Capital grants
- **\$7,103,047** Development charge revenues collected

Additional details on the reserves can be found starting on page 75.



### Operating Transfers of \$615,429

In addition to capital transfers, operating transfers are important for tax stabilization and special projects.

- **\$78,429** Rural properties facilities surplus
- **\$37,000** Land Sales – Housing First
- **\$500,000** Affordable Housing Reserve

## Property Tax Assessment

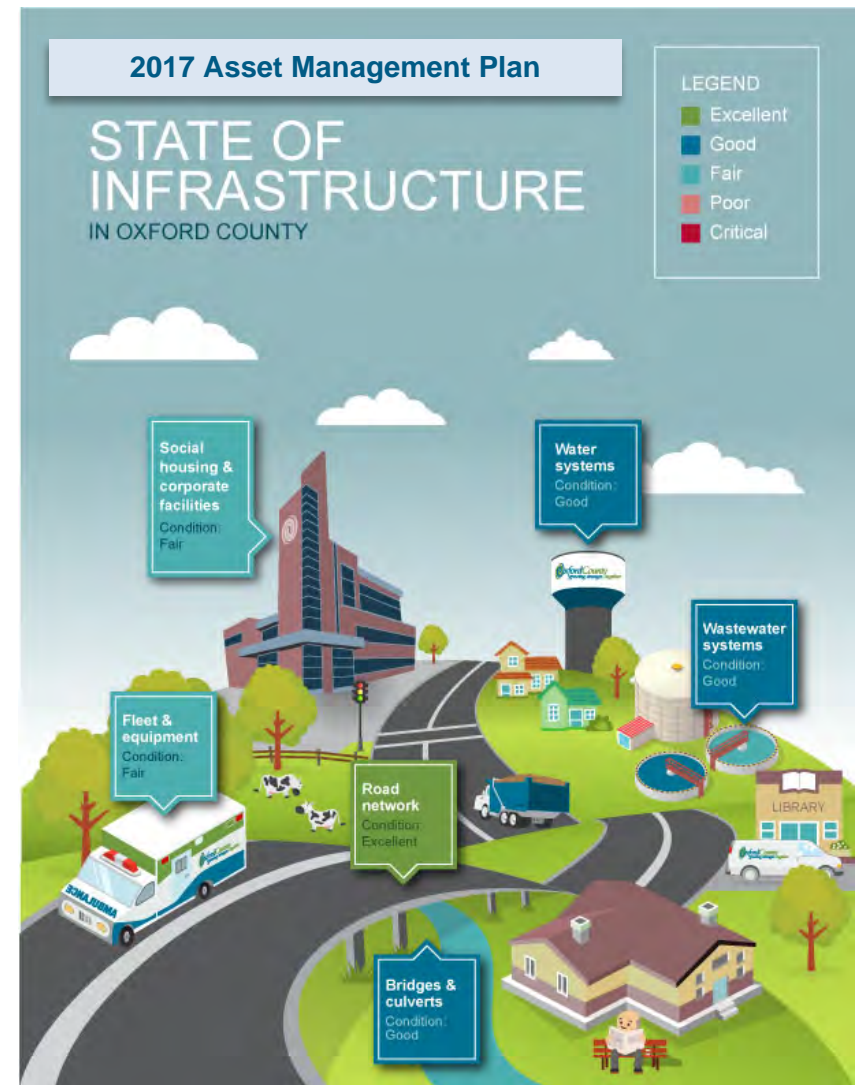
2020 budget year was legislated to be the final year of a four-year assessment cycle which should have triggered new assessment values to apply in 2021. However, with the onset of the COVID-19 pandemic, the Province deferred implementation of revised assessments for both the 2021 and subsequently the 2022 years. It is anticipated that the revised assessments will be employed in 2023 or later. Assuming that occurs, properties assessed with increased market values will be taxed based on their prior year's assessment plus one quarter of the amount of the increased market value. As the assessment value of properties change, it creates a shift in the proportionate share of taxes paid among property classes. Preliminary analysis of growth related assessment and the resulting shift in the share of taxes will be provided through a supplementary report.

## Investing in Infrastructure

The capital budget financed has decreased by \$2.2 million in 2022. Of the \$63.9 million in capital projects, -\$9.8 million are being financed in 2023, \$4.6 million are carryover projects from 2021, with \$69.1 million representing new 2022 budget requests. Some notable changes to the capital budget program include:

- Expansion of the Woodstock water and wastewater systems into development areas.
- \$3.9 million in bridge and culvert rehabilitation and design capital projects, including bridges on Oxford Roads 9, 10, 22 and 119.
- Ongoing upgrades to the Drumbo and Tillsonburg Wastewater Treatment Plants.

Additional details on the capital budget program can be found starting on page 31.





## Challenges & Risks

The Oxford County faced a number of pressures in business planning for 2022. These pressures are not unique to Oxford, but reflective of the social and economic realities also faced by other communities in Ontario. They include:

- **COVID-19 Response and Recovery.** On March 17, 2020, Ontario's Premier declared a provincial emergency through the authority granted under the *Emergency Management and Civil Protection Act* (EMCPA). Due to drastic measures required to mitigate the impact of the COVID-19 pandemic on citizens' health and financial well-being, all levels of government, nationally and internationally, stepped up to provide assistance. In consideration of all financial relief initiatives, protection of the overall supply chain is paramount in order to mitigate economic loss and secure successful recovery.
  - 2022 budget includes almost \$1.4 million in COVID-19 expenses anticipated to extend into 2022. The budget anticipates grant funding to mitigate these expenses through the remaining \$4.0 million in Safe Recovery Agreement funds. Staff will continue to work with the respective ministries to fund projects or program specific costs related to COVID-19 to ensure Safe Recovery Agreement funds will be available to cover unanticipated costs
- **Affordable Housing.** There is a growing demand to increase affordable rental housing supply in the community. The need to develop additional affordable housing is identified as a goal in the Oxford County Strategic Plan, the Official Plan, the Future Oxford Community Sustainability Plan, the County's 10 Year Shelter Plan and the Zero Poverty Action Plan
  - Investment of \$500,000 into the Affordable Housing reserve. This dedicated reserve is used to fund affordable housing projects throughout the County.
  - Continue support of new affordable housing units across the County, including those in Woodstock and Plattsville.
- **Aging infrastructure.** Like many communities, Oxford County is dealing with the financial impacts of key municipal infrastructure investments nearing the end of their intended lifespan. Projecting the replacement needs of the County, with the funding and the ability to complete the projects with available resources, continues to add pressure to our budget.
  - The 2022 budget reflects a \$0.45 million increase for roads and bridge funding as a measure to ensure the service levels of the County's road infrastructure is maintained in response to increased demands on use, in accordance with the Asset Management Plan.
  - Reserve policy that supports investing 75% of the General operating surplus into capital reserves.
- **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 2022. To meet the regulation, cross-functional teams and work plans spanning across Oxford County municipalities is required.
  - 2022 budget includes the third year of a planned three-year implementation to streamline asset information. The projects planned will ensure convenient access to relevant, reliable, comprehensive and timely information to support informed decision making.
- **Insurance Costs** Insurance costs have increased sustainably over the past year. Due both the Pandemic and changes in claims history, insurance costs are expected to increase over 30% in 2022. The increase is largely due to a hardened market and the significant cost of environmental claims being experienced by many public sector entities. This matter may require concerted political advocacy with the senior levels of governments.

- **Paramedic Services WSIB Costs** Over the past few years, WSIB costs have been escalating in Paramedic Services. The 3 year actuarial report completed in 2021 has supported this increase, resulting in a 200% increase in WSIB in Paramedic Services. The change in claims is consistent with change in WSIB ruling allowing for Post Traumatic Stress Disorder related claims.
- **Staffing and Compensation** Growth and expansion of services across the County, and evolving changes to service delivery has placed constraint on current staffing resources to meet the higher demands. This results in ongoing deficiencies in human capital, difficulties in servicing continued growth and potential impacts on service delivery. The budget includes a number of FTEs to meet temporary and long-term needs.

## Opportunities

Subsequent to the date of Council passing the 2022 Budget, there may be more information that becomes available that may alleviate a portion of the budget pressure or invest in an initiative to better serve the community, which may include:

- **Service Delivery Reviews** Using provincial modernization funding, the County is undergoing a number of service delivery reviews. Current reviews ongoing, with expected completion in January 2022, include Paramedic Services Deployment Review, Roads Operations and Maintenance Service Delivery Review and Water and Wastewater Delivery Review. Opportunities identified through these reviews will continue to be analyzed and are subject to Council approval as necessary prior to further proceeding.
- **Provincial & Federal Grant Opportunities.** Over the past year, the County has been successful in receiving approval of \$642,426 in new funding related to 6 projects. The projects were awarded through the Modernization Phase 2 stream. The 2022 budget includes additional projects that are pending approval through Modernization Phase 3 stream, including \$425,230 in potential funding over 8 projects. These projects will enhance the County's ability to modernize its services, with efficiencies expected to be realized over the next year and into the future.

## Summary and outlook

In summary, the 2022 business plans and budget prepared on the basis of the County's Strategic Plan (2020-2022) represent a responsible budget given the challenges faced in the upcoming year with a year over year increase in base budget of 2.3%. In addition to the base budget increase there are 13 new initiatives in the budget that contribute to the overall levy increase of 4.1%. 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. The 2022 budget and new initiatives continues 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 2022 Budget Summary

## Capital Expenses

Capital expenses total \$63.9 million in 2022 (\$66.3 million–2021) representing a 3.6% decrease (16.7% increase–2021). The 2022 capital expenses include \$4.6 million in carry forward projects. Of the capital projects included in the 2022 requested budget 17.9% represent road network projects, 4.5% stormwater projects, 5.7% bridges and culverts, 52.2% water and wastewater projects, 7.1% fleet and equipment, 8.8% facilities projects, and 3.7% 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 2022 Capital Plan can be found on page 31.

- **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 operating budget through taxation. Transfers from reserves offer financial flexibility and budgeted to offset significant capital costs.
- **Grants** Funds received from the provincial or federal government to fund capital projects. The 2022 capital budget includes \$3.5 million in Canada Community Building Fund Grant.
- **Debentures** A form of unsecured debt financing utilized by the municipality with debt repayments being funded through annual taxation or water/wastewater rates.
- **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.



<sup>1</sup> Carry forward includes prior years approved budget not spent

**Capital Projects – Tax Supported**

Of the \$29.5 million in tax supported capital projects (2022 request) included in the 2022 budget 5.1% represent non infrastructure solutions, 30.0% replacement projects, 52.4% renewal projects, 0.7% maintenance projects and 11.9% expansion projects. Notable capital projects in the 2022 budget include:

Project Description	Asset Activity	Carry Forward <sup>2</sup> \$	2022 Request \$	Total 2022 \$
<b>Paramedic Services (page 303)</b>				
Vehicles and equipment	Replacement	-	955,913	955,913
<b>Woodingford Lodge (page 209)</b>				
Equipment and furnishings	Replacement	-	313,372	313,372
Buildings	Renewal	-	1,717,000	1,717,000
<b>Facilities and Fleet (page 94)</b>				
410 Buller Street - Masonry	Renewal	-	665,000	665,000
Vehicles	Replacement	-	1,512,500	1,512,500
<b>Transportation Services (page 119)</b>				
Various County Road improvements	Various	990,000	12,535,000	13,525,000
Bridge and Culvert rehabilitation / replacement	Renewal	15,000	3,788,000	3,803,000
<b>Waste Management (page 135)</b>				
Compost pad expansion and second weigh scale	Expansion	45,000	825,000	870,000
<b>Human Services (page 201)</b>				
Housing / Shelter buildings	Replacement	-	1,390,374	1,390,374

Funding details, along with the 10 year capital plan can be found starting on page 31 with capital projects described in the department's business plan

**Capital Projects – Rate Supported**

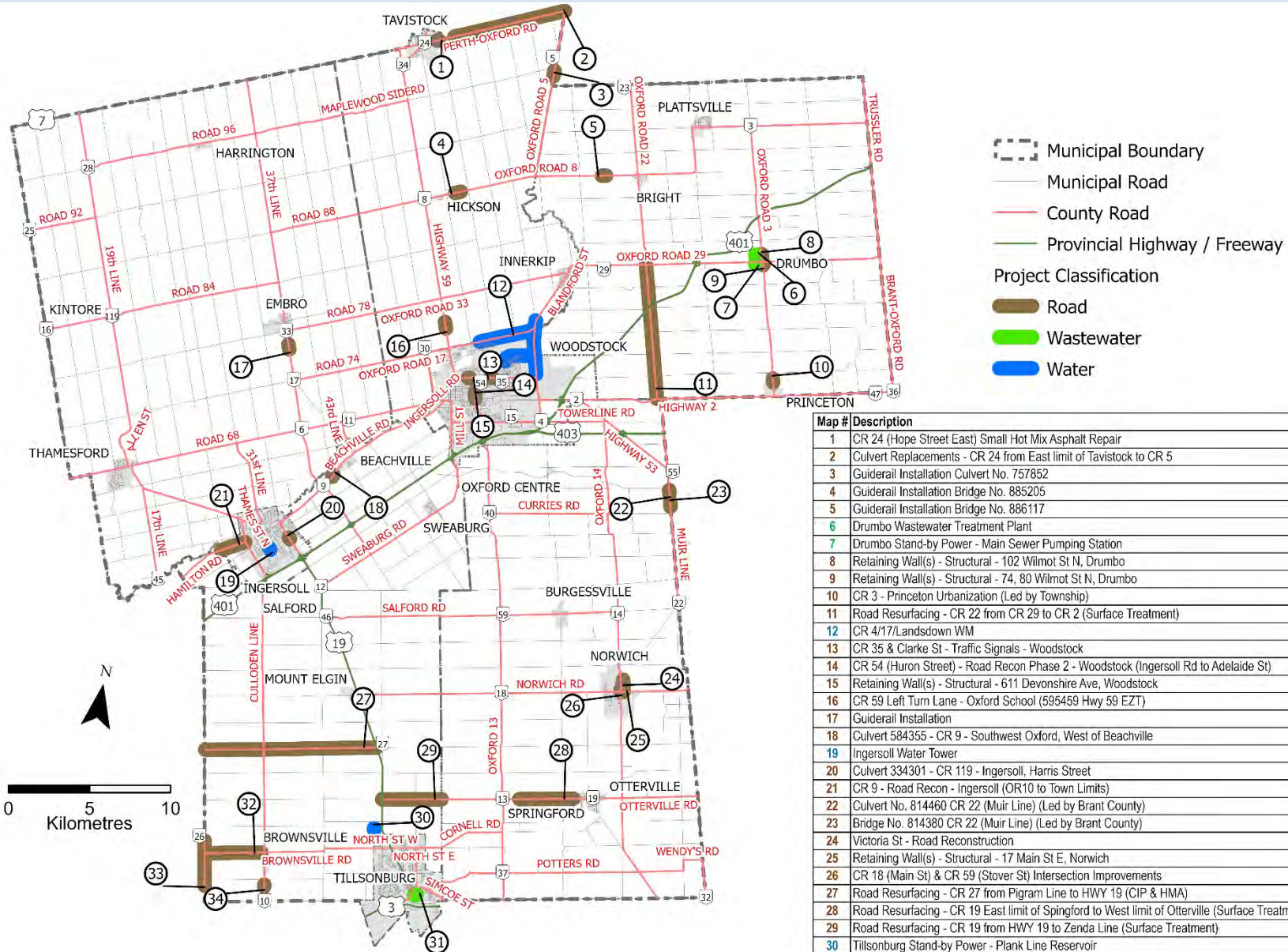
Of the \$39.6 million in rate supported capital projects (2022 request) included in the 2022 budget 2.2% represent non-infrastructure solutions, 33.4% replacement projects, 6.5% renewal projects, and 57.9% expansion projects. Notable capital projects in the 2022 budget include:

Project Description	Asset Activity	Carry Forward <sup>2</sup> \$	2022 Request \$	Total 2022 \$
<b>Combined Water and Wastewater (page 158)</b>				
SCADA master plan	Expansion	581,000	724,000	1,305,000
<b>Wastewater (page 159)</b>				
Woodstock-Pattullo Industrial Park servicing	Expansion	-	3,672,000	3,672,000
Woodstock-City projects	Replacement	300,000	1,320,000	1,620,000
Tillsonburg-Wastewater Treatment Plant upgrade	Expansion	-	4,055,000	4,055,000
Tillsonburg-Town projects	Replacement	85,000	812,000	897,000
Ingersoll Town projects	Replacement	-	980,000	980,000
Norwich Lagoon expansion	Expansion	-	715,000	715,000
Drumbo Wastewater Treatment Plant capacity expansion	Expansion	-	4,692,710	4,692,710
<b>Water (page 160)</b>				
Woodstock-City projects	Replacement	400,000	1,420,000	1,820,000
Woodstock-County Road 4 and Lansdowne watermain	Expansion	1,300,000	3,500,000	4,800,000
Woodstock-County Road 17 watermain extension	Expansion	-	4,000,000	4,000,000
Tillsonburg-Town projects	Replacement	-	972,000	972,000
Ingersoll-Town projects	Replacement	-	1,060,000	1,060,000
Ingersoll-Water tower paint & repairs	Renewal	-	2,295,000	2,295,000
Township-Linear replacements	Replacement	-	950,000	950,000

Funding details, along with the 10 year capital plan can be found starting on page 31 with capital projects described in the department's business plan.

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

Oxford County 2022 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 [here](#).

To ensure long-term sustainability of the County's infrastructure, 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 infrastructure needs are, thus, helping municipalities work towards a more sustainable position regarding the funding of their infrastructure. 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.

As the County continues to work towards meeting Ontario Regulation 588/17 updates will be made to the annual capital investment required (2022 for Core Assets and 2024 for non-core Assets).

## Current Investment

The County's current asset investment in capital assets consists of

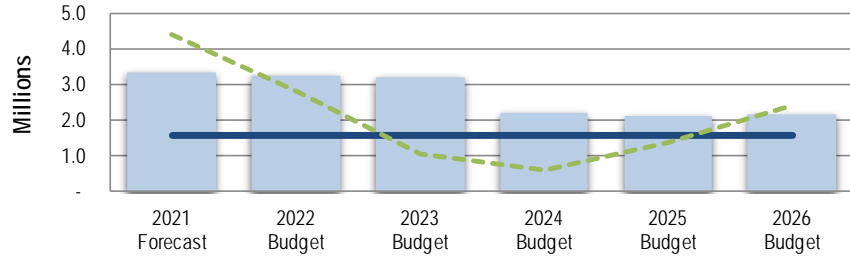
- Debenture payments
- Reserve interest revenue allocation
- Operating surplus allocations (Excess revenues over expenses)
- Capital contributions to reserve
- Grants

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. Reserve balances are reviewed annually.



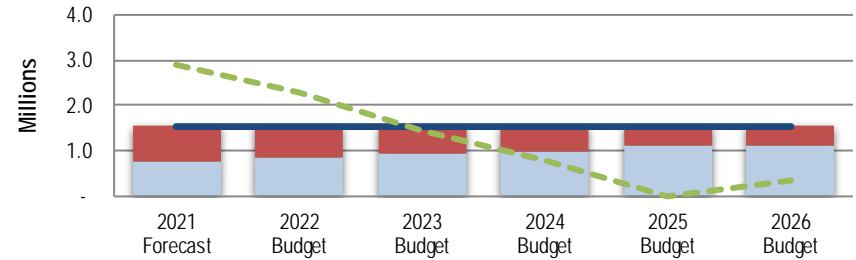
**Facilities: Corporate**

	Key	Forecast	Budget	Budget	Budget	Budget	Budget
Annual Required Investment	■	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000
Current Investment	■	3,362,205	3,230,785	3,185,299	2,207,828	2,137,661	2,174,329
Deficit	■	-	-	-	-	-	-
Surplus	■	1,762,205	1,630,785	1,585,299	607,828	537,661	574,329
Reserve Balance	■	4,411,676	2,802,276	1,049,121	610,232	1,381,484	2,395,391



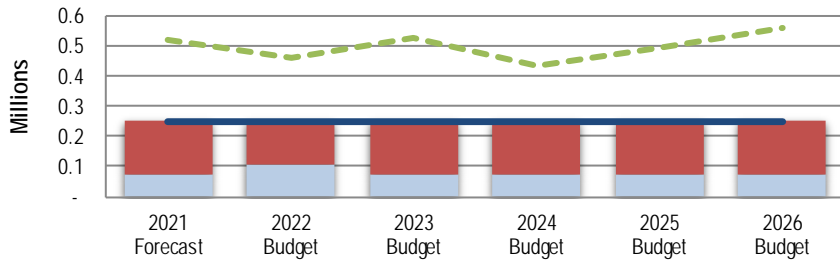
**Facilities: Social Housing**

	Key	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Annual Required Investment	■	1,540,000	1,540,000	1,540,000	1,540,000	1,540,000	1,540,000
Current Investment	■	772,784	845,993	915,554	984,721	1,088,920	1,102,049
Deficit	■	767,216	694,007	624,446	555,279	451,080	437,951
Surplus	■	-	-	-	-	-	-
Reserve Balance	■	2,886,510	2,297,129	1,446,444	757,865	420	323,369



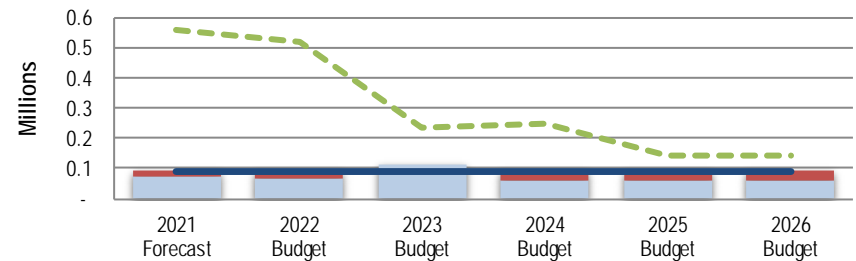
**Facilities: Library**

	Key	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Annual Required Investment	■	250,000	250,000	250,000	250,000	250,000	250,000
Current Investment	■	72,369	103,778	70,662	70,555	70,424	70,943
Deficit	■	177,631	146,222	179,338	179,445	179,576	179,057
Surplus	■	-	-	-	-	-	-
Reserve Balance	■	521,565	459,743	525,405	432,960	492,395	563,338



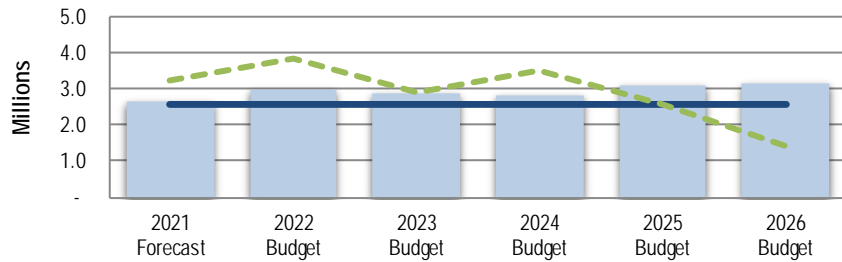
**Facilities: Paramedic Services**

	Key	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Annual Required Investment	■	90,000	90,000	90,000	90,000	90,000	90,000
Current Investment	■	70,818	69,294	112,910	61,936	61,561	61,138
Deficit	■	19,182	20,706	-	28,064	28,439	28,862
Surplus	■	-	-	22,910	-	-	-
Reserve Balance	■	564,334	518,289	236,199	249,635	142,229	143,367



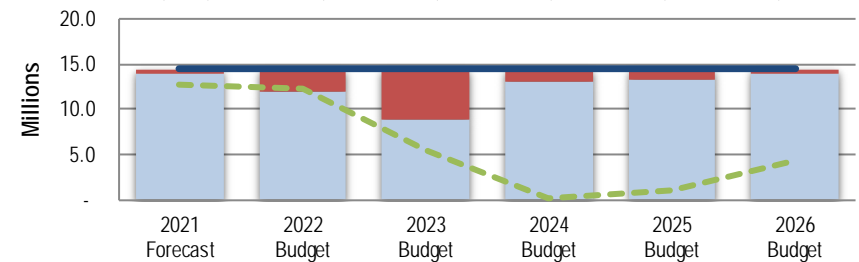
**Fleet & Equipment (excluding IT and Woodingford Lodge Equipment)**

	Key	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Annual Required Investment	—	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000
Current Investment	■	2,661,850	3,012,003	2,866,148	2,836,000	3,078,479	3,154,506
Deficit	■	-	-	-	-	-	-
Surplus	■	61,850	412,003	266,148	236,000	478,479	554,506
Reserve Balance	■	3,243,900	3,851,410	2,921,638	3,486,868	2,576,447	1,426,273



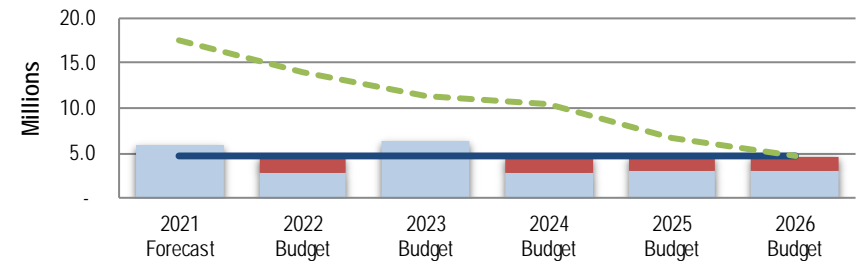
**Road Network – includes facilities and stormwater**

	Key	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Annual Required Investment	—	14,390,000	14,390,000	14,390,000	14,390,000	14,390,000	14,390,000
Current Investment	■	14,008,031	12,059,668	8,938,181	13,061,459	13,384,657	13,900,172
Deficit	■	381,969	2,330,332	5,451,819	1,328,541	1,005,343	489,828
Surplus	■	-	-	-	-	-	-
Reserve Balance	■	12,653,972	12,314,028	5,516,653	29,335	1,040,464	4,429,078



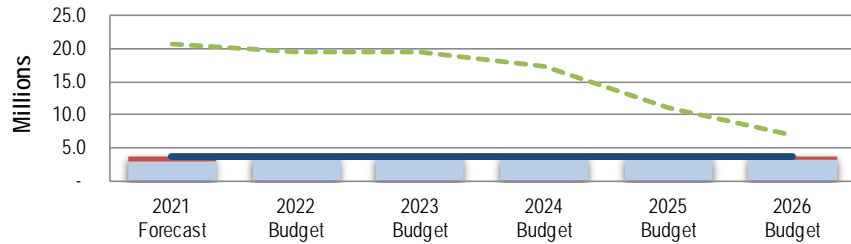
**Bridges & Culverts**

	Key	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Annual Required Investment	—	4,600,000	4,600,000	4,600,000	4,600,000	4,600,000	4,600,000
Current Investment	■	5,934,533	2,739,676	6,457,587	2,880,060	2,965,020	3,046,010
Deficit	■	-	1,860,324	-	1,719,940	1,634,980	1,553,990
Surplus	■	1,334,533	-	1,857,587	-	-	-
Reserve Balance	■	17,442,698	13,984,579	11,419,114	10,401,415	6,696,698	4,676,219



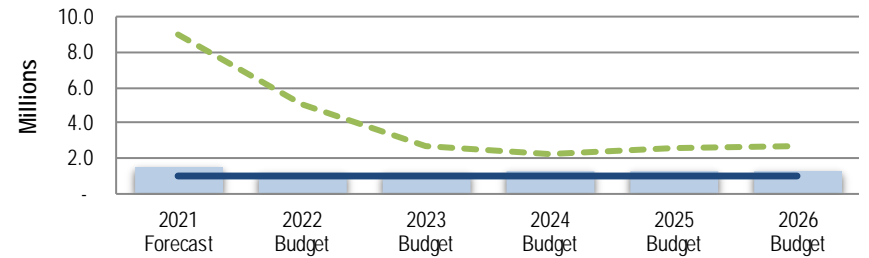
**Water – Woodstock**

	Key	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Annual Required Investment	■	3,750,000	3,750,000	3,750,000	3,750,000	3,750,000	3,750,000
Current Investment	■	3,032,575	3,124,133	3,153,679	3,218,127	3,171,410	3,209,422
Deficit	■	717,425	625,867	596,321	531,873	578,590	540,578
Surplus	■	-	-	-	-	-	-
Reserve Balance	■	20,757,415	19,456,264	19,599,725	17,437,863	11,102,869	7,012,380



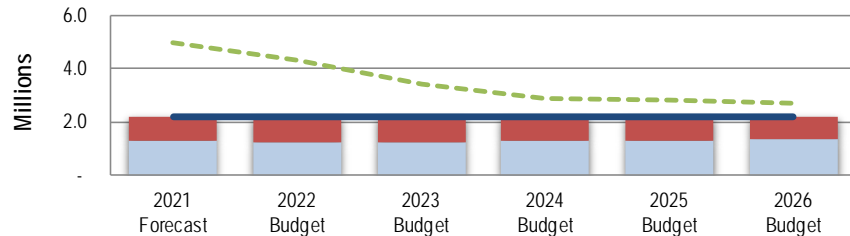
**Water – Ingersoll**

	Key	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Annual Required Investment	■	950,000	950,000	950,000	950,000	950,000	950,000
Current Investment	■	1,548,282	1,158,412	1,211,635	1,302,888	1,289,822	1,315,295
Deficit	■	-	-	-	-	-	-
Surplus	■	598,282	208,412	261,635	352,888	339,822	365,295
Reserve Balance	■	8,995,912	5,059,250	2,675,085	2,235,804	2,582,981	2,672,367



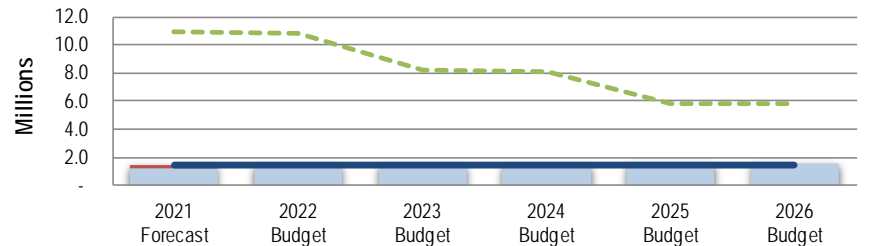
**Water – Tillsonburg**

	Key	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Annual Required Investment	■	2,175,000	2,175,000	2,175,000	2,175,000	2,175,000	2,175,000
Current Investment	■	1,284,930	1,250,048	1,263,792	1,309,988	1,307,012	1,385,356
Deficit	■	890,070	924,952	911,208	865,012	867,988	789,644
Surplus	■	-	-	-	-	-	-
Reserve Balance	■	4,963,590	4,330,009	3,406,646	2,888,960	2,800,950	2,683,478



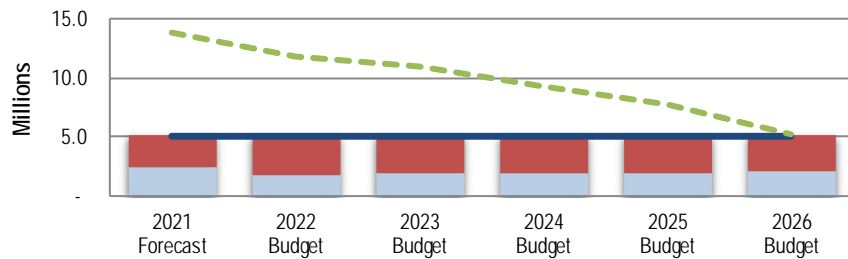
**Water – Townships**

	Key	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Annual Required Investment	■	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000
Current Investment	■	1,271,125	1,385,498	1,408,702	1,500,254	1,518,982	1,586,393
Deficit	■	128,875	14,502	-	-	-	-
Surplus	■	-	-	8,702	100,254	118,982	186,393
Reserve Balance	■	10,926,931	10,772,122	8,178,908	8,042,226	5,779,615	5,803,256



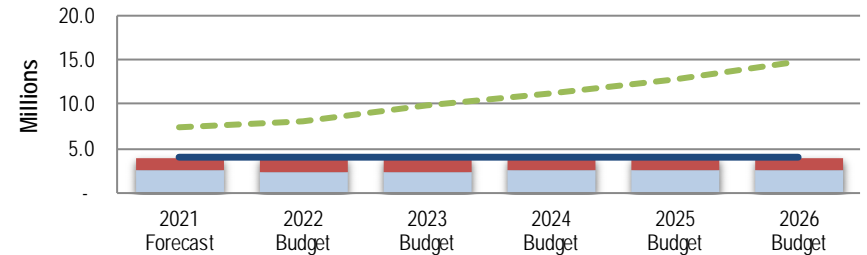
**Wastewater – Woodstock**

	Key	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Annual Required Investment	—	5,055,000	5,055,000	5,055,000	5,055,000	5,055,000	5,055,000
Current Investment	■	2,448,452	1,806,012	1,952,209	1,970,268	1,960,256	2,037,585
Deficit	■	2,606,548	3,248,988	3,102,791	3,084,732	3,094,744	3,017,415
Surplus	■	-	-	-	-	-	-
Reserve Balance	■	13,834,965	11,775,444	10,969,172	9,261,350	7,746,144	5,168,050



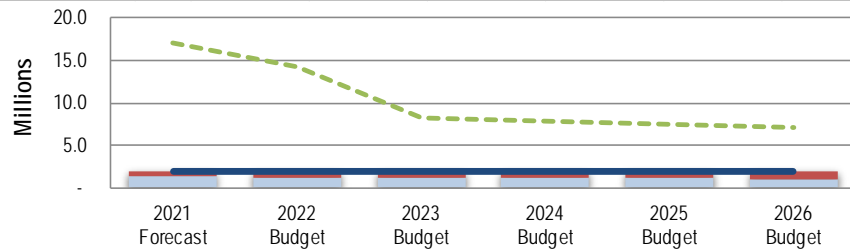
**Wastewater – Ingersoll**

	Key	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Annual Required Investment	—	3,930,000	3,930,000	3,930,000	3,930,000	3,930,000	3,930,000
Current Investment	■	2,579,785	2,273,817	2,336,506	2,496,404	2,512,545	2,562,355
Deficit	■	1,350,215	1,656,183	1,593,494	1,433,596	1,417,455	1,367,645
Surplus	■	-	-	-	-	-	-
Reserve Balance	■	7,332,183	8,091,743	9,898,215	11,315,477	12,893,821	14,895,245



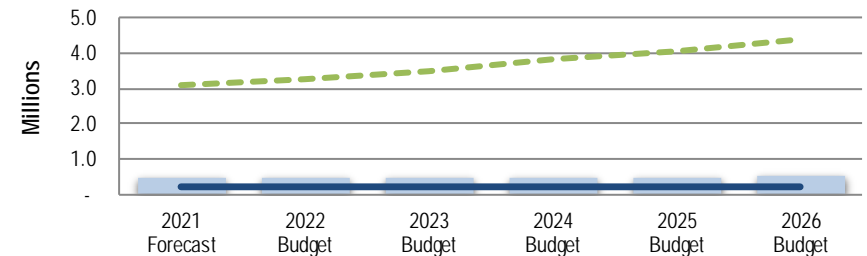
**Wastewater – Tillsonburg**

	Key	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Annual Required Investment	—	1,960,000	1,960,000	1,960,000	1,960,000	1,960,000	1,960,000
Current Investment	■	1,330,708	1,226,611	1,124,972	1,112,028	1,085,558	1,070,080
Deficit	■	629,292	733,389	835,028	847,972	874,442	889,920
Surplus	■	-	-	-	-	-	-
Reserve Balance	■	17,067,647	14,170,664	8,306,100	7,747,547	7,381,485	7,174,000



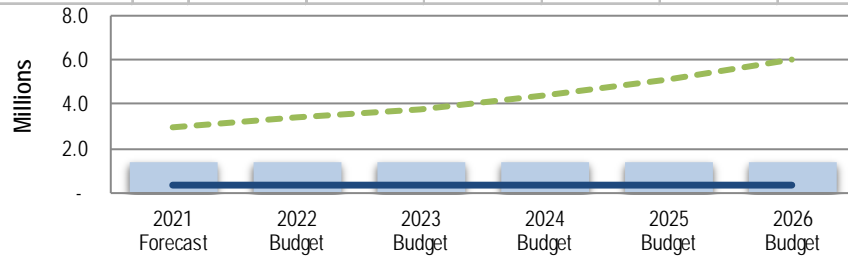
**Wastewater – Norwich**

	Key	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Annual Required Investment	—	220,000	220,000	220,000	220,000	220,000	220,000
Current Investment	■	453,166	457,782	458,644	472,954	483,234	498,479
Deficit	■	-	-	-	-	-	-
Surplus	■	233,166	237,782	238,644	252,954	263,234	278,479
Reserve Balance	■	3,071,066	3,263,626	3,499,396	3,798,808	4,052,945	4,393,661



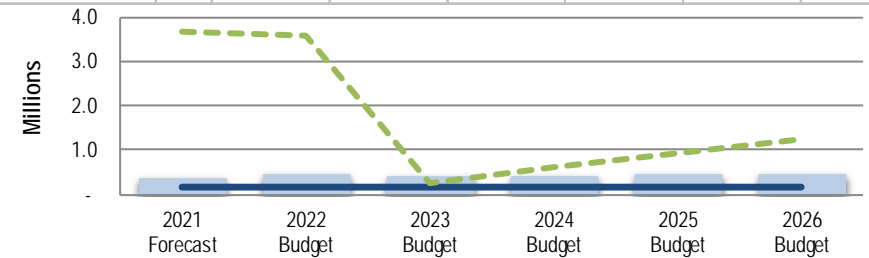
**Wastewater – Tavistock**

	Key	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Annual Required Investment	—	310,000	310,000	310,000	310,000	310,000	310,000
Current Investment	■	1,382,279	1,340,296	1,349,644	1,363,244	1,394,961	1,421,380
Deficit	■	-	-	-	-	-	-
Surplus	■	1,072,279	1,030,296	1,039,644	1,053,244	1,084,961	1,111,380
Reserve Balance	■	2,916,649	3,372,777	3,762,435	4,422,627	5,115,004	6,049,797



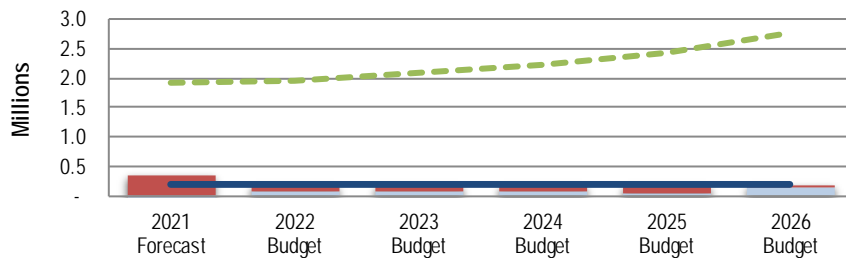
**Wastewater – Thamesford**

	Key	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Annual Required Investment	—	175,000	175,000	175,000	175,000	175,000	175,000
Current Investment	■	360,526	435,873	433,241	431,619	441,616	451,022
Deficit	■	-	-	-	-	-	-
Surplus	■	185,526	260,873	258,241	256,619	266,616	276,022
Reserve Balance	■	3,645,437	3,578,285	274,976	605,113	911,065	1,229,483



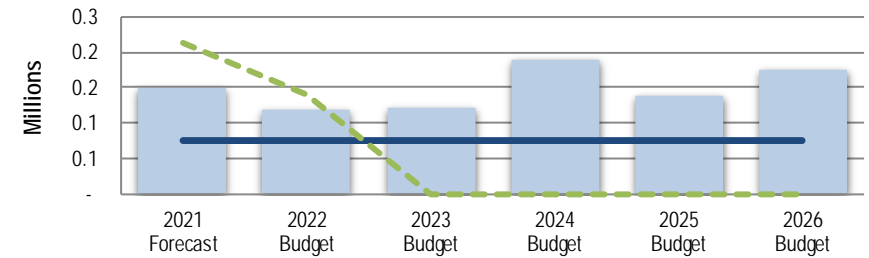
**Wastewater – Plattsville**

	Key	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Annual Required Investment	—	190,000	190,000	190,000	190,000	190,000	190,000
Current Investment	■	152,197	88,829	75,884	68,783	54,974	143,849
Deficit	■	342,197	101,171	114,117	121,217	135,026	46,151
Surplus	■	-	-	-	-	-	-
Reserve Balance	■	1,926,776	1,951,861	2,093,458	2,227,589	2,432,088	2,766,201



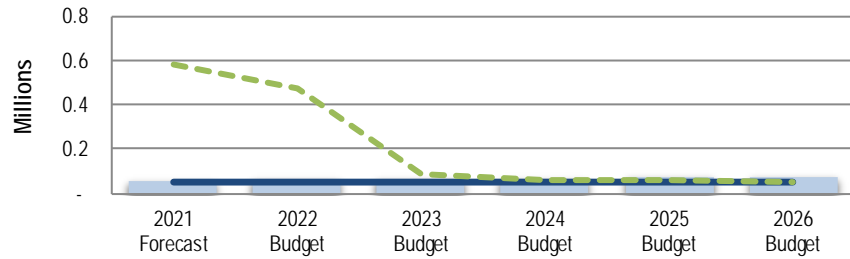
**Wastewater – Drumbo**

	Key	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Annual Required Investment	—	75,000	75,000	75,000	75,000	75,000	75,000
Current Investment	■	150,868	120,154	120,488	189,254	139,904	175,717
Deficit	■	-	-	-	-	-	-
Surplus	■	75,868	45,154	45,488	114,254	64,904	100,717
Reserve Balance	■	213,642	139,426	-	-	-	-



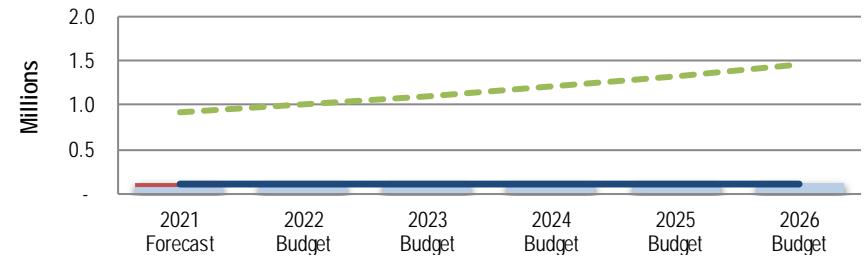
**Wastewater – Mt Elgin**

	Key	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Annual Required Investment	—	55,000	55,000	55,000	55,000	55,000	55,000
Current Investment	■	55,119	54,022	62,565	64,360	71,223	76,716
Deficit	■	-	978	-	-	-	-
Surplus	■	119	-	7,565	9,360	16,223	21,716
Reserve Balance	■	585,340	474,407	89,516	63,790	60,151	52,216



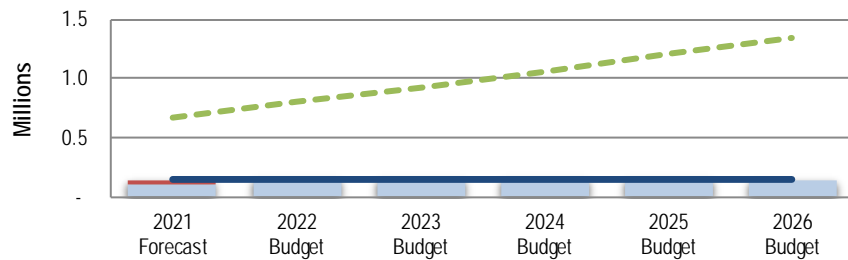
**Wastewater – Innerkip**

	Key	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Annual Required Investment	—	110,000	110,000	110,000	110,000	110,000	110,000
Current Investment	■	78,381	96,220	104,364	111,075	116,771	121,850
Deficit	■	31,619	13,780	5,636	-	-	-
Surplus	■	-	-	-	1,075	6,771	11,850
Reserve Balance	■	908,664	1,001,789	1,105,887	1,214,746	1,331,517	1,453,367



**Wastewater – Embro**

	Key	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Annual Required Investment	—	140,000	140,000	140,000	140,000	140,000	140,000
Current Investment	■	103,747	127,559	132,395	135,736	138,180	140,462
Deficit	■	36,253	12,441	7,605	4,264	1,820	-
Surplus	■	-	-	-	-	-	462
Reserve Balance	■	668,343	793,828	926,051	1,060,355	1,198,535	1,338,997



	CARRY	2022	2022		2022		W/WW					OTHER
DESCRIPTION	FORWARD	REQUESTED	CAPITAL	UNFINANCED	FINANCED	TAXATION	RATES &	RESERVES	DC	GRANTS	DEBT	SOURCES
	BUDGET (2)	BUDGET (3)	BUDGET	CAPITAL (1)	CAPITAL		RESERVES	RESERVES				
<b>CAO</b>												
CAO												
GENERAL												
111000 CAO	-	2,200	2,200	-	2,200	2,200	-	-	-	-	-	-
113000 STRATEGIC COMM. & ENGAGEMENT	-	2,000	2,000	-	2,000	2,000	-	-	-	-	-	-
<b>TOTAL GENERAL</b>	-	4,200	4,200	-	4,200	4,200	-	-	-	-	-	-
<b>TOTAL CAO</b>	-	4,200	4,200	-	4,200	4,200	-	-	-	-	-	-
<b>TOTAL CAO</b>	-	4,200	4,200	-	4,200	4,200	-	-	-	-	-	-
<b>HUMAN RESOURCES</b>												
HUMAN RESOURCES												
GENERAL												
112000 HUMAN RESOURCES	-	2,000	2,000	-	2,000	2,000	-	-	-	-	-	-
<b>TOTAL GENERAL</b>	-	2,000	2,000	-	2,000	2,000	-	-	-	-	-	-
<b>TOTAL HUMAN RESOURCES</b>	-	2,000	2,000	-	2,000	2,000	-	-	-	-	-	-
<b>TOTAL HUMAN RESOURCES</b>	-	2,000	2,000	-	2,000	2,000	-	-	-	-	-	-
<b>CORPORATE SERVICES</b>												
CORPORATE SERVICES												
GENERAL												
120000 FINANCE	-	19,000	19,000	-	19,000	4,000	-	1,750	-	9,750	-	3,500
122000 CLERK OFFICE	-	10,700	10,700	-	10,700	-	-	3,745	-	6,955	-	-
123000 INFORMATION TECHNOLOGY	-	410,610	410,610	-	410,610	5,000	-	405,610	-	-	-	-
900050 ASSET MGMT SYSTEMS ENHANCEMENT	411,786	260,000	671,786	-	671,786	-	309,543	362,243	-	-	-	-
<b>TOTAL GENERAL</b>	411,786	700,310	1,112,096	-	1,112,096	9,000	309,543	773,348	-	16,705	-	3,500
<b>TOTAL CORPORATE SERVICES</b>	411,786	700,310	1,112,096	-	1,112,096	9,000	309,543	773,348	-	16,705	-	3,500
<b>TOTAL CORPORATE SERVICES</b>	411,786	700,310	1,112,096	-	1,112,096	9,000	309,543	773,348	-	16,705	-	3,500
<b>PUBLIC WORKS</b>												
ENGINEERING AND CONSTRUCTION												
GENERAL												
290000 CAPITAL ADMIN	-	22,000	22,000	-	22,000	20,000	-	-	-	-	-	2,000
900031 INFRASTRUCTURE DESIGN GUIDELNS	-	180,000	180,000	-	180,000	-	80,000	100,000	-	-	-	-
<b>TOTAL GENERAL</b>	-	202,000	202,000	-	202,000	20,000	80,000	100,000	-	-	-	2,000
<b>TOTAL ENGINEERING AND CONSTRUCTION</b>	-	202,000	202,000	-	202,000	20,000	80,000	100,000	-	-	-	2,000
FACILITIES												
GREEN INITIATIVES												
911006 GREEN INITIATIVES FACILITIES	11,000	124,000	135,000	-	135,000	-	-	135,000	-	-	-	-

	CARRY	2022	2022		2022		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
911900 FACILITIES RENEWABLE ENERGY	-	170,000	170,000	780,000	950,000	-	-	-	-	-	950,000	-
<b>TOTAL GREEN INITIATIVES</b>	11,000	294,000	305,000	780,000	1,085,000	-	-	135,000	-	-	950,000	-
ADMINISTRATION BUILDINGS												
210000 FACILITIES ADMIN	-	18,500	18,500	-	18,500	18,500	-	-	-	-	-	-
210010 ADMIN BUILDING (21 REEVE)	-	79,000	79,000	-	79,000	39,000	-	40,000	-	-	-	-
210030 ARCHIVES (82 LIGHT)	-	60,870	60,870	-	60,870	-	-	60,870	-	-	-	-
210070 93 GRAHAM	-	17,500	17,500	-	17,500	-	-	17,500	-	-	-	-
911002 COURTHOUSE RENOVATIONS	-	130,000	130,000	-	130,000	-	-	130,000	-	-	-	-
915000 BOH - Facility	-	665,000	665,000	-	665,000	-	-	665,000	-	-	-	-
<b>TOTAL ADMINISTRATION BUILDINGS</b>	-	970,870	970,870	-	970,870	57,500	-	913,370	-	-	-	-
<b>TOTAL FACILITIES</b>	11,000	1,264,870	1,275,870	780,000	2,055,870	57,500	-	1,048,370	-	-	950,000	-
FLEET												
FLEET												
220326 R - H - PICKUP	-	54,000	54,000	-	54,000	-	-	54,000	-	-	-	-
220332 R - H - TRAILER	-	10,500	10,500	-	10,500	-	-	10,500	-	-	-	-
220335 R - H - TRUCK	-	54,000	54,000	-	54,000	-	-	54,000	-	-	-	-
220338 R - W - PICKUP	-	54,000	54,000	-	54,000	-	-	54,000	-	-	-	-
220344 R - S - TRUCK	-	54,000	54,000	-	54,000	-	-	54,000	-	-	-	-
220346 R - D - TRUCK	-	54,000	54,000	-	54,000	-	-	54,000	-	-	-	-
220350 R - D - PICKUP	-	54,000	54,000	-	54,000	-	-	54,000	-	-	-	-
220351 R - W - TRUCK	-	54,000	54,000	-	54,000	-	-	54,000	-	-	-	-
220374 R - H - TANDEM	-	330,000	330,000	-	330,000	-	-	330,000	-	-	-	-
220391 R - W - TANDEM	-	330,000	330,000	-	330,000	-	-	330,000	-	-	-	-
220422 R - H - TRACTOR	-	200,000	200,000	-	200,000	-	-	200,000	-	-	-	-
220522 WW - PICKUP	-	54,000	54,000	-	54,000	-	-	54,000	-	-	-	-
220523 WW - PICKUP	-	54,000	54,000	-	54,000	-	-	54,000	-	-	-	-
220632 W - 4X4 PICKUP	-	6,000	6,000	-	6,000	-	-	6,000	-	-	-	-
220710 L - DUMP TRUCK	-	25,000	25,000	-	25,000	-	-	25,000	-	-	-	-
220744 L - TRUCK	-	150,000	150,000	-	150,000	-	-	150,000	-	-	-	-
<b>TOTAL FLEET</b>	-	1,537,500	1,537,500	-	1,537,500	-	-	1,537,500	-	-	-	-
<b>TOTAL FLEET</b>	-	1,537,500	1,537,500	-	1,537,500	-	-	1,537,500	-	-	-	-
TRANSPORTATION SERVICES												
GENERAL												
230000 ROADS ADMIN	-	27,200	27,200	-	27,200	2,200	-	25,000	-	-	-	-
<b>TOTAL GENERAL</b>	-	27,200	27,200	-	27,200	2,200	-	25,000	-	-	-	-
FACILITIES												
213000 DRUMBO YARD FAC	-	28,500	28,500	-	28,500	-	-	28,500	-	-	-	-



DESCRIPTION	CARRY	2022	2022		2022		W/WW					
	FORWARD BUDGET (2)	REQUESTED BUDGET (3)	CAPITAL BUDGET	UNFINANCED CAPITAL (1)	FINANCED CAPITAL	TAXATION	RATES & RESERVES	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES
213020 SPRINGFORD YARD FAC	-	90,000	90,000	-	90,000	-	-	90,000	-	-	-	-
213030 WOODSTOCK YARD FAC	-	35,000	35,000	-	35,000	-	-	35,000	-	-	-	-
<b>TOTAL FACILITIES</b>	-	153,500	153,500	-	153,500	-	-	153,500	-	-	-	-
<b>ROAD NETWORK</b>												
930000 TRANSPORTATION MASTER PLAN	-	150,000	150,000	-	150,000	-	-	37,500	112,500	-	-	-
930003 CR 3	-	600,000	600,000	-	600,000	-	-	350,000	250,000	-	-	-
930004 CR 4	-	150,000	150,000	-	150,000	-	-	-	150,000	-	-	-
930009 CR 9	50,000	-	50,000	-	50,000	-	-	50,000	-	-	-	-
930016 CR 16	470,000	500,000	970,000	-	970,000	-	-	485,000	485,000	-	-	-
930018 CR 18	-	35,000	35,000	-	35,000	-	-	35,000	-	-	-	-
930019 CR 19	150,000	-	150,000	-	150,000	-	-	150,000	-	-	-	-
930020 CR 20	270,000	-	270,000	-	270,000	-	-	40,000	-	-	-	230,000
930029 CR 29	20,000	-	20,000	-	20,000	-	-	20,000	-	-	-	-
930035 CR 35	-	60,000	60,000	-	60,000	-	-	60,000	-	-	-	-
930054 CR 54	-	2,000,000	2,000,000	-	2,000,000	-	-	100,000	-	1,900,000	-	-
930059 CR 59	-	300,000	300,000	-	300,000	-	-	50,000	-	-	-	250,000
930070 GUIDE RAILS	-	250,000	250,000	-	250,000	-	-	250,000	-	-	-	-
930074 GRADE LVL XING SAFETY ASSESS	-	60,000	60,000	-	60,000	-	-	60,000	-	-	-	-
930076 PEDESTRIAN CROSSINGS	-	170,000	170,000	-	170,000	-	-	170,000	-	-	-	-
930077 INTERSECTION UPGRADES	30,000	-	30,000	-	30,000	-	-	30,000	-	-	-	-
930078 INTERSECTION ILLUMINATION	-	25,000	25,000	-	25,000	-	-	25,000	-	-	-	-
930099 REHAB & RESURFACING	-	5,465,000	5,465,000	-	5,465,000	-	-	2,154,250	-	3,310,750	-	-
930102 CRACK SEALING	-	200,000	200,000	-	200,000	-	-	100,000	-	-	-	100,000
930150 URBANIZATION	-	1,500,000	1,500,000	-	1,500,000	-	-	750,000	750,000	-	-	-
930300 TRAFFIC SIGNALS	-	920,000	920,000	-	920,000	-	-	790,000	130,000	-	-	-
930301 TRAFFIC - TRAFFIC CALMING	-	150,000	150,000	-	150,000	-	-	150,000	-	-	-	-
<b>TOTAL ROAD NETWORK</b>	990,000	12,535,000	13,525,000	-	13,525,000	-	-	5,856,750	1,877,500	5,210,750	-	580,000
<b>STORM NETWORK</b>												
930115 DRAIN IMPROV	-	200,000	200,000	-	200,000	-	-	200,000	-	-	-	-
930116 PRINCETON DRAIN	-	500,000	500,000	-	500,000	-	-	500,000	-	-	-	-
930198 URBAN STORM SEWER	-	900,000	900,000	-	900,000	-	-	900,000	-	-	-	-
930199 RURAL STORM SEWER	-	1,500,000	1,500,000	-	1,500,000	-	-	1,215,000	-	-	-	285,000
<b>TOTAL STORM NETWORK</b>	-	3,100,000	3,100,000	-	3,100,000	-	-	2,815,000	-	-	-	285,000
<b>BRIDGES AND CULVERTS</b>												
930200 BRIDGE REHAB	15,000	3,788,000	3,803,000	-	3,803,000	-	-	2,502,287	-	1,250,713	-	50,000
930201 BRIDGE NEEDS STUDY	-	130,000	130,000	-	130,000	-	-	130,000	-	-	-	-
<b>TOTAL BRIDGES AND CULVERTS</b>	15,000	3,918,000	3,933,000	-	3,933,000	-	-	2,632,287	-	1,250,713	-	50,000

	CARRY	2022	2022		2022		W/WW					OTHER
DESCRIPTION	FORWARD	REQUESTED	CAPITAL	UNFINANCED	FINANCED	TAXATION	RATES &	RESERVES	DC	GRANTS	DEBT	SOURCES
	BUDGET (2)	BUDGET (3)	BUDGET	CAPITAL (1)	CAPITAL		RESERVES	RESERVES				
<b>TOTAL TRANSPORTATION SERVICES</b>	1,005,000	19,733,700	<b>20,738,700</b>	-	<b>20,738,700</b>	2,200	-	11,482,537	1,877,500	6,461,463	-	915,000
WASTE MANAGEMENT												
GENERAL												
280000 WASTE MGMT	-	48,500	<b>48,500</b>	-	<b>48,500</b>	-	-	48,500	-	-	-	-
<b>TOTAL GENERAL</b>	-	48,500	<b>48,500</b>	-	<b>48,500</b>	-	-	48,500	-	-	-	-
FACILITIES												
218700 SALFORD LF BLDGS	-	62,000	<b>62,000</b>	-	<b>62,000</b>	-	-	62,000	-	-	-	-
911800 SALFORD LANDFILL FACILITIES	45,000	825,000	<b>870,000</b>	-	<b>870,000</b>	-	-	870,000	-	-	-	-
<b>TOTAL FACILITIES</b>	45,000	887,000	<b>932,000</b>	-	<b>932,000</b>	-	-	932,000	-	-	-	-
<b>TOTAL WASTE MANAGEMENT</b>	45,000	935,500	<b>980,500</b>	-	<b>980,500</b>	-	-	980,500	-	-	-	-
<b>TOTAL PUBLIC WORKS</b>	1,061,000	23,673,570	<b>24,734,570</b>	780,000	<b>25,514,570</b>	79,700	80,000	15,148,907	1,877,500	6,461,463	950,000	917,000
<b>WOODINGFORD LODGE</b>												
WOODINGFORD LODGE												
GENERAL												
391000 WFL - WOODSTOCK	-	1,879,190	<b>1,879,190</b>	-	<b>1,879,190</b>	-	-	1,829,350	-	49,840	-	-
392000 WFL - INGERSOLL	-	86,891	<b>86,891</b>	-	<b>86,891</b>	-	-	76,300	-	10,591	-	-
393000 WFL - TILLSONBURG	-	64,291	<b>64,291</b>	-	<b>64,291</b>	-	-	53,700	-	10,591	-	-
<b>TOTAL GENERAL</b>	-	2,030,372	<b>2,030,372</b>	-	<b>2,030,372</b>	-	-	1,959,350	-	71,022	-	-
<b>TOTAL WOODINGFORD LODGE</b>	-	2,030,372	<b>2,030,372</b>	-	<b>2,030,372</b>	-	-	1,959,350	-	71,022	-	-
<b>TOTAL WOODINGFORD LODGE</b>	-	2,030,372	<b>2,030,372</b>	-	<b>2,030,372</b>	-	-	1,959,350	-	71,022	-	-
<b>HUMAN SERVICES</b>												
CHILD CARE												
GENERAL												
310400 EARLYON	-	50,000	<b>50,000</b>	-	<b>50,000</b>	-	-	-	-	50,000	-	-
<b>TOTAL GENERAL</b>	-	50,000	<b>50,000</b>	-	<b>50,000</b>	-	-	-	-	50,000	-	-
<b>TOTAL CHILD CARE</b>	-	50,000	<b>50,000</b>	-	<b>50,000</b>	-	-	-	-	50,000	-	-
HOUSING												
SOCIAL HOUSING FACILITIES												
360000 H.S.I. SHELTER	-	34,300	<b>34,300</b>	-	<b>34,300</b>	-	-	34,300	-	-	-	-
360425 HSG - 16 GEORGE	-	5,000	<b>5,000</b>	-	<b>5,000</b>	-	-	5,000	-	-	-	-
360435 HSG - 70 MARIA	-	20,000	<b>20,000</b>	-	<b>20,000</b>	-	-	20,000	-	-	-	-
360440 HSG - 111 BROCK	-	5,000	<b>5,000</b>	-	<b>5,000</b>	-	-	5,000	-	-	-	-
360452 HSG - 221 THAMES	-	50,000	<b>50,000</b>	-	<b>50,000</b>	-	-	50,000	-	-	-	-
360453 HSG - 272 HARRIS	-	40,000	<b>40,000</b>	-	<b>40,000</b>	-	-	40,000	-	-	-	-
360454 HSG - 178 EARL	-	65,000	<b>65,000</b>	-	<b>65,000</b>	-	-	65,000	-	-	-	-

DESCRIPTION	CARRY	2022	2022	UNFINANCED	2022	TAXATION	W/WW	RESERVES	DC	GRANTS	DEBT	OTHER
	FORWARD	REQUESTED	CAPITAL		FINANCED		RATES &					SOURCES
	BUDGET (2)	BUDGET (3)	BUDGET	CAPITAL (1)	CAPITAL		RESERVES	RESERVES				
360455 HSG - 135 CARROLL	-	195,000	195,000	-	195,000	-	-	195,000	-	-	-	-
360456 HSG - 329 TUNIS	-	41,000	41,000	-	41,000	-	-	41,000	-	-	-	-
360461 HSG - 57 ROLPH	-	129,674	129,674	-	129,674	-	-	129,674	-	-	-	-
360462 HSG - 174 LISGAR	-	48,100	48,100	-	48,100	-	-	48,100	-	-	-	-
360463 HSG - 215 LISGAR	-	65,800	65,800	-	65,800	-	-	65,800	-	-	-	-
360464 HSG - EARLE	-	104,000	104,000	-	104,000	-	-	104,000	-	-	-	-
360465 HSG - VERNA	-	88,000	88,000	-	88,000	-	-	88,000	-	-	-	-
360472 HSG - 816 ALICE	-	37,000	37,000	-	37,000	-	-	37,000	-	-	-	-
360474 HSG - KARN	-	100,000	100,000	-	100,000	-	-	100,000	-	-	-	-
360475 HSG - 742 PAVEY	-	37,500	37,500	-	37,500	-	-	37,500	-	-	-	-
360476 HSG - 82 FINKLE	-	5,000	5,000	-	5,000	-	-	5,000	-	-	-	-
360477 HSG - 161 FYFE	-	105,000	105,000	-	105,000	-	-	105,000	-	-	-	-
360478 HSG - 738 PARKINSON	-	215,000	215,000	-	215,000	-	-	215,000	-	-	-	-
<b>TOTAL SOCIAL HOUSING FACILITIES</b>	-	1,390,374	1,390,374	-	1,390,374	-	-	1,390,374	-	-	-	-
<b>TOTAL HOUSING</b>	-	1,390,374	1,390,374	-	1,390,374	-	-	1,390,374	-	-	-	-
<b>TOTAL HUMAN SERVICES</b>	-	1,440,374	1,440,374	-	1,440,374	-	-	1,390,374	-	50,000	-	-
<b>PARAMEDIC SERVICES</b>												
PARAMEDIC SERVICES												
GENERAL												
510000 PARAMEDIC SERVICES	-	959,913	959,913	-	959,913	4,000	-	955,913	-	-	-	-
520000 PS COMMUNITY PARAMEDICINE	-	408,570	408,570	-	408,570	-	-	-	-	408,570	-	-
<b>TOTAL GENERAL</b>	-	1,368,483	1,368,483	-	1,368,483	4,000	-	955,913	-	408,570	-	-
FACILITIES												
915020 EMS 208 BYSHAM	-	30,000	30,000	-	30,000	-	-	30,000	-	-	-	-
915070 EMS TIDEY NORWICH	-	60,000	60,000	-	60,000	-	-	60,000	-	-	-	-
<b>TOTAL FACILITIES</b>	-	90,000	90,000	-	90,000	-	-	90,000	-	-	-	-
<b>TOTAL PARAMEDIC SERVICES</b>	-	1,458,483	1,458,483	-	1,458,483	4,000	-	1,045,913	-	408,570	-	-
<b>TOTAL PARAMEDIC SERVICES</b>	-	1,458,483	1,458,483	-	1,458,483	4,000	-	1,045,913	-	408,570	-	-
<b>LIBRARY</b>												
LIBRARY												
GENERAL												
600000 LIBRARY ADMINISTRATION	-	32,000	32,000	-	32,000	32,000	-	-	-	-	-	-
<b>TOTAL GENERAL</b>	-	32,000	32,000	-	32,000	32,000	-	-	-	-	-	-
FACILITIES												
916040 OCL ING	-	95,000	95,000	-	95,000	-	-	95,000	-	-	-	-
916110 THAMESFORD LIBRARY	-	41,000	41,000	-	41,000	-	-	24,600	-	-	-	16,400

	CARRY	2022	2022		2022		W/WW					
	FORWARD	REQUESTED	CAPITAL	UNFINANCED	FINANCED		RATES &		DC	GRANTS	DEBT	OTHER
DESCRIPTION	BUDGET (2)	BUDGET (3)	BUDGET	CAPITAL (1)	CAPITAL	TAXATION	RESERVES	RESERVES				SOURCES
916140 TILLSONBURG LIBRARY	-	26,000	26,000	-	26,000	-	-	26,000	-	-	-	-
<b>TOTAL FACILITIES</b>	-	162,000	162,000	-	162,000	-	-	145,600	-	-	-	16,400
<b>TOTAL LIBRARY</b>	-	194,000	194,000	-	194,000	32,000	-	145,600	-	-	-	16,400
<b>TOTAL LIBRARY</b>	-	194,000	194,000	-	194,000	32,000	-	145,600	-	-	-	16,400
<b>WATER &amp; WASTEWATER</b>												
WATER & WASTEWATER GENERAL												
GREEN INITIATIVES												
911007 GREEN INITIATIVES WATER	-	22,000	22,000	-	22,000	-	22,000	-	-	-	-	-
911008 GREEN INITIATIVES WASTEWATER	-	84,000	84,000	-	84,000	-	84,000	-	-	-	-	-
<b>TOTAL GREEN INITIATIVES</b>	-	106,000	106,000	-	106,000	-	106,000	-	-	-	-	-
GENERAL												
250000 WW GENERAL	-	19,300	19,300	-	19,300	-	19,300	-	-	-	-	-
900016 SCADA MASTER PLAN	581,000	724,000	1,305,000	-	1,305,000	-	1,128,982	-	176,018	-	-	-
900018 WATER MODEL	-	115,000	115,000	-	115,000	-	53,390	-	61,610	-	-	-
900025 W/WW MASTER PLAN	-	300,000	300,000	-	300,000	-	74,994	-	225,006	-	-	-
<b>TOTAL GENERAL</b>	581,000	1,158,300	1,739,300	-	1,739,300	-	1,276,666	-	462,634	-	-	-
<b>TOTAL WATER &amp; WASTEWATER GENERAL</b>	581,000	1,264,300	1,845,300	-	1,845,300	-	1,382,666	-	462,634	-	-	-
WASTEWATER SYSTEMS												
WOODSTOCK - WW												
250100 WW WDSK	-	205,000	205,000	-	205,000	-	205,000	-	-	-	-	-
911280 WDSTK - WW FACILITIES	-	229,000	229,000	-	229,000	-	229,000	-	-	-	-	-
950150 WDSTK - NE INDUSTRIAL PARK	-	296,000	296,000	-	296,000	-	296,000	-	-	-	-	-
950151 WDSK - PATTULLO INDUSTRIAL PRK	-	3,672,000	3,672,000	-	3,672,000	-	-	-	-	-	3,672,000	-
950158 WDSTK - CITY PROJECTS	300,000	1,320,000	1,620,000	-	1,620,000	-	1,620,000	-	-	-	-	-
950163 WDSTK - LANSLOWNE PS	-	125,000	125,000	-	125,000	-	-	-	125,000	-	-	-
950165 WDSTK - SANITARY OVERSIZING	-	100,000	100,000	-	100,000	-	-	-	100,000	-	-	-
950174 WDSTK - LINEAR R/R CR PROJ	-	510,000	510,000	-	510,000	-	510,000	-	-	-	-	-
<b>TOTAL WOODSTOCK - WW</b>	300,000	6,457,000	6,757,000	-	6,757,000	-	2,860,000	-	225,000	-	3,672,000	-
TILLSONBURG - WW												
250200 WW TBURG	-	40,000	40,000	-	40,000	-	40,000	-	-	-	-	-
950200 TBURG - WWTP PHASE 1 UPGRADE	-	4,055,000	4,055,000	-	4,055,000	-	3,257,381	-	797,619	-	-	-
950216 TBURG - CRANBERRY RD EXT	-	65,000	65,000	-	65,000	-	32,500	-	-	-	-	32,500
950226 TBURG - TOWN PROJECTS	85,000	812,000	897,000	-	897,000	-	577,000	80,000	-	-	-	240,000
950229 TBURG - LINEAR R/R CR PROJ	-	8,000	8,000	-	8,000	-	8,000	-	-	-	-	-
<b>TOTAL TILLSONBURG - WW</b>	85,000	4,980,000	5,065,000	-	5,065,000	-	3,914,881	80,000	797,619	-	-	272,500
INGERSOLL - WW												

DESCRIPTION	CARRY	2022	2022	UNFINANCED	2022		W/WW					OTHER
	FORWARD BUDGET (2)	REQUESTED BUDGET (3)	CAPITAL BUDGET	CAPITAL (1)	FINANCED CAPITAL	TAXATION	RATES & RESERVES	RESERVES	DC	GRANTS	DEBT	SOURCES
911282 ING - WW FACILITIES	-	86,000	86,000	-	86,000	-	86,000	-	-	-	-	-
950330 ING - TOWN PROJECTS	-	980,000	980,000	-	980,000	-	980,000	-	-	-	-	-
950332 ING-RELINING	-	150,000	150,000	-	150,000	-	150,000	-	-	-	-	-
<b>TOTAL INGERSOLL - WW</b>	-	1,216,000	1,216,000	-	1,216,000	-	1,216,000	-	-	-	-	-
NORWICH - WW												
250400 WW NORWICH	-	48,600	48,600	-	48,600	-	48,600	-	-	-	-	-
911283 NOR - WW FACILITIES	-	2,500	2,500	-	2,500	-	2,500	-	-	-	-	-
950412 NOR-LAGOON EXPANSION	-	715,000	715,000	-	715,000	-	-	-	715,000	-	-	-
950450 NOR - SANITARY REPLACEMENTS	-	1,000,000	1,000,000	-	1,000,000	-	180,000	-	-	-	-	820,000
<b>TOTAL NORWICH - WW</b>	-	1,766,100	1,766,100	-	1,766,100	-	231,100	-	715,000	-	-	820,000
TAVISTOCK - WW												
250500 WW TAVISTOCK	-	61,000	61,000	-	61,000	-	61,000	-	-	-	-	-
950513 TAV - WILLIAM SPS REHAB	-	130,000	130,000	-	130,000	-	130,000	-	-	-	-	-
950550 TAV - SANITARY REPLACEMENTS	-	100,000	100,000	-	100,000	-	100,000	-	-	-	-	-
<b>TOTAL TAVISTOCK - WW</b>	-	291,000	291,000	-	291,000	-	291,000	-	-	-	-	-
PLATTSVILLE - WW												
250600 WW PLATTSVILLE	-	63,000	63,000	-	63,000	-	63,000	-	-	-	-	-
950610 PLAT - FEASIBILITY STUDY	30,000	10,000	40,000	-	40,000	-	40,000	-	-	-	-	-
<b>TOTAL PLATTSVILLE - WW</b>	30,000	73,000	103,000	-	103,000	-	103,000	-	-	-	-	-
THAMESFORD - WW												
250700 WW THAMESFORD	-	51,000	51,000	-	51,000	-	51,000	-	-	-	-	-
911286 THAMES - WW FACILITIES	-	12,500	12,500	-	12,500	-	12,500	-	-	-	-	-
950718 THAMES - WWTP PRETREATMENT/SCREENING	-	350,000	350,000	-	350,000	-	350,000	-	-	-	-	-
<b>TOTAL THAMESFORD - WW</b>	-	413,500	413,500	-	413,500	-	413,500	-	-	-	-	-
DRUMBO - WW												
250800 WW DRUMBO	-	10,000	10,000	-	10,000	-	10,000	-	-	-	-	-
950807 DRUMBO - STANDBY POWER	120,000	-	120,000	-	120,000	-	120,000	-	-	-	-	-
950810 DRUMBO - WWTP CAPACITY EXP	-	4,692,710	4,692,710	(4,651,637)	41,073	-	14,233	-	26,840	-	-	-
950811 DRUMBO - FEASIBILITY STUDY	30,000	10,000	40,000	-	40,000	-	40,000	-	-	-	-	-
<b>TOTAL DRUMBO - WW</b>	150,000	4,712,710	4,862,710	(4,651,637)	211,073	-	184,233	-	26,840	-	-	-
MT ELGIN - WW												
950905 MT ELGIN - WWTP CAPACITY EXPANSION	-	150,000	150,000	-	150,000	-	150,000	-	-	-	-	-
<b>TOTAL MT ELGIN - WW</b>	-	150,000	150,000	-	150,000	-	150,000	-	-	-	-	-
EMBRO - WW												
951003 EMBRO - SERVICING	-	-	-	62,500	62,500	-	-	-	-	-	-	62,500
<b>TOTAL EMBRO - WW</b>	-	-	-	62,500	62,500	-	-	-	-	-	-	62,500
INNERKIP - WW												

	CARRY	2022	2022		2022		W/WW					
	FORWARD	REQUESTED	CAPITAL	UNFINANCED	FINANCED		RATES &		DC	GRANTS	DEBT	OTHER
DESCRIPTION	BUDGET (2)	BUDGET (3)	BUDGET	CAPITAL (1)	CAPITAL	TAXATION	RESERVES	RESERVES				SOURCES
951100 INNERKIP - WW SERVICING	-	-	-	75,000	75,000	-	-	-	-	-	-	75,000
<b>TOTAL INNERKIP - WW</b>	-	-	-	75,000	75,000	-	-	-	-	-	-	75,000
<b>TOTAL WASTEWATER SYSTEMS</b>	565,000	20,059,310	20,624,310	(4,514,137)	16,110,173	-	9,363,714	80,000	1,764,459	-	3,672,000	1,230,000
WATER SYSTEMS												
WOODSTOCK - W												
260100 WATER WOODSTOCK	-	30,000	30,000	-	30,000	-	30,000	-	-	-	-	-
911261 WDSTK - WATER FAC	-	10,000	10,000	-	10,000	-	10,000	-	-	-	-	-
960135 WDSTK - NE INDUSTRIAL PARK	-	137,000	137,000	-	137,000	-	137,000	-	-	-	-	-
960141 WDSTK - CITY PROJECTS	400,000	1,420,000	1,820,000	-	1,820,000	-	1,820,000	-	-	-	-	-
960149 WDSTK - CITY PROJ OVERSIZING	-	20,000	20,000	-	20,000	-	-	-	20,000	-	-	-
960153 WDSTCK - LINEAR R/R CR PROJ	-	725,000	725,000	-	725,000	-	725,000	-	-	-	-	-
960156 WDSK - PATTULLO INDUSTRIAL PRK	90,000	-	90,000	-	90,000	-	90,000	-	-	-	-	-
960159 WDSTK - THORNTON FEEDERMN REPL	-	350,000	350,000	-	350,000	-	350,000	-	-	-	-	-
960170 WDSTK - CR4 & Lansdowne WM	1,300,000	3,500,000	4,800,000	(3,562,400)	1,237,600	-	537,600	-	700,000	-	-	-
960171 WDSTK - CR17 WATERMAIN	-	4,000,000	4,000,000	(4,000,000)	-	-	-	-	-	-	-	-
960172 WDSTK - SPRUCEDALE WM	10,000	-	10,000	-	10,000	-	-	-	-	-	-	10,000
<b>TOTAL WOODSTOCK - W</b>	1,800,000	10,192,000	11,992,000	(7,562,400)	4,429,600	-	3,699,600	-	720,000	-	-	10,000
TILLSONBURG - W												
260200 WATER TILLSONBURG	-	225,000	225,000	-	225,000	-	225,000	-	-	-	-	-
911262 TBURG - WATER FACILITIES	-	60,000	60,000	-	60,000	-	60,000	-	-	-	-	-
960200 TBURG - WELL 7A	-	85,000	85,000	-	85,000	-	85,000	-	-	-	-	-
960201 TBURG - WELL 3 UPGRADE	-	115,000	115,000	-	115,000	-	115,000	-	-	-	-	-
960213 TBURG - CRANBERRY RD EXT	-	65,000	65,000	-	65,000	-	32,500	-	-	-	-	32,500
960214 TBURG - BOOSTED PRESSURE	-	100,000	100,000	-	100,000	-	100,000	-	-	-	-	-
960235 TBURG - TOWN PROJECTS	-	972,000	972,000	-	972,000	-	972,000	-	-	-	-	-
960243 TBURG - STANDBY POWER	120,000	-	120,000	-	120,000	-	115,000	5,000	-	-	-	-
<b>TOTAL TILLSONBURG - W</b>	120,000	1,622,000	1,742,000	-	1,742,000	-	1,704,500	5,000	-	-	-	32,500
INGERSOLL - W												
260300 WATER INGERSOLL	-	250,000	250,000	-	250,000	-	250,000	-	-	-	-	-
911272 WATER INGERSOLL FACILITIES	-	525,500	525,500	-	525,500	-	525,500	-	-	-	-	-
960307 ING - GROUNDWATER MODEL	-	160,000	160,000	-	160,000	-	160,000	-	-	-	-	-
960315 ING - LINEAR R/R CR PROJ	-	550,000	550,000	-	550,000	-	550,000	-	-	-	-	-
960325 ING - TOWN PROJECTS	-	1,060,000	1,060,000	-	1,060,000	-	1,060,000	-	-	-	-	-
960335 ING - CAST IRON PIPE REPLACE	-	200,000	200,000	-	200,000	-	200,000	-	-	-	-	-
960341 ING-TOWER PAINT REPAIR	-	2,295,000	2,295,000	-	2,295,000	-	2,295,000	-	-	-	-	-
<b>TOTAL INGERSOLL - W</b>	-	5,040,500	5,040,500	-	5,040,500	-	5,040,500	-	-	-	-	-
TOWNSHIPS - W												

	CARRY	2022	2022		2022		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
260400 WATER TOWNSHIPS	-	240,000	240,000	-	240,000	-	240,000	-	-	-	-	-
911264 WATER TOWNSHIP FACILITIES	-	95,000	95,000	-	95,000	-	95,000	-	-	-	-	-
960400 TOWNSHIP DISTRIB REPLACEMENT	-	950,000	950,000	-	950,000	-	950,000	-	-	-	-	-
960403 MT ELGIN GRAYDON WELL	-	-	-	1,483,000	1,483,000	-	-	-	-	-	1,483,000	-
960422 TWSP - WATER QUALITY IMP	-	85,000	85,000	-	85,000	-	85,000	-	-	-	-	-
960437 TAV - WELL 4	40,000	-	40,000	-	40,000	-	10,000	-	30,000	-	-	-
960441 NOR-TOWER PAINT/REPAIR	33,000	20,000	53,000	-	53,000	-	53,000	-	-	-	-	-
<b>TOTAL TOWNSHIPS - W</b>	<b>73,000</b>	<b>1,390,000</b>	<b>1,463,000</b>	<b>1,483,000</b>	<b>2,946,000</b>	<b>-</b>	<b>1,433,000</b>	<b>-</b>	<b>30,000</b>	<b>-</b>	<b>1,483,000</b>	<b>-</b>
<b>TOTAL WATER SYSTEMS</b>	<b>1,993,000</b>	<b>18,244,500</b>	<b>20,237,500</b>	<b>(6,079,400)</b>	<b>14,158,100</b>	<b>-</b>	<b>11,877,600</b>	<b>5,000</b>	<b>750,000</b>	<b>-</b>	<b>1,483,000</b>	<b>42,500</b>
<b>TOTAL WATER &amp; WASTEWATER</b>	<b>3,139,000</b>	<b>39,568,110</b>	<b>42,707,110</b>	<b>(10,593,537)</b>	<b>32,113,573</b>	<b>-</b>	<b>22,623,980</b>	<b>85,000</b>	<b>2,977,093</b>	<b>-</b>	<b>5,155,000</b>	<b>1,272,500</b>
<b>TOTAL County of Oxford - Capital</b>	<b>4,611,786</b>	<b>69,071,419</b>	<b>73,683,205</b>	<b>(9,813,537)</b>	<b>63,869,668</b>	<b>130,900</b>	<b>23,013,523</b>	<b>20,548,492</b>	<b>4,854,593</b>	<b>7,007,760</b>	<b>6,105,000</b>	<b>2,209,400</b>

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

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL
<b>CAPITAL COSTS</b>											
CAPITAL COSTS											
<b>CAO</b>											
CAO											
GENERAL											
111000 CAO	2,200	-	-	-	-	-	-	-	-	-	2,200
113000 STRATEGIC COMM. & ENGAGEMENT	2,000	-	-	-	-	-	-	-	-	-	2,000
<b>TOTAL GENERAL</b>	<b>4,200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,200</b>
<b>TOTAL CAO</b>	<b>4,200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,200</b>
<b>TOTAL CAO</b>	<b>4,200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,200</b>
<b>HUMAN RESOURCES</b>											
HUMAN RESOURCES											
GENERAL											
112000 HUMAN RESOURCES	2,000	-	-	-	-	-	-	-	-	-	2,000
<b>TOTAL GENERAL</b>	<b>2,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,000</b>
<b>TOTAL HUMAN RESOURCES</b>	<b>2,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,000</b>
<b>TOTAL HUMAN RESOURCES</b>	<b>2,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,000</b>
<b>CORPORATE SERVICES</b>											
CORPORATE SERVICES											
GENERAL											
120000 FINANCE	19,000	-	-	-	-	-	-	-	-	-	19,000
122000 CLERK OFFICE	10,700	-	-	-	-	-	-	-	-	-	10,700
123000 INFORMATION TECHNOLOGY	410,610	210,460	182,140	333,960	145,140	429,210	137,860	359,490	163,890	184,930	2,557,690
900050 ASSET MGMT SYSTEMS ENHANCEMENT	671,786	-	-	-	-	-	-	-	-	-	671,786
<b>TOTAL GENERAL</b>	<b>1,112,096</b>	<b>210,460</b>	<b>182,140</b>	<b>333,960</b>	<b>145,140</b>	<b>429,210</b>	<b>137,860</b>	<b>359,490</b>	<b>163,890</b>	<b>184,930</b>	<b>3,259,176</b>
<b>TOTAL CORPORATE SERVICES</b>	<b>1,112,096</b>	<b>210,460</b>	<b>182,140</b>	<b>333,960</b>	<b>145,140</b>	<b>429,210</b>	<b>137,860</b>	<b>359,490</b>	<b>163,890</b>	<b>184,930</b>	<b>3,259,176</b>
<b>TOTAL CORPORATE SERVICES</b>	<b>1,112,096</b>	<b>210,460</b>	<b>182,140</b>	<b>333,960</b>	<b>145,140</b>	<b>429,210</b>	<b>137,860</b>	<b>359,490</b>	<b>163,890</b>	<b>184,930</b>	<b>3,259,176</b>
<b>PUBLIC WORKS</b>											
ENGINEERING AND CONSTRUCTION											
GENERAL											
290000 CAPITAL ADMIN	22,000	-	-	-	-	-	-	-	-	-	22,000
900031 INFRASTRUCTURE DESIGN GUIDELNS	180,000	-	-	-	-	-	-	-	-	-	180,000
<b>TOTAL GENERAL</b>	<b>202,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>202,000</b>
<b>TOTAL ENGINEERING AND CONSTRUCTION</b>	<b>202,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>202,000</b>
<b>FACILITIES</b>											
GREEN INITIATIVES											
911006 GREEN INITIATIVES FACILITIES	135,000	242,000	472,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,949,000
911900 FACILITIES RENEWABLE ENERGY	950,000	1,170,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	10,120,000
<b>TOTAL GREEN INITIATIVES</b>	<b>1,085,000</b>	<b>1,412,000</b>	<b>1,472,000</b>	<b>1,300,000</b>	<b>1,300,000</b>	<b>1,300,000</b>	<b>1,300,000</b>	<b>1,300,000</b>	<b>1,300,000</b>	<b>1,300,000</b>	<b>13,069,000</b>



	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL
<b>ADMINISTRATION BUILDINGS</b>											
210000 FACILITIES ADMIN	18,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	167,000
210010 ADMIN BUILDING (21 REEVE)	79,000	92,251	129,002	456,501	66,239	246,669	772,994	77,804	39,000	39,000	1,998,460
210030 ARCHIVES (82 LIGHT)	60,870	15,435	25,589	14,998	-	-	-	-	-	-	116,892
210040 POA (419 HUNTER)	-	26,472	-	10,290	21,791	-	-	-	-	-	58,553
210070 93 GRAHAM	17,500	-	10,000	4,000	100,000	-	-	-	-	-	131,500
210110 COIN TOWERS	-	5,000	-	13,000	-	8,000	-	-	-	-	26,000
215000 410 BULLER	-	20,000	70,000	130,000	50,000	-	-	-	65,000	75,000	410,000
911000 FACILITIES CONDITION ASSESSMT	-	-	-	500,000	500,000	-	30,000	-	250,000	-	1,280,000
911002 COURTHOUSE RENOVATIONS	130,000	100,000	100,000	100,000	250,000	250,000	250,000	100,000	250,000	250,000	1,780,000
915000 BOH - Facility	665,000	800,000	-	-	160,000	-	-	-	-	-	1,625,000
<b>TOTAL ADMINISTRATION BUILDINGS</b>	<b>970,870</b>	<b>1,075,658</b>	<b>351,091</b>	<b>1,245,289</b>	<b>1,164,530</b>	<b>521,169</b>	<b>1,069,494</b>	<b>194,304</b>	<b>620,500</b>	<b>380,500</b>	<b>7,593,405</b>
<b>TOTAL FACILITIES</b>	<b>2,055,870</b>	<b>2,487,658</b>	<b>1,823,091</b>	<b>2,545,289</b>	<b>2,464,530</b>	<b>1,821,169</b>	<b>2,369,494</b>	<b>1,494,304</b>	<b>1,920,500</b>	<b>1,680,500</b>	<b>20,662,405</b>
<b>FLEET</b>											
<b>FLEET</b>											
220101 F - PICKUP	-	-	35,000	-	-	-	-	35,000	-	-	70,000
220104 F - VAN	-	-	-	77,500	-	-	-	-	-	77,500	155,000
220110 F - VAN	-	77,500	-	-	-	-	-	77,500	-	-	155,000
220113 F - PICKUP	-	-	54,000	-	-	-	-	54,000	-	-	108,000
220114 F - PICKUP	-	-	-	74,000	-	-	-	-	74,000	-	148,000
220116 F - PICKUP	-	-	54,000	-	-	-	-	54,000	-	-	108,000
220117 F - PICKUP	-	-	-	54,000	-	-	-	-	54,000	-	108,000
220325 R - S - SIGN TRUCK	-	-	-	-	-	-	130,000	-	-	-	130,000
220326 R - H - PICKUP	54,000	-	-	-	-	54,000	-	-	-	-	108,000
220327 R - H - UTILITY	-	94,800	-	-	-	-	94,800	-	-	-	189,600
220328 R - W - UTILITY	-	94,800	-	-	-	-	94,800	-	-	-	189,600
220331 R - W - PAINT TRAILER	-	-	-	-	-	-	10,500	-	-	-	10,500
220332 R - H - TRAILER	10,500	-	-	-	-	-	-	-	-	-	10,500
220334 R - S - LINE PAINTER	-	-	-	400,000	-	-	-	-	-	-	400,000
220335 R - H - TRUCK	54,000	-	-	-	-	54,000	-	-	-	-	108,000
220336 R - H - TRAILER	-	-	-	-	-	10,500	-	-	-	-	10,500
220338 R - W - PICKUP	54,000	-	-	-	-	54,000	-	-	-	-	108,000
220339 R - S - PICKUP	-	54,000	-	-	-	-	54,000	-	-	-	108,000
220344 R - S - TRUCK	54,000	-	-	-	-	54,000	-	-	-	-	108,000
220346 R - D - TRUCK	54,000	-	-	-	-	54,000	-	-	-	-	108,000
220350 R - D - PICKUP	54,000	-	-	-	-	54,000	-	-	-	-	108,000
220351 R - W - TRUCK	54,000	-	-	-	-	54,000	-	-	-	-	108,000
220352 R - S - PICKUP	-	94,800	-	-	-	-	94,800	-	-	-	189,600
220353 R - W - PICKUP	-	-	94,800	-	-	-	-	94,800	-	-	189,600

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL
220360 R - H - TANDEM	-	330,000	-	-	-	-	-	-	-	-	330,000
220361 R - W - TANDEM	-	-	-	-	330,000	-	-	-	-	-	330,000
220362 R - W - TANDEM	-	-	-	-	-	-	330,000	-	-	-	330,000
220364 R - H - TANDEM	-	-	-	-	-	330,000	-	-	-	-	330,000
220365 R - D - TANDEM	-	-	-	-	330,000	-	-	-	-	-	330,000
220366 R - S - TANDEM	-	-	-	-	330,000	-	-	-	-	-	330,000
220367 R - W - TANDEM	-	-	-	-	-	-	400,000	-	-	-	400,000
220368 R - W - SINGLE	-	-	-	-	330,000	-	-	-	-	-	330,000
220370 R - W - SINGLE	-	-	-	-	-	330,000	-	-	-	-	330,000
220371 R - W - SINGLE DUMP	-	-	-	-	405,000	-	-	-	-	-	405,000
220373 R - S - TANDEM	-	-	-	-	-	-	-	-	-	330,000	330,000
220374 R - H - TANDEM	330,000	-	-	-	-	-	-	-	-	-	330,000
220375 R - H - TANDEM	-	-	-	-	405,000	-	-	-	-	-	405,000
220382 R - D - TANDEM	-	-	-	330,000	-	-	-	-	-	-	330,000
220386 R - S - TANDEM	-	330,000	-	-	-	-	-	-	-	-	330,000
220387 R - H - TANDEM	-	-	-	-	-	-	-	-	-	330,000	330,000
220391 R - W - TANDEM	330,000	-	-	-	-	-	-	-	-	330,000	660,000
220393 R - W - TANDEM	-	-	-	-	-	-	330,000	-	-	-	330,000
220394 R - W - TANDEM	-	-	-	-	-	-	330,000	-	-	-	330,000
220402 R - W - BRUSHCHIPPER	-	-	-	-	-	-	-	-	59,000	-	59,000
220403 R - H - KUBOTA	-	-	-	15,000	-	-	-	-	15,000	-	30,000
220404 R - H - ASPHALT ROLLER	-	-	-	-	-	-	75,000	-	-	-	75,000
220407 R - H - BRUSHCHIPPER	-	-	-	-	-	-	-	-	-	59,000	59,000
220408 R - H - ASPHALT PAVER	-	-	-	-	-	-	148,000	-	-	-	148,000
220411 R - S - GRADER	-	-	-	-	-	-	-	330,000	-	-	330,000
220413 R - D - SWEEPER	-	240,000	-	-	-	-	-	-	-	-	240,000
220415 R - S - FORK LIFT	-	-	-	-	-	-	46,000	-	-	-	46,000
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	-	-	-	-	-	-	-	-	160,000	-	160,000
220425 R - S - TRACTOR	-	-	-	200,000	-	-	-	-	-	-	200,000
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	-	-	-	-	5,000	-	-	-	-	-	5,000
220503 WW - RIDING MOWER	-	-	-	-	-	-	5,000	-	-	-	5,000

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL
220504 WW - UTILITY TRACTOR	-	5,000	-	-	-	-	-	-	-	-	5,000
220505 WW - LOADER	-	-	-	-	-	-	-	-	-	150,000	150,000
220506 WW - FORKLIFT	-	-	-	-	-	-	-	-	-	46,000	46,000
220507 WW - MOWER TRACTOR	-	-	-	-	-	-	-	5,000	-	-	5,000
220522 WW - PICKUP	54,000	-	-	-	-	54,000	-	-	-	-	108,000
220523 WW - PICKUP	54,000	-	-	-	-	54,000	-	-	-	-	108,000
220524 WW - PICKUP	-	-	-	72,000	-	-	-	-	72,000	-	144,000
220525 WW - PICKUP	-	-	-	54,000	-	-	-	-	54,000	-	108,000
220529 WW - PICKUP	-	-	-	54,000	-	-	-	-	54,000	-	108,000
220532 WW - 4X4 PICKUP	-	-	-	-	55,000	-	-	-	-	55,000	110,000
220542 WW - ROLLOFF BIN TRUCK	-	-	-	-	250,000	-	-	-	-	-	250,000
220556 WW - VAC TRUCK	-	170,000	-	-	-	-	-	-	-	-	170,000
220563 WW - FORKLIFT	-	-	-	-	-	-	-	-	-	46,000	46,000
220570 WW - VAN	-	77,500	-	-	-	-	-	77,500	-	-	155,000
220573 WW - VAN	-	-	-	-	-	45,000	-	-	-	-	45,000
220574 WW - VAN	-	-	-	-	-	51,000	-	-	-	-	51,000
220575 WW - VAN	-	-	-	51,000	-	-	-	-	51,000	-	102,000
220620 W - TRAILER	-	-	-	-	-	-	-	-	10,500	-	10,500
220621 W - VAC UNIT	-	-	-	-	-	170,000	-	-	-	-	170,000
220632 W - 4X4 PICKUP	6,000	-	-	74,000	-	-	-	-	74,000	-	154,000
220633 W - PICKUP	-	-	-	72,000	-	-	-	-	72,000	-	144,000
220634 W - PICKUP	-	-	-	-	45,000	-	-	-	-	45,000	90,000
220636 W - PICKUP	-	-	-	-	55,000	-	-	-	-	55,000	110,000
220637 W - PICKUP	-	94,800	-	-	-	-	94,800	-	-	-	189,600
220638 W - PICKUP	-	94,800	-	-	-	-	94,800	-	-	-	189,600
220646 W - PICKUP	-	-	-	72,000	-	-	-	-	72,000	-	144,000
220648 W - PICKUP	-	-	-	74,000	-	-	-	-	74,000	-	148,000
220649 W-PICKUP	-	-	-	-	37,000	-	-	-	-	37,000	74,000
220652 W - 4X4 PICKUP	-	-	-	74,000	-	-	-	-	74,000	-	148,000
220653 W-PICKUP	-	-	-	-	37,000	-	-	-	-	37,000	74,000
220654 W - PICKUP	-	-	-	-	47,000	-	-	-	-	47,000	94,000
220655 W - PICKUP	-	54,000	-	-	-	-	54,000	-	-	-	108,000
220656 W - PICKUP	-	54,000	-	-	-	-	54,000	-	-	-	108,000
220659 W - PICKUP	-	-	-	79,800	-	-	-	-	79,800	-	159,600
220660 W - PICKUP	-	-	79,800	-	-	-	-	79,800	-	-	159,600
220661 W - PICKUP	-	-	-	79,800	-	-	-	-	79,800	-	159,600
220662 W - PICKUP	-	-	54,000	-	-	-	-	54,000	-	-	108,000
220663 W - PICKUP	-	-	-	54,000	-	-	-	-	54,000	-	108,000
220664 W - CARGO VAN	-	-	-	77,500	-	-	-	-	-	77,500	155,000

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL
220665 W - PICKUP	-	-	50,000	-	-	-	-	50,000	-	-	100,000
220680 W - VAN	-	-	77,500	-	-	-	-	-	77,500	-	155,000
220681 W - VAN	-	-	-	51,000	-	-	-	-	51,000	-	102,000
220682 W - VAN	-	-	77,500	-	-	-	-	-	77,500	-	155,000
220684 W - SINGLE	-	-	-	-	350,000	-	-	-	-	-	350,000
220685 W - VAC UNIT	-	-	-	-	280,000	-	-	-	-	-	280,000
220687 W - TANDEM	-	-	-	-	-	-	-	-	-	210,000	210,000
220701 L - UTV	-	-	-	-	17,000	-	-	-	-	17,000	34,000
220702 L - UTV	-	-	-	15,000	-	-	-	-	15,000	-	30,000
220703 ZTRAK MOWER	-	-	-	-	5,000	-	-	-	-	-	5,000
220710 L - DUMP TRUCK	25,000	-	-	-	-	-	-	-	-	-	25,000
220722 L - COMPACTOR	-	-	-	1,000,000	-	-	-	-	-	-	1,000,000
220723 L - COMPACTOR	-	-	-	-	-	-	-	-	1,360,000	-	1,360,000
220731 L - PULL SCRAPER	-	-	-	-	-	-	-	-	130,000	-	130,000
220732 L - UTILITY TRACTOR	-	-	-	-	-	130,000	-	-	-	-	130,000
220733 L - LOADER	-	-	-	-	-	-	-	-	-	300,000	300,000
220741 L - TRACTOR	-	-	-	-	-	-	350,000	-	-	-	350,000
220742 L - TRACTOR DOZER	-	765,000	-	-	-	-	-	-	-	-	765,000
220744 L - TRUCK	150,000	-	-	-	-	-	-	-	-	-	150,000
220745 L - TANKER	-	-	-	-	-	-	-	-	55,000	-	55,000
220746 L - TRACTOR	-	-	-	-	-	-	-	5,000	-	-	5,000
220750 L - TRUCK	-	-	54,000	-	-	-	-	54,000	-	-	108,000
220752 L - PICKUP	-	35,000	-	-	-	-	35,000	-	-	-	70,000
220753 TREE - PICKUP	-	-	-	-	45,000	-	-	-	-	45,000	90,000
220801 ADMIN - CAR	-	-	53,000	-	-	-	-	53,000	-	-	106,000
220803 ADMIN - PICKUP	-	-	50,000	-	-	-	-	50,000	-	-	100,000
220805 ADMIN - PICKUP	-	-	54,000	-	-	-	-	54,000	-	-	108,000
220905 LIBRARY VAN	-	-	80,700	-	-	-	-	-	80,700	-	161,400
220912 C - PICKUP	-	-	-	-	37,000	-	-	-	-	37,000	74,000
220913 C - PICKUP	-	-	35,000	-	-	-	-	35,000	-	-	70,000
220915 C - PICKUP	-	-	35,000	-	-	-	-	35,000	-	-	70,000
220917 C - PICKUP	-	-	50,000	-	-	-	-	50,000	-	-	100,000
220919 C - VAN	-	-	35,000	-	-	-	-	35,000	-	-	70,000
220921 C - VAN	-	-	-	-	37,000	-	-	-	-	37,000	74,000
<b>TOTAL FLEET</b>	<b>1,537,500</b>	<b>2,666,000</b>	<b>1,023,300</b>	<b>3,304,600</b>	<b>3,632,000</b>	<b>1,552,500</b>	<b>3,160,500</b>	<b>1,282,600</b>	<b>3,075,800</b>	<b>2,414,000</b>	<b>23,648,800</b>
<b>TOTAL FLEET</b>	<b>1,537,500</b>	<b>2,666,000</b>	<b>1,023,300</b>	<b>3,304,600</b>	<b>3,632,000</b>	<b>1,552,500</b>	<b>3,160,500</b>	<b>1,282,600</b>	<b>3,075,800</b>	<b>2,414,000</b>	<b>23,648,800</b>
<b>TRANSPORTATION SERVICES</b>											
GENERAL											
230000 ROADS ADMIN	27,200	-	-	-	-	-	-	-	-	-	27,200

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL
<b>TOTAL GENERAL</b>	27,200	-	-	-	-	-	-	-	-	-	27,200
<b>FACILITIES</b>											
213000 DRUMBO YARD FAC	28,500	-	41,000	160,000	-	-	-	65,000	5,000	-	299,500
213010 HIGHLAND YARD FAC	-	17,500	10,000	20,000	27,500	-	-	15,000	50,000	-	140,000
213020 SPRINGFORD YARD FAC	90,000	-	-	20,000	35,000	-	-	-	-	-	145,000
213030 WOODSTOCK YARD FAC	35,000	-	-	22,500	-	-	-	-	-	-	57,500
911300 ROADS FACILITIES GENERAL	-	-	10,000	-	-	-	-	10,000	-	-	20,000
911301 DRUMBO YARD FACILITIES	-	145,000	-	-	-	-	-	-	-	-	145,000
911302 HIGHLAND YARD FACILITIES	-	145,000	-	-	-	-	-	-	-	-	145,000
911303 SPRINGFORD YARD FACILITIES	-	145,000	-	-	-	-	-	-	-	-	145,000
911304 WOODSTOCK YARD FACILITIES	-	135,000	-	-	-	-	-	-	-	-	135,000
<b>TOTAL FACILITIES</b>	153,500	587,500	61,000	222,500	62,500	-	-	90,000	55,000	-	1,232,000
<b>ROAD NETWORK</b>											
930000 TRANSPORTATION MASTER PLAN	150,000	200,000	-	-	-	150,000	200,000	-	-	-	700,000
930001 ROADS NEEDS STUDY	-	-	-	120,000	-	-	-	-	150,000	-	270,000
930003 CR 3	600,000	750,000	750,000	-	-	-	-	-	-	-	2,100,000
930004 CR 4	150,000	-	-	400,000	-	-	5,000,000	-	-	-	5,550,000
930008 CR 8	-	-	1,000,000	-	-	-	-	-	-	-	1,000,000
930009 CR 9	50,000	-	1,000,000	-	-	-	-	-	-	-	1,050,000
930015 CR 15	-	-	-	-	500,000	-	-	-	-	-	500,000
930016 CR 16	970,000	2,000,000	-	-	-	-	-	-	-	-	2,970,000
930018 CR 18	35,000	-	-	200,000	-	-	200,000	-	2,500,000	-	2,935,000
930019 CR 19	150,000	-	100,000	100,000	1,600,000	1,600,000	-	-	-	-	3,550,000
930020 CR 20	270,000	-	-	-	250,000	-	-	-	-	-	520,000
930022 CR 22	-	-	-	250,000	-	-	-	-	-	-	250,000
930029 CR 29	20,000	500,000	-	-	-	-	-	-	-	-	520,000
930035 CR 35	60,000	-	-	600,000	-	100,000	2,000,000	-	-	-	2,760,000
930054 CR 54	2,000,000	-	-	-	-	-	-	-	-	-	2,000,000
930059 CR 59	300,000	2,200,000	2,100,000	-	-	-	-	-	-	-	4,600,000
930070 GUIDE RAILS	250,000	150,000	150,000	170,000	-	-	-	-	-	-	720,000
930073 DC TECHNICAL STUDY RDS	-	75,000	-	-	-	-	75,000	-	-	-	150,000
930074 GRADE LVL XING SAFETY ASSESS	60,000	-	-	-	-	-	-	-	-	-	60,000
930076 PEDESTRIAN CROSSINGS	170,000	250,000	250,000	250,000	-	-	-	-	-	-	920,000
930077 INTERSECTION UPGRADES	30,000	2,350,000	2,900,000	2,100,000	1,875,000	2,700,000	3,000,000	150,000	2,000,000	125,000	17,230,000
930078 INTERSECTION ILLUMINATION	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	250,000
930079 CYCLING INFRASTRUCTURE	-	-	1,500,000	1,500,000	-	-	-	-	-	-	3,000,000
930099 REHAB & RESURFACING	5,465,000	3,375,000	4,500,000	4,500,000	4,500,000	3,000,000	4,000,000	3,000,000	4,000,000	4,500,000	40,840,000
930102 CRACK SEALING	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
930119 CR 119	-	50,000	1,000,000	-	-	-	-	-	-	-	1,050,000

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL
930150 URBANIZATION	1,500,000	25,000	4,025,000	1,500,000	-	-	-	-	-	-	7,050,000
930300 TRAFFIC SIGNALS	920,000	1,300,000	400,000	400,000	100,000	400,000	100,000	400,000	100,000	400,000	4,520,000
930301 TRAFFIC - TRAFFIC CALMING	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,500,000
<b>TOTAL ROAD NETWORK</b>	<b>13,525,000</b>	<b>13,600,000</b>	<b>20,050,000</b>	<b>12,465,000</b>	<b>9,200,000</b>	<b>8,325,000</b>	<b>14,950,000</b>	<b>3,925,000</b>	<b>9,125,000</b>	<b>5,400,000</b>	<b>110,565,000</b>
STORM NETWORK											
930115 DRAIN IMPROV	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
930116 PRINCETON DRAIN	500,000	750,000	750,000	-	-	-	-	-	-	-	2,000,000
930198 URBAN STORM SEWER	900,000	1,025,000	1,050,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	9,975,000
930199 RURAL STORM SEWER	1,500,000	2,950,000	1,950,000	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000	16,550,000
<b>TOTAL STORM NETWORK</b>	<b>3,100,000</b>	<b>4,925,000</b>	<b>3,950,000</b>	<b>2,650,000</b>	<b>2,650,000</b>	<b>2,650,000</b>	<b>2,650,000</b>	<b>2,650,000</b>	<b>2,650,000</b>	<b>2,650,000</b>	<b>30,525,000</b>
TRAILS											
900014 TRAILS	-	-	-	200,000	-	-	-	-	-	-	200,000
<b>TOTAL TRAILS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>200,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>200,000</b>
BRIDGES AND CULVERTS											
930200 BRIDGE REHAB	3,803,000	9,250,000	3,395,500	6,294,500	4,558,250	5,584,500	5,186,500	3,811,000	4,406,700	4,250,000	50,539,950
930201 BRIDGE NEEDS STUDY	130,000	-	130,000	-	130,000	-	130,000	-	130,000	-	650,000
<b>TOTAL BRIDGES AND CULVERTS</b>	<b>3,933,000</b>	<b>9,250,000</b>	<b>3,525,500</b>	<b>6,294,500</b>	<b>4,688,250</b>	<b>5,584,500</b>	<b>5,316,500</b>	<b>3,811,000</b>	<b>4,536,700</b>	<b>4,250,000</b>	<b>51,189,950</b>
<b>TOTAL TRANSPORTATION SERVICES</b>	<b>20,738,700</b>	<b>28,362,500</b>	<b>27,586,500</b>	<b>21,832,000</b>	<b>16,600,750</b>	<b>16,559,500</b>	<b>22,916,500</b>	<b>10,476,000</b>	<b>16,366,700</b>	<b>12,300,000</b>	<b>193,739,150</b>
WASTE MANAGEMENT	980,500	20,000	605,000	1,000,000	-	-	15,000	23,000	8,000	-	2,651,500
<b>TOTAL PUBLIC WORKS</b>	<b>25,514,570</b>	<b>33,536,158</b>	<b>31,037,891</b>	<b>28,681,889</b>	<b>22,697,280</b>	<b>19,933,169</b>	<b>28,461,494</b>	<b>13,275,904</b>	<b>21,371,000</b>	<b>16,394,500</b>	<b>240,903,855</b>
<b>WOODINGFORD LODGE</b>											
WOODINGFORD LODGE											
GENERAL											
391000 WFL - WOODSTOCK	1,879,190	401,114	294,348	288,150	303,660	329,735	347,510	259,050	256,425	268,550	4,627,732
392000 WFL - INGERSOLL	86,891	183,683	1,099,862	50,000	27,000	49,555	51,900	61,300	159,500	11,600	1,781,291
393000 WFL - TILLSONBURG	64,291	1,072,108	205,967	20,800	47,278	35,255	65,496	54,629	173,638	52,600	1,792,062
<b>TOTAL GENERAL</b>	<b>2,030,372</b>	<b>1,656,905</b>	<b>1,600,177</b>	<b>358,950</b>	<b>377,938</b>	<b>414,545</b>	<b>464,906</b>	<b>374,979</b>	<b>589,563</b>	<b>332,750</b>	<b>8,201,085</b>
FACILITIES											
911500 WOODINGFORD LODGE FLOORING	-	400,000	-	-	-	-	-	-	-	-	400,000
<b>TOTAL FACILITIES</b>	<b>-</b>	<b>400,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>400,000</b>
<b>TOTAL WOODINGFORD LODGE</b>	<b>2,030,372</b>	<b>2,056,905</b>	<b>1,600,177</b>	<b>358,950</b>	<b>377,938</b>	<b>414,545</b>	<b>464,906</b>	<b>374,979</b>	<b>589,563</b>	<b>332,750</b>	<b>8,601,085</b>
<b>TOTAL WOODINGFORD LODGE</b>	<b>2,030,372</b>	<b>2,056,905</b>	<b>1,600,177</b>	<b>358,950</b>	<b>377,938</b>	<b>414,545</b>	<b>464,906</b>	<b>374,979</b>	<b>589,563</b>	<b>332,750</b>	<b>8,601,085</b>
<b>HUMAN SERVICES</b>											
CHILD CARE											
GENERAL											
310400 EARLYON	50,000	-	-	-	-	-	-	-	-	-	50,000
<b>TOTAL GENERAL</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50,000</b>
<b>TOTAL CHILD CARE</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50,000</b>
HOUSING											

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL
<b>SOCIAL HOUSING FACILITIES</b>											
360000 H.S.I. SHELTER	34,300	34,800	35,300	35,800	36,100	-	-	-	-	-	176,300
360425 HSG - 16 GEORGE	5,000	34,000	-	120,000	-	-	80,000	-	65,000	-	304,000
360435 HSG - 70 MARIA	20,000	-	10,000	85,000	160,000	70,000	35,000	-	347,000	-	727,000
360440 HSG - 111 BROCK	5,000	24,000	40,000	20,500	95,000	50,000	-	-	161,000	-	395,500
360451 HSG - 235 THAMES	-	140,000	50,000	105,000	46,000	90,000	-	-	69,550	-	500,550
360452 HSG - 221 THAMES	50,000	-	25,000	158,000	35,000	-	-	6,000	110,500	-	384,500
360453 HSG - 272 HARRIS	40,000	-	3,000	-	-	-	-	18,000	59,000	-	120,000
360454 HSG - 178 EARL	65,000	100,000	25,000	65,000	-	-	70,000	-	45,000	-	370,000
360455 HSG - 135 CARROLL	195,000	70,000	135,000	135,000	30,000	-	21,000	-	80,000	-	666,000
360456 HSG - 329 TUNIS	41,000	-	3,500	-	30,000	-	-	12,000	65,000	-	151,500
360461 HSG - 57 ROLPH	129,674	157,939	-	111,907	-	12,216	-	-	-	-	411,736
360462 HSG - 174 LISGAR	48,100	190,000	10,000	8,500	35,000	75,000	190,000	6,000	5,000	-	567,600
360463 HSG - 215 LISGAR	65,800	75,000	42,000	73,000	-	165,000	-	-	40,000	10,000	470,800
360464 HSG - EARLE	104,000	45,000	10,000	-	-	-	41,000	-	14,000	-	214,000
360465 HSG - VERNA	88,000	90,000	100,000	-	-	-	50,000	-	20,000	-	348,000
360470 HSG - PAVEY/ALICE	-	-	18,000	8,000	16,000	-	-	-	-	-	42,000
360471 HSG - JAMES	-	210,000	272,000	60,000	-	45,000	15,000	-	-	-	602,000
360472 HSG - 816 ALICE	37,000	66,500	-	25,000	-	138,000	65,000	-	38,000	-	369,500
360473 HSG - CROSS PL	-	10,000	116,000	18,000	180,000	40,000	12,000	15,000	30,000	-	421,000
360474 HSG - KARN	100,000	-	223,500	12,000	36,000	140,000	-	40,000	70,000	-	621,500
360475 HSG - 742 PAVEY	37,500	63,500	345,000	415,000	-	10,000	-	75,000	395,000	90,000	1,431,000
360476 HSG - 82 FINKLE	5,000	34,600	105,000	-	80,000	-	-	15,000	20,000	-	259,600
360477 HSG - 161 FYFE	105,000	285,200	-	50,000	-	-	53,000	60,000	-	-	553,200
360478 HSG - 738 PARKINSON	215,000	85,700	105,000	-	-	-	-	5,000	150,000	-	560,700
<b>TOTAL SOCIAL HOUSING FACILITIES</b>	<b>1,390,374</b>	<b>1,716,239</b>	<b>1,673,300</b>	<b>1,505,707</b>	<b>779,100</b>	<b>835,216</b>	<b>632,000</b>	<b>252,000</b>	<b>1,784,050</b>	<b>100,000</b>	<b>10,667,986</b>
<b>TOTAL HOUSING</b>	<b>1,390,374</b>	<b>1,716,239</b>	<b>1,673,300</b>	<b>1,505,707</b>	<b>779,100</b>	<b>835,216</b>	<b>632,000</b>	<b>252,000</b>	<b>1,784,050</b>	<b>100,000</b>	<b>10,667,986</b>
<b>TOTAL HUMAN SERVICES</b>	<b>1,440,374</b>	<b>1,716,239</b>	<b>1,673,300</b>	<b>1,505,707</b>	<b>779,100</b>	<b>835,216</b>	<b>632,000</b>	<b>252,000</b>	<b>1,784,050</b>	<b>100,000</b>	<b>10,717,986</b>
<b>PARAMEDIC SERVICES</b>											
<b>PARAMEDIC SERVICES</b>											
<b>GENERAL</b>											
510000 PARAMEDIC SERVICES	959,913	1,098,920	1,216,470	754,300	712,680	851,250	1,044,050	1,251,940	1,050,480	884,130	9,824,133
520000 PS COMMUNITY PARAMEDICINE	408,570	-	-	-	-	-	-	-	-	-	408,570
<b>TOTAL GENERAL</b>	<b>1,368,483</b>	<b>1,098,920</b>	<b>1,216,470</b>	<b>754,300</b>	<b>712,680</b>	<b>851,250</b>	<b>1,044,050</b>	<b>1,251,940</b>	<b>1,050,480</b>	<b>884,130</b>	<b>10,232,703</b>
<b>FACILITIES</b>											
915010 EMS MILL ST	-	240,000	-	-	-	-	-	90,500	-	-	330,500
915020 EMS 208 BYSHAM	30,000	25,000	2,500	36,000	-	-	-	-	-	-	93,500
915030 EMS 162 CARNEGIE ING	-	40,000	10,000	10,000	13,000	7,500	5,000	-	-	-	85,500
915040 EMS 81 KING TBURG	-	-	21,000	-	-	-	112,500	82,500	-	-	216,000

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL
915050 EMS WILMOT DRUMBO	-	-	7,500	45,000	3,000	-	-	-	7,000	-	62,500
915060 EMS CR8 EMBRO	-	-	7,500	45,000	4,000	-	-	-	7,000	-	63,500
915070 EMS TIDEY NORWICH	60,000	-	-	-	40,000	45,000	-	-	-	-	145,000
<b>TOTAL FACILITIES</b>	<b>90,000</b>	<b>305,000</b>	<b>48,500</b>	<b>136,000</b>	<b>60,000</b>	<b>52,500</b>	<b>117,500</b>	<b>173,000</b>	<b>14,000</b>	<b>-</b>	<b>996,500</b>
<b>TOTAL PARAMEDIC SERVICES</b>	<b>1,458,483</b>	<b>1,403,920</b>	<b>1,264,970</b>	<b>890,300</b>	<b>772,680</b>	<b>903,750</b>	<b>1,161,550</b>	<b>1,424,940</b>	<b>1,064,480</b>	<b>884,130</b>	<b>11,229,203</b>
<b>TOTAL PARAMEDIC SERVICES</b>	<b>1,458,483</b>	<b>1,403,920</b>	<b>1,264,970</b>	<b>890,300</b>	<b>772,680</b>	<b>903,750</b>	<b>1,161,550</b>	<b>1,424,940</b>	<b>1,064,480</b>	<b>884,130</b>	<b>11,229,203</b>
<b>LIBRARY</b>											
<b>LIBRARY</b>											
GENERAL											
600000 LIBRARY ADMINISTRATION	32,000	20,000	20,000	20,000	20,000	-	-	-	-	-	112,000
<b>TOTAL GENERAL</b>	<b>32,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>112,000</b>
FACILITIES											
916040 OCL ING	95,000	5,000	75,000	-	-	-	-	-	-	-	175,000
916110 THAMESFORD LIBRARY	41,000	-	130,000	-	-	203,000	-	-	25,000	-	399,000
916140 TILLSONBURG LIBRARY	26,000	-	10,000	-	-	-	25,000	235,000	-	-	296,000
<b>TOTAL FACILITIES</b>	<b>162,000</b>	<b>5,000</b>	<b>215,000</b>	<b>-</b>	<b>-</b>	<b>203,000</b>	<b>25,000</b>	<b>235,000</b>	<b>25,000</b>	<b>-</b>	<b>870,000</b>
<b>TOTAL LIBRARY</b>	<b>194,000</b>	<b>25,000</b>	<b>235,000</b>	<b>20,000</b>	<b>20,000</b>	<b>203,000</b>	<b>25,000</b>	<b>235,000</b>	<b>25,000</b>	<b>-</b>	<b>982,000</b>
<b>TOTAL LIBRARY</b>	<b>194,000</b>	<b>25,000</b>	<b>235,000</b>	<b>20,000</b>	<b>20,000</b>	<b>203,000</b>	<b>25,000</b>	<b>235,000</b>	<b>25,000</b>	<b>-</b>	<b>982,000</b>
<b>WATER &amp; WASTEWATER</b>											
<b>WATER &amp; WASTEWATER GENERAL</b>											
GREEN INITIATIVES											
911007 GREEN INITIATIVES WATER	22,000	-	-	-	-	-	-	-	-	-	22,000
911008 GREEN INITIATIVES WASTEWATER	84,000	-	15,000	180,000	-	-	-	-	-	-	279,000
<b>TOTAL GREEN INITIATIVES</b>	<b>106,000</b>	<b>-</b>	<b>15,000</b>	<b>180,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>301,000</b>
GENERAL											
250000 WW GENERAL	19,300	18,000	-	-	-	-	-	-	-	-	37,300
900016 SCADA MASTER PLAN	1,305,000	1,202,000	3,051,000	1,656,000	2,124,000	2,072,000	2,179,000	1,887,000	2,608,000	2,071,000	20,155,000
900018 WATER MODEL	115,000	-	-	-	-	-	-	-	-	-	115,000
900025 W/WW MASTER PLAN	300,000	140,000	-	-	-	200,000	-	-	-	-	640,000
900026 DC TECHNICAL STUDY W/WW	-	75,000	-	-	-	-	75,000	-	-	-	150,000
900028 BIOSOLIDS MASTER PLAN	-	-	150,000	-	-	-	-	-	-	-	150,000
900030 VAN ST DISTRIBUTION BLDG	-	610,750	300,000	-	-	-	-	-	-	-	910,750
<b>TOTAL GENERAL</b>	<b>1,739,300</b>	<b>2,045,750</b>	<b>3,501,000</b>	<b>1,656,000</b>	<b>2,124,000</b>	<b>2,272,000</b>	<b>2,254,000</b>	<b>1,887,000</b>	<b>2,608,000</b>	<b>2,071,000</b>	<b>22,158,050</b>
<b>TOTAL WATER &amp; WASTEWATER GENERAL</b>	<b>1,845,300</b>	<b>2,045,750</b>	<b>3,516,000</b>	<b>1,836,000</b>	<b>2,124,000</b>	<b>2,272,000</b>	<b>2,254,000</b>	<b>1,887,000</b>	<b>2,608,000</b>	<b>2,071,000</b>	<b>22,459,050</b>
<b>WASTEWATER SYSTEMS</b>											
WOODSTOCK - WW											
250100 WW WDSK	205,000	-	-	-	-	-	-	-	-	-	205,000
911280 WDSTK - WW FACILITIES	229,000	124,000	344,000	635,000	25,000	23,000	-	134,500	51,000	-	1,565,500
950104 WDSTK - WWTP STAGE 2	-	-	450,000	500,000	4,500,000	4,500,000	-	-	-	-	9,950,000



	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL
950150 WDSK - NE INDUSTRIAL PARK	296,000	-	-	5,385,000	100,000	-	-	-	-	-	5,781,000
950151 WDSK - PATTULLO INDUSTRIAL PRK	3,672,000	100,000	-	-	-	-	-	-	-	-	3,772,000
950152 WDSK - SE SERVICING PHASE 2	-	-	151,000	1,458,000	-	-	-	-	-	-	1,609,000
950153 WDSK - SE SERVICING PHASE 3	-	-	-	-	-	37,000	333,000	-	100,000	-	470,000
950155 WDSK - SW SANITARY EXTENSION	-	-	-	500,000	-	-	-	-	-	-	500,000
950158 WDSK - CITY PROJECTS	1,620,000	1,430,000	1,500,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	14,350,000
950162 WDSK - 11th LINE SANITARY	-	-	-	-	-	-	-	50,000	200,000	-	250,000
950163 WDSK - LANSDOWNE PS	125,000	-	2,500,000	500,000	-	-	-	-	-	-	3,125,000
950165 WDSK - SANITARY OVERSIZING	100,000	60,000	-	-	-	-	-	-	-	-	160,000
950173 WDSK - SAN REPL (59&FAIRWAY)	-	50,000	200,000	-	-	-	-	-	-	-	250,000
950174 WDSK - LINEAR R/R CR PROJ	510,000	-	-	-	-	-	-	-	-	-	510,000
<b>TOTAL WOODSTOCK - WW</b>	<b>6,757,000</b>	<b>1,764,000</b>	<b>5,145,000</b>	<b>10,378,000</b>	<b>6,025,000</b>	<b>5,960,000</b>	<b>1,733,000</b>	<b>1,584,500</b>	<b>1,751,000</b>	<b>1,400,000</b>	<b>42,497,500</b>
TILLSONBURG - WW											
250200 WW TBURG	40,000	-	77,000	-	-	-	-	-	-	-	117,000
911281 TBURG - WW FACILITIES	-	62,500	22,000	243,500	5,500	2,000	9,000	-	12,000	4,000	360,500
950200 TBURG - WWTP PHASE 1 UPGRADE	4,055,000	7,015,000	-	-	-	-	-	-	-	-	11,070,000
950216 TBURG - CRANBERRY RD EXT	65,000	-	827,000	-	-	-	-	-	-	-	892,000
950226 TBURG - TOWN PROJECTS	897,000	856,000	738,000	1,031,000	1,055,000	812,000	784,000	1,099,000	936,000	845,000	9,053,000
950229 TBURG - LINEAR R/R CR PROJ	8,000	8,000	-	-	-	-	-	-	-	-	16,000
<b>TOTAL TILLSONBURG - WW</b>	<b>5,065,000</b>	<b>7,941,500</b>	<b>1,664,000</b>	<b>1,274,500</b>	<b>1,060,500</b>	<b>814,000</b>	<b>793,000</b>	<b>1,099,000</b>	<b>948,000</b>	<b>849,000</b>	<b>21,508,500</b>
INGERSOLL - WW											
911282 ING - WW FACILITIES	86,000	40,500	12,000	52,000	-	-	-	72,000	-	-	262,500
950330 ING - TOWN PROJECTS	980,000	300,000	765,000	510,000	120,000	125,000	425,000	425,000	425,000	425,000	4,500,000
950332 ING-RELINING	150,000	-	-	-	-	-	-	-	-	-	150,000
<b>TOTAL INGERSOLL - WW</b>	<b>1,216,000</b>	<b>340,500</b>	<b>777,000</b>	<b>562,000</b>	<b>120,000</b>	<b>125,000</b>	<b>425,000</b>	<b>497,000</b>	<b>425,000</b>	<b>425,000</b>	<b>4,912,500</b>
NORWICH - WW											
250400 WW NORWICH	48,600	-	-	-	-	-	-	-	-	-	48,600
911283 NOR - WW FACILITIES	2,500	-	13,000	99,500	-	-	-	-	60,000	-	175,000
950410 NOR - BERM REPAIR	-	100,000	-	-	-	-	-	-	-	-	100,000
950412 NOR-LAGOON EXPANSION	715,000	2,390,000	200,000	4,410,000	-	-	-	-	-	-	7,715,000
950450 NOR - SANITARY REPLACEMENTS	1,000,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,900,000
<b>TOTAL NORWICH - WW</b>	<b>1,766,100</b>	<b>2,590,000</b>	<b>313,000</b>	<b>4,609,500</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>160,000</b>	<b>100,000</b>	<b>9,938,600</b>
TAVISTOCK - WW											
250500 WW TAVISTOCK	61,000	-	-	-	-	-	-	-	-	-	61,000
911284 TAV - WW FACILITIES	-	-	20,000	-	-	5,000	-	98,000	20,000	-	143,000
950513 TAV - WILLIAM SPS REHAB	130,000	300,000	-	-	-	-	-	-	-	-	430,000
950550 TAV - SANITARY REPLACEMENTS	100,000	100,000	100,000	200,000	-	220,000	-	220,000	-	-	940,000
<b>TOTAL TAVISTOCK - WW</b>	<b>291,000</b>	<b>400,000</b>	<b>120,000</b>	<b>200,000</b>	<b>-</b>	<b>225,000</b>	<b>-</b>	<b>318,000</b>	<b>20,000</b>	<b>-</b>	<b>1,574,000</b>
PLATTSVILLE - WW											

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL
250600 WW PLATTSVILLE	63,000	-	-	-	-	-	-	-	-	-	63,000
911285 PLAT - WW FACILITIES	-	-	-	41,000	-	-	-	-	14,000	-	55,000
950610 PLAT - FEASIBILITY STUDY	40,000	-	-	-	-	-	-	-	-	-	40,000
950650 PLAT - SANITARY REPLACEMENTS	-	-	-	200,000	-	220,000	-	220,000	-	-	640,000
<b>TOTAL PLATTSVILLE - WW</b>	<b>103,000</b>	<b>-</b>	<b>-</b>	<b>241,000</b>	<b>-</b>	<b>220,000</b>	<b>-</b>	<b>220,000</b>	<b>14,000</b>	<b>-</b>	<b>798,000</b>
<b>THAMESFORD - WW</b>											
250700 WW THAMESFORD	51,000	-	-	-	-	-	-	-	-	-	51,000
911286 THAMES - WW FACILITIES	12,500	157,000	-	56,000	25,000	-	-	-	13,000	6,000	269,500
950718 THAMES - WWTP PRETREATMENT/SCREENING	350,000	3,500,000	-	-	-	-	-	-	-	-	3,850,000
<b>TOTAL THAMESFORD - WW</b>	<b>413,500</b>	<b>3,657,000</b>	<b>-</b>	<b>56,000</b>	<b>25,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>13,000</b>	<b>6,000</b>	<b>4,170,500</b>
<b>DRUMBO - WW</b>											
250800 WW DRUMBO	10,000	-	-	-	-	-	-	-	-	-	10,000
911291 DRUMBO - WW FACILITIES	-	-	-	-	3,500	4,000	-	-	-	-	7,500
950807 DRUMBO - STANDBY POWER	120,000	-	-	-	-	-	-	-	-	-	120,000
950810 DRUMBO - WWTP CAPACITY EXP	41,073	1,960,000	40,000	-	-	-	-	-	-	-	2,041,073
950811 DRUMBO - FEASIBILITY STUDY	40,000	-	-	-	-	-	-	-	-	-	40,000
<b>TOTAL DRUMBO - WW</b>	<b>211,073</b>	<b>1,960,000</b>	<b>40,000</b>	<b>-</b>	<b>3,500</b>	<b>4,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,218,573</b>
<b>MT ELGIN - WW</b>											
911288 MT ELGIN - WW FACILITIES	-	-	-	-	-	-	-	10,000	-	-	10,000
950905 MT ELGIN - WWTP CAPACITY EXPANSION	150,000	400,000	500,000	-	-	-	-	-	-	-	1,050,000
<b>TOTAL MT ELGIN - WW</b>	<b>150,000</b>	<b>400,000</b>	<b>500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,000</b>	<b>-</b>	<b>-</b>	<b>1,060,000</b>
<b>EMBRO - WW</b>											
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
<b>TOTAL EMBRO - WW</b>	<b>62,500</b>	<b>62,500</b>	<b>62,500</b>	<b>62,500</b>	<b>62,500</b>	<b>62,500</b>	<b>62,500</b>	<b>62,500</b>	<b>62,500</b>	<b>62,500</b>	<b>625,000</b>
<b>INNERKIP - WW</b>											
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
<b>TOTAL INNERKIP - WW</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>750,000</b>
<b>TOTAL WASTEWATER SYSTEMS</b>	<b>16,110,173</b>	<b>19,190,500</b>	<b>8,696,500</b>	<b>17,458,500</b>	<b>7,471,500</b>	<b>7,585,500</b>	<b>3,188,500</b>	<b>3,966,000</b>	<b>3,468,500</b>	<b>2,917,500</b>	<b>90,053,173</b>
<b>WATER SYSTEMS</b>											
<b>WOODSTOCK - W</b>											
260100 WATER WOODSTOCK	30,000	-	100,000	100,000	-	-	-	-	-	-	230,000
911261 WDSTK - WATER FAC	10,000	90,500	35,500	89,500	83,000	194,500	105,500	-	5,000	2,500	616,000
960105 WDSTK - UV UPGRADE	-	600,000	-	-	-	-	-	-	-	-	600,000
960120 BOWERHILL RESERVOIR REHAB	-	-	750,000	-	-	-	-	-	-	-	750,000
960134 WDSTK - SW WATERMAIN EXTENSION	-	-	-	500,000	-	-	-	-	-	-	500,000
960135 WDSTK - NE INDUSTRIAL PARK	137,000	-	1,386,000	108,000	-	-	-	-	-	-	1,631,000
960141 WDSTK - CITY PROJECTS	1,820,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	14,420,000
960148 WDSTK - WILSON ST WMAIN XING	-	200,000	-	-	-	-	-	-	-	-	200,000
960149 WDSTK - CITY PROJ OVERSIZING	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL
960153 WDSTCK - LINEAR R/R CR PROJ	725,000	-	-	-	-	-	-	-	-	-	725,000
960154 WDSTCK - BOWERHILL BPS	-	150,000	-	1,400,000	-	-	-	-	-	-	1,550,000
960155 WDSTCK - ZONE 3 BOOSTER PUMPING STN	-	-	-	-	-	-	-	145,000	400,000	-	545,000
960156 WDSK - PATTULLO INDUSTRIAL PRK	90,000	-	-	-	-	-	-	-	-	-	90,000
960158 WDSTCK - SE SERVICING PHASE 3	-	-	-	-	-	31,000	279,000	-	-	-	310,000
960159 WDSTCK - THORNTON FEEDERMN REPL	350,000	-	700,000	5,000,000	5,000,000	-	-	-	-	-	11,050,000
960160 WDSTCK - SE SERVICING PHASE 2	-	-	29,000	261,000	-	-	-	-	-	-	290,000
960163 WDSK - CR17 & 11th LINE WM	-	-	-	-	-	-	-	-	800,000	-	800,000
960164 WDSTCK - 11TH LINE WM REPLACE	-	-	-	-	-	-	-	50,000	200,000	-	250,000
960170 WDSTCK - CR4 & Lansdowne WM	1,237,600	5,454,000	-	-	-	-	-	-	-	-	6,691,600
960171 WDSTCK - CR17 WATERMAIN	-	4,000,000	-	-	-	-	-	-	-	-	4,000,000
960172 WDSTCK - SPRUCEDALE WM	10,000	-	-	-	-	-	-	-	-	-	10,000
<b>TOTAL WOODSTOCK - W</b>	<b>4,429,600</b>	<b>11,914,500</b>	<b>4,420,500</b>	<b>8,878,500</b>	<b>6,503,000</b>	<b>1,645,500</b>	<b>1,804,500</b>	<b>1,615,000</b>	<b>2,825,000</b>	<b>1,422,500</b>	<b>45,458,600</b>
<b>TILLSONBURG - W</b>											
260200 WATER TILLSONBURG	225,000	35,000	60,000	5,000	-	-	-	-	-	-	325,000
911262 TBURG - WATER FACILITIES	60,000	25,500	4,000	-	-	36,000	5,000	65,000	-	-	195,500
960200 TBURG - WELL 7A	85,000	100,000	-	-	-	-	-	-	-	-	185,000
960201 TBURG - WELL 3 UPGRADE	115,000	300,000	-	-	-	-	-	-	-	-	415,000
960207 TBURG-GRNDWTR MODEL	-	-	150,000	-	-	-	-	-	-	-	150,000
960208 TBURG - UV UPGRADE	-	240,000	-	-	-	-	-	-	-	-	240,000
960211 TBURG - TRANSMISSION MAIN	-	-	-	-	-	1,380,467	868,033	-	-	-	2,248,500
960213 TBURG - CRANBERRY RD EXT	65,000	-	1,167,000	-	-	-	-	-	-	-	1,232,000
960214 TBURG - BOOSTED PRESSURE	100,000	-	-	-	-	-	-	-	-	-	100,000
960235 TBURG - TOWN PROJECTS	972,000	1,262,000	758,000	1,271,000	1,308,000	1,242,000	1,199,000	1,680,000	1,432,000	1,294,000	12,418,000
960243 TBURG - STANDBY POWER	120,000	-	-	-	-	-	-	-	-	-	120,000
960247 TBURG - LINEAR R/R CR PROJ	-	8,000	-	-	-	-	-	-	-	-	8,000
<b>TOTAL TILLSONBURG - W</b>	<b>1,742,000</b>	<b>1,970,500</b>	<b>2,139,000</b>	<b>1,276,000</b>	<b>1,308,000</b>	<b>2,658,467</b>	<b>2,072,033</b>	<b>1,745,000</b>	<b>1,432,000</b>	<b>1,294,000</b>	<b>17,637,000</b>
<b>INGERSOLL - W</b>											
260300 WATER INGERSOLL	250,000	256,000	36,000	12,000	-	-	-	-	-	-	554,000
911272 WATER INGERSOLL FACILITIES	525,500	63,500	42,000	84,000	13,000	156,500	-	35,000	56,000	18,000	993,500
960307 ING - GROUNDWATER MODEL	160,000	100,000	-	-	-	-	-	-	-	-	260,000
960315 ING - LINEAR R/R CR PROJ	550,000	-	-	-	-	-	-	-	-	-	550,000
960325 ING - TOWN PROJECTS	1,060,000	1,166,000	572,000	362,000	185,000	650,000	650,000	349,000	650,000	650,000	6,294,000
960335 ING - CAST IRON PIPE REPLACE	200,000	2,000,000	1,000,000	500,000	1,000,000	500,000	1,000,000	500,000	-	-	6,700,000
960341 ING-TOWER PAINT REPAIR	2,295,000	-	10,000	-	-	-	-	-	-	-	2,305,000
<b>TOTAL INGERSOLL - W</b>	<b>5,040,500</b>	<b>3,585,500</b>	<b>1,660,000</b>	<b>958,000</b>	<b>1,198,000</b>	<b>1,306,500</b>	<b>1,650,000</b>	<b>884,000</b>	<b>706,000</b>	<b>668,000</b>	<b>17,656,500</b>
<b>TOWNSHIPS - W</b>											
260400 WATER TOWNSHIPS	240,000	130,000	70,000	100,000	-	-	-	-	-	-	540,000
911264 WATER TOWNSHIP FACILITIES	95,000	45,000	72,000	61,500	44,000	33,500	31,000	-	221,500	14,500	618,000

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL
960400 TOWNSHIP DISTRIB REPLACEMENT	950,000	300,000	300,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	5,050,000
960402 NEW ASSET SUPPLY/LINEAR	-	250,000	250,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,550,000
960403 MT ELGIN GRAYDON WELL	1,483,000	-	-	-	-	-	-	-	-	-	1,483,000
960413 THAMES - UV UPGRADE	-	200,000	-	-	-	-	-	-	-	-	200,000
960422 TWSP - WATER QUALITY IMP	85,000	100,000	-	-	-	-	-	-	-	-	185,000
960423 THAMES TOWER PAINT/REPAIR	-	10,000	-	-	-	-	-	-	-	-	10,000
960429 MANGANESE FILTRATION TOWNSHIPS	-	200,000	725,000	2,775,000	463,000	2,172,000	2,395,000	3,100,000	-	-	11,830,000
960437 TAV - WELL 4	40,000	450,000	100,000	343,500	280,600	1,125,900	-	-	-	-	2,340,000
960441 NOR-TOWER PAINT/REPAIR	53,000	2,500,000	-	10,000	-	-	-	-	-	-	2,563,000
<b>TOTAL TOWNSHIPS - W</b>	<b>2,946,000</b>	<b>4,185,000</b>	<b>1,517,000</b>	<b>3,940,000</b>	<b>1,437,600</b>	<b>3,981,400</b>	<b>3,076,000</b>	<b>3,750,000</b>	<b>871,500</b>	<b>664,500</b>	<b>26,369,000</b>
<b>TOTAL WATER SYSTEMS</b>	<b>14,158,100</b>	<b>21,655,500</b>	<b>9,736,500</b>	<b>15,052,500</b>	<b>10,446,600</b>	<b>9,591,867</b>	<b>8,602,533</b>	<b>7,994,000</b>	<b>5,834,500</b>	<b>4,049,000</b>	<b>107,121,100</b>
<b>TOTAL WATER &amp; WASTEWATER</b>	<b>32,113,573</b>	<b>42,891,750</b>	<b>21,949,000</b>	<b>34,347,000</b>	<b>20,042,100</b>	<b>19,449,367</b>	<b>14,045,033</b>	<b>13,847,000</b>	<b>11,911,000</b>	<b>9,037,500</b>	<b>219,633,323</b>
<b>TOTAL CAPITAL COSTS</b>	<b>63,869,668</b>	<b>81,840,432</b>	<b>57,942,478</b>	<b>66,137,806</b>	<b>44,834,238</b>	<b>42,168,257</b>	<b>44,927,843</b>	<b>29,769,313</b>	<b>36,908,983</b>	<b>26,933,810</b>	<b>495,332,828</b>
<b>TOTAL CAPITAL COSTS</b>	<b>63,869,668</b>	<b>81,840,432</b>	<b>57,942,478</b>	<b>66,137,806</b>	<b>44,834,238</b>	<b>42,168,257</b>	<b>44,927,843</b>	<b>29,769,313</b>	<b>36,908,983</b>	<b>26,933,810</b>	<b>495,332,828</b>
<b>FINANCING</b>											
TAXATION	130,900	80,500	80,500	80,500	80,500	60,500	60,500	60,500	60,500	60,500	755,400
RESERVES	20,548,492	28,896,852	25,504,423	24,960,306	19,081,440	17,964,690	20,664,810	10,961,813	20,227,483	12,085,810	200,896,119
DEVELOPMENT CHARGES	4,854,593	7,111,550	8,908,616	3,104,344	3,796,865	5,337,648	4,668,586	436,400	383,650	461,218	39,063,470
GAS TAX	5,210,750	5,090,000	4,050,000	4,050,000	4,050,000	2,700,000	4,700,000	3,650,000	3,600,000	3,750,000	40,850,750
DEBENTURES	6,105,000	11,724,000	1,500,000	12,543,000	1,000,000	2,100,000	1,700,000	2,400,000	1,000,000	1,000,000	41,072,000
GRANTS	1,797,010	76,330	19,055	-	-	-	-	-	-	-	1,892,395
OTHER SOURCES	2,209,400	1,960,000	1,336,500	237,500	237,500	818,700	487,500	237,500	497,500	987,500	9,009,600
WATER/WASTEWATER RATES/RESERVES	23,013,523	26,901,200	16,543,384	21,162,156	16,587,933	13,186,719	12,646,447	12,023,100	11,139,850	8,588,782	161,793,094
<b>TOTAL FINANCING</b>	<b>63,869,668</b>	<b>81,840,432</b>	<b>57,942,478</b>	<b>66,137,806</b>	<b>44,834,238</b>	<b>42,168,257</b>	<b>44,927,843</b>	<b>29,769,313</b>	<b>36,908,983</b>	<b>26,933,810</b>	<b>495,332,828</b>
<b>TOTAL County of Oxford - Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



# Operating 2022 Business Plan & Budget

Overall Budget Summary

	2021	2021	2021	2021	2022	\$ OVER	% OVER
	2021	APPROVED	BUDGET	REVISÉ	REQUESTED	2021	2021
	FORECAST	BUDGET	TRANSFERS*	BUDGET*	BUDGET	BUDGET	BUDGET
<b>REVENUES</b>							
<b>PROPERTY TAXATION</b>							
IN LIEU AND SUPPS	(1,716,500)	(1,716,500)	-	(1,716,500)	(1,787,900)	(71,400)	4.2%
<b>TOTAL PROPERTY TAXATION</b>	(1,716,500)	(1,716,500)	-	(1,716,500)	(1,787,900)	(71,400)	4.2%
<b>GENERAL REVENUES</b>							
PROVINCIAL GRANTS	(57,509,283)	(51,117,419)	(85,790)	(51,203,209)	(53,691,542)	(2,488,333)	4.9%
FEDERAL GRANTS	(1,173,662)	(1,129,501)	(42,560)	(1,172,061)	(1,042,137)	129,924	(11.1%)
WATER AND WASTEWATER RATES	(37,493,435)	(38,092,887)	-	(38,092,887)	(37,990,220)	102,667	(0.3%)
USER FEES AND CHARGES	(33,070,694)	(26,845,453)	(15,000)	(26,860,453)	(29,453,554)	(2,593,101)	9.7%
NET INVESTMENT INCOME	(682,988)	(926,441)	-	(926,441)	(720,220)	206,221	(22.3%)
OTHER REVENUE	(4,420,722)	(4,437,240)	-	(4,437,240)	(4,658,090)	(220,850)	5.0%
<b>TOTAL GENERAL REVENUES</b>	(134,350,784)	(122,548,941)	(143,350)	(122,692,291)	(127,555,763)	(4,863,472)	4.0%
<b>OTHER REVENUES</b>							
RESERVE TRANSFER	(13,707,786)	(12,743,924)	(2,636,897)	(15,380,821)	(10,898,822)	4,481,999	(29.1%)
DEVELOPMENT CHARGES	(919,425)	(1,111,411)	-	(1,111,411)	(1,043,642)	67,769	(6.1%)
<b>TOTAL OTHER REVENUES</b>	(14,627,211)	(13,855,335)	(2,636,897)	(16,492,232)	(11,942,464)	4,549,768	(27.6%)
<b>CAPITAL REVENUES</b>							
PROVINCIAL GRANTS	(884,734)	-	(198,053)	(198,053)	(546,297)	(348,244)	175.8%
FEDERAL GRANTS	(451,479)	-	(485,345)	(485,345)	-	485,345	(100.0%)
USER FEES AND CHARGES	-	-	-	-	(5,500)	(5,500)	-
OTHER REVENUE	-	-	(230,000)	(230,000)	(230,000)	-	-
FEDERAL GRANTS	(5,035,000)	(5,590,000)	-	(5,590,000)	(5,210,750)	379,250	(6.8%)
PROVINCIAL GRANTS	(4,415,801)	(1,918,549)	(1,506,909)	(3,425,458)	(1,250,713)	2,174,745	(63.5%)
CAPITAL RESERVE TRANSFER	(39,781,312)	(42,672,717)	(6,787,378)	(49,460,095)	(43,562,015)	5,898,080	(11.9%)
PROCEEDS FROM DEBENTURES	(3,968,436)	(4,425,000)	(132,130)	(4,557,130)	(6,105,000)	(1,547,870)	34.0%
DEVELOPMENT CHARGES	(4,036,060)	(9,876,577)	(1,986,895)	(11,863,472)	(4,854,593)	7,008,879	(59.1%)
CAPITAL CONTRIBUTIONS	(1,900,539)	(1,643,545)	-	(1,643,545)	(1,973,900)	(330,355)	20.1%
<b>TOTAL CAPITAL REVENUES</b>	(60,473,361)	(66,126,388)	(11,326,710)	(77,453,098)	(63,738,768)	13,714,330	(17.7%)
<b>TOTAL REVENUES</b>	<b>(211,167,856)</b>	<b>(204,247,164)</b>	<b>(14,106,957)</b>	<b>(218,354,121)</b>	<b>(205,024,895)</b>	<b>13,329,226</b>	<b>(6.1%)</b>
<b>EXPENSES</b>							
<b>SALARIES AND BENEFITS</b>							
SALARIES	50,423,763	49,489,752	-	49,489,752	54,736,666	5,246,914	10.6%
BENEFITS	13,532,308	14,146,407	-	14,146,407	16,350,671	2,204,264	15.6%

CAPITAL PROJECT ALLOCATION	(888,482)	(888,482)	-	(888,482)	(890,000)	(1,518)	0.2%
GAPPING ALLOCATION	-	-	-	-	(550,000)	(550,000)	-
<b>TOTAL SALARIES AND BENEFITS</b>	<b>63,067,589</b>	<b>62,747,677</b>	<b>-</b>	<b>62,747,677</b>	<b>69,647,337</b>	<b>6,899,660</b>	<b>11.0%</b>
<b>OPERATING EXPENSES</b>							
MATERIALS	30,726,971	32,768,435	(345,887)	32,422,548	30,041,088	(2,381,460)	(7.3%)
CONTRACTED SERVICES	27,958,991	25,331,872	1,923,862	27,255,734	28,757,308	1,501,574	5.5%
RENTS AND FINANCIAL EXPENSES	683,841	570,002	-	570,002	735,008	165,006	28.9%
EXTERNAL TRANSFERS	43,716,349	38,076,334	1,194,272	39,270,606	36,800,366	(2,470,240)	(6.3%)
<b>TOTAL OPERATING EXPENSES</b>	<b>103,086,152</b>	<b>96,746,643</b>	<b>2,772,247</b>	<b>99,518,890</b>	<b>96,333,770</b>	<b>(3,185,120)</b>	<b>(3.2%)</b>
<b>DEBT REPAYMENT</b>							
PRINCIPAL REPAYMENT	12,205,911	11,844,310	-	11,844,310	12,144,948	300,638	2.5%
INTEREST REPAYMENT	2,982,804	2,880,998	-	2,880,998	2,551,307	(329,691)	(11.4%)
<b>TOTAL DEBT REPAYMENT</b>	<b>15,188,715</b>	<b>14,725,308</b>	<b>-</b>	<b>14,725,308</b>	<b>14,696,255</b>	<b>(29,053)</b>	<b>(0.2%)</b>
<b>CAPITAL</b>							
MAJOR INFRASTRUCTURE	53,235,860	59,398,200	10,949,541	70,347,741	55,187,459	(15,160,282)	(21.6%)
VEHICLES	2,511,504	2,222,500	367,115	2,589,615	2,519,100	(70,515)	(2.7%)
BUILDING	2,300,003	2,143,800	171,400	2,315,200	3,309,044	993,844	42.9%
FURNISHINGS AND EQUIPMENT	2,635,052	2,304,158	96,654	2,400,812	2,854,065	453,253	18.9%
<b>TOTAL CAPITAL</b>	<b>60,682,419</b>	<b>66,068,658</b>	<b>11,584,710</b>	<b>77,653,368</b>	<b>63,869,668</b>	<b>(13,783,700)</b>	<b>(17.8%)</b>
<b>RESERVE TRANSFERS</b>							
CONTRIBUTIONS TO RESERVES	4,957,957	1,889,916	-	1,889,916	2,039,398	149,482	7.9%
CONTRIBUTIONS TO CAPITAL RESERVES	29,631,757	29,632,446	-	29,632,446	28,508,082	(1,124,364)	(3.8%)
DEVELOPMENT CHARGES EXEMPTIONS	892,300	-	-	-	595,500	595,500	-
<b>TOTAL RESERVE TRANSFERS</b>	<b>35,482,014</b>	<b>31,522,362</b>	<b>-</b>	<b>31,522,362</b>	<b>31,142,980</b>	<b>(379,382)</b>	<b>(1.2%)</b>
<b>INTERDEPARTMENTAL CHARGES</b>							
INTERDEPARTMENTAL CHARGES	16,101,318	16,400,663	-	16,400,663	17,332,585	931,922	5.7%
DEPARTMENTAL CHARGES	816,554	809,320	-	809,320	913,585	104,265	12.9%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>16,917,872</b>	<b>17,209,983</b>	<b>-</b>	<b>17,209,983</b>	<b>18,246,170</b>	<b>1,036,187</b>	<b>6.0%</b>
<b>INTERDEPARTMENTAL RECOVERIES</b>							
INTERDEPARTMENTAL RECOVERIES	(16,101,501)	(16,400,668)	-	(16,400,668)	(17,332,578)	(931,910)	5.7%
DEPARTMENTAL RECOVERIES	(816,554)	(559,328)	(250,000)	(809,328)	(913,595)	(104,267)	12.9%
<b>TOTAL INTERDEPARTMENTAL RECOVERIES</b>	<b>(16,918,055)</b>	<b>(16,959,996)</b>	<b>(250,000)</b>	<b>(17,209,996)</b>	<b>(18,246,173)</b>	<b>(1,036,177)</b>	<b>6.0%</b>
<b>TOTAL EXPENSES</b>	<b>277,506,706</b>	<b>272,060,635</b>	<b>14,106,957</b>	<b>286,167,592</b>	<b>275,690,007</b>	<b>(10,477,585)</b>	<b>(3.7%)</b>
<b>TOTAL</b>	<b>66,338,850</b>	<b>67,813,471</b>	<b>-</b>	<b>67,813,471</b>	<b>70,665,112</b>	<b>2,851,641</b>	<b>4.2%</b>

\* Includes in-year approved transfer and account reclassifications

Budget for Public Sector Accounting Board (PSAB) Purposes

	2022	PRINCIPAL	AREA			TRANSFERS		2022
	BUDGET	DEBT	MUNICIPAL DEBT		DEBENTURE	TO/FROM	AMORTIZATION	PSAB
	BUDGET	REPAYMENT (1)	REPAYMENTS (2)	CAPITAL	PROCEEDS	SURPLUS (3)	(4)	BUDGET
<b>REVENUES</b>								
PROPERTY TAXATION	(1,787,900)	-	-	-	-	-	-	(1,787,900)
GENERAL REVENUES	(127,555,763)	-	6,680,020	-	-	(1,434,624)	-	(122,310,367)
OTHER REVENUES	(11,942,464)	-	-	-	-	10,171,049	-	(1,771,415)
INTERDEPARTMENTAL RECOVERIES	(18,246,173)	-	-	-	-	-	-	(18,246,173)
CAPITAL REVENUES	(63,738,768)	-	-	-	4,622,000	43,562,015	-	(15,554,753)
<b>TOTAL REVENUES</b>	<b>(223,271,068)</b>	<b>-</b>	<b>6,680,020</b>	<b>-</b>	<b>4,622,000</b>	<b>52,298,440</b>	<b>-</b>	<b>(159,670,608)</b>
<b>EXPENSES</b>								
SALARIES AND BENEFITS	69,647,337	-	-	-	-	-	-	69,647,337
OPERATING EXPENSES	96,333,770	-	-	(210,000)	-	-	-	96,123,770
DEBT REPAYMENT	14,696,255	(6,729,525)	(6,680,026)	-	-	-	-	1,286,704
CAPITAL	63,869,668	-	-	(73,683,205)	-	632,500	20,198,398	11,017,361
RESERVE TRANSFERS	31,142,980	-	-	-	-	(30,547,480)	-	595,500
INTERDEPARTMENTAL CHARGES	18,246,170	-	-	-	-	-	-	18,246,170
<b>TOTAL EXPENSES</b>	<b>293,936,180</b>	<b>(6,729,525)</b>	<b>(6,680,026)</b>	<b>(73,893,205)</b>	<b>-</b>	<b>(29,914,980)</b>	<b>20,198,398</b>	<b>196,916,842</b>
<b>TOTAL</b>	<b>70,665,112</b>	<b>(6,729,525)</b>	<b>(6)</b>	<b>(73,893,205)</b>	<b>4,622,000</b>	<b>22,383,460</b>	<b>20,198,398</b>	<b>37,246,234</b>

1. Principal debt repayment for County debt

2. This represents the repayment of the area municipality debt

3. This represents the transfers to and from Reserves and Reserve Funds (excluding obligatory program reserves and development charge reserves)

4. Estimated based on 2020 actual amortization



5 Year Projected Budget

	2022	2023	2024	2025	2026
	REQUESTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
<b>REVENUES</b>					
PROPERTY TAXATION	(1,787,900)	(1,787,900)	(1,787,900)	(1,787,900)	(1,787,900)
GENERAL REVENUES	(127,555,763)	(125,430,843)	(124,743,846)	(124,771,709)	(125,545,551)
OTHER REVENUES	(11,942,464)	(2,205,877)	(2,791,951)	(1,762,987)	(1,935,961)
INTERDEPARTMENTAL RECOVERIES	(18,246,173)	(18,209,139)	(18,600,065)	(19,050,317)	(19,295,757)
CAPITAL REVENUES	(63,738,768)	(81,759,932)	(57,861,978)	(66,057,306)	(44,753,738)
<b>TOTAL REVENUES</b>	<b>(223,271,068)</b>	<b>(229,393,691)</b>	<b>(205,785,740)</b>	<b>(213,430,219)</b>	<b>(193,318,907)</b>
<b>EXPENSES</b>					
SALARIES AND BENEFITS	69,647,337	68,666,315	68,410,306	69,167,200	70,369,978
OPERATING EXPENSES	96,333,770	86,665,387	87,554,679	88,216,833	89,444,061
DEBT REPAYMENT	14,696,255	13,942,949	11,734,508	10,235,778	10,129,636
CAPITAL	63,869,668	81,840,432	57,942,478	66,137,806	44,834,238
RESERVE TRANSFERS	31,142,980	30,255,267	31,899,825	33,439,160	34,117,113
INTERDEPARTMENTAL CHARGES	18,246,170	18,209,130	18,608,474	19,050,320	19,295,753
<b>TOTAL EXPENSES</b>	<b>293,936,180</b>	<b>299,579,480</b>	<b>276,150,270</b>	<b>286,247,097</b>	<b>268,190,779</b>
<b>TOTAL</b>	<b>70,665,112</b>	<b>70,185,789</b>	<b>70,364,530</b>	<b>72,816,878</b>	<b>74,871,872</b>

Overall Budget Summary

	2021	2021	2022	\$ OVER	% OVER
	2021	REVISED	REQUESTED	2021	2021
	FORECAST	BUDGET*	BUDGET	BUDGET	BUDGET
<b>REVENUES</b>					
<b>PROPERTY TAXATION</b>					
IN LIEU AND SUPPS	(1,716,500)	(1,716,500)	(1,787,900)	(71,400)	4.2%
<b>TOTAL PROPERTY TAXATION</b>	(1,716,500)	(1,716,500)	(1,787,900)	(71,400)	4.2%
<b>GENERAL REVENUES</b>					
PROVINCIAL GRANTS	(57,246,197)	(51,029,305)	(53,547,638)	(2,518,333)	4.9%
FEDERAL GRANTS	(1,173,662)	(1,172,061)	(1,042,137)	129,924	(11.1%)
USER FEES AND CHARGES	(30,453,848)	(24,706,370)	(27,130,004)	(2,423,634)	9.8%
NET INVESTMENT INCOME	(682,248)	(926,441)	(720,220)	206,221	(22.3%)
OTHER REVENUE	(4,397,544)	(4,435,440)	(4,654,490)	(219,050)	4.9%
<b>TOTAL GENERAL REVENUES</b>	(93,953,499)	(82,269,617)	(87,094,489)	(4,824,872)	5.9%
<b>OTHER REVENUES</b>					
RESERVE TRANSFER	(12,260,576)	(14,934,255)	(10,043,013)	4,891,242	(32.8%)
DEVELOPMENT CHARGES	(189,027)	(381,013)	(360,081)	20,932	(5.5%)
<b>TOTAL OTHER REVENUES</b>	(12,449,603)	(15,315,268)	(10,403,094)	4,912,174	(32.1%)
<b>INTERDEPARTMENTAL RECOVERIES</b>					
INTERDEPARTMENTAL RECOVERIES	(16,101,501)	(16,400,668)	(17,332,578)	(931,910)	5.7%
DEPARTMENTAL RECOVERIES	(816,554)	(809,328)	(913,595)	(104,267)	12.9%
<b>TOTAL INTERDEPARTMENTAL RECOVERIES</b>	(16,918,055)	(17,209,996)	(18,246,173)	(1,036,177)	6.0%
<b>CAPITAL REVENUES</b>					
PROVINCIAL GRANTS	(884,734)	(198,053)	(546,297)	(348,244)	175.8%
FEDERAL GRANTS	(451,479)	(485,345)	-	485,345	(100.0%)
USER FEES AND CHARGES	-	-	(5,500)	(5,500)	-
OTHER REVENUE	-	(230,000)	(230,000)	-	-
FEDERAL GRANTS	(5,035,000)	(5,590,000)	(5,210,750)	379,250	(6.8%)
PROVINCIAL GRANTS	(4,415,801)	(3,425,458)	(1,250,713)	2,174,745	(63.5%)
CAPITAL RESERVE TRANSFER	(18,998,220)	(24,412,787)	(20,707,435)	3,705,352	(15.2%)
PROCEEDS FROM DEBENTURES	(718,436)	(1,307,130)	(950,000)	357,130	(27.3%)
DEVELOPMENT CHARGES	(979,600)	(1,216,816)	(1,877,500)	(660,684)	54.3%
CAPITAL CONTRIBUTIONS	(740,000)	(740,000)	(685,000)	55,000	(7.4%)
<b>TOTAL CAPITAL REVENUES</b>	(32,223,270)	(37,605,589)	(31,463,195)	6,142,394	(16.3%)
<b>TOTAL REVENUES</b>	<b>(157,260,927)</b>	<b>(154,116,970)</b>	<b>(148,994,851)</b>	<b>5,122,119</b>	<b>(3.3%)</b>
<b>EXPENSES</b>					

	2021	2021	2022	\$ OVER	% OVER
	2021	REVISED	REQUESTED	2021	2021
	FORECAST	BUDGET*	BUDGET	BUDGET	BUDGET
<b>SALARIES AND BENEFITS</b>					
SALARIES	43,843,916	42,850,790	47,912,820	5,062,030	11.8%
BENEFITS	11,635,965	11,779,395	13,776,122	1,996,727	17.0%
CAPITAL PROJECT ALLOCATION	(888,482)	(888,482)	(890,000)	(1,518)	0.2%
GAPPING ALLOCATION	-	-	(550,000)	(550,000)	-
<b>TOTAL SALARIES AND BENEFITS</b>	<b>54,591,399</b>	<b>53,741,703</b>	<b>60,248,942</b>	<b>6,507,239</b>	<b>12.1%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	26,928,454	28,720,411	25,976,403	(2,744,008)	(9.6%)
CONTRACTED SERVICES	20,405,685	20,029,357	20,917,583	888,226	4.4%
RENTS AND FINANCIAL EXPENSES	680,191	565,452	731,608	166,156	29.4%
EXTERNAL TRANSFERS	43,621,261	39,175,518	36,748,825	(2,426,693)	(6.2%)
<b>TOTAL OPERATING EXPENSES</b>	<b>91,635,591</b>	<b>88,490,738</b>	<b>84,374,419</b>	<b>(4,116,319)</b>	<b>(4.7%)</b>
<b>DEBT REPAYMENT</b>					
PRINCIPAL REPAYMENT	9,238,164	9,039,063	9,060,806	21,743	0.2%
INTEREST REPAYMENT	2,120,485	2,060,990	1,770,407	(290,583)	(14.1%)
<b>TOTAL DEBT REPAYMENT</b>	<b>11,358,649</b>	<b>11,100,053</b>	<b>10,831,213</b>	<b>(268,840)</b>	<b>(2.4%)</b>
<b>CAPITAL</b>					
MAJOR INFRASTRUCTURE	26,702,736	32,266,834	24,249,786	(8,017,048)	(24.8%)
VEHICLES	2,461,004	2,544,615	2,519,100	(25,515)	(1.0%)
BUILDING	1,958,303	1,955,200	3,214,044	1,258,844	64.4%
FURNISHINGS AND EQUIPMENT	1,300,285	1,029,210	1,579,165	549,955	53.4%
<b>TOTAL CAPITAL</b>	<b>32,422,328</b>	<b>37,795,859</b>	<b>31,562,095</b>	<b>(6,233,764)</b>	<b>(16.5%)</b>
<b>RESERVE TRANSFERS</b>					
CONTRIBUTIONS TO RESERVES	4,510,984	1,889,916	2,039,398	149,482	7.9%
CONTRIBUTIONS TO CAPITAL RESERVES	15,434,056	15,608,906	16,190,124	581,218	3.7%
DEVELOPMENT CHARGES EXEMPTIONS	317,300	-	276,500	276,500	-
<b>TOTAL RESERVE TRANSFERS</b>	<b>20,262,340</b>	<b>17,498,822</b>	<b>18,506,022</b>	<b>1,007,200</b>	<b>5.8%</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	8,791,268	8,769,043	9,561,944	792,901	9.0%
DEPARTMENTAL CHARGES	449,106	445,126	462,784	17,658	4.0%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>9,240,374</b>	<b>9,214,169</b>	<b>10,024,728</b>	<b>810,559</b>	<b>8.8%</b>
<b>TOTAL EXPENSES</b>	<b>219,510,681</b>	<b>217,841,344</b>	<b>215,547,419</b>	<b>(2,293,925)</b>	<b>(1.1%)</b>
<b>TOTAL</b>	<b>62,249,754</b>	<b>63,724,374</b>	<b>66,552,568</b>	<b>2,828,194</b>	<b>4.4%</b>

\* Includes in-year approved transfer and account reclassifications

Overall Budget Summary

	2021	2021	2022	\$ OVER	% OVER
	2021	REVISED	REQUESTED	2021	2021
	FORECAST	BUDGET*	BUDGET	BUDGET	BUDGET
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
PROVINCIAL GRANTS	(154,241)	(173,904)	(143,904)	30,000	(17.3%)
USER FEES AND CHARGES	(6,761)	(21,520)	(21,115)	405	(1.9%)
NET INVESTMENT INCOME	(740)	-	-	-	-
OTHER REVENUE	(23,178)	(1,800)	(3,600)	(1,800)	100.0%
<b>TOTAL GENERAL REVENUES</b>	<b>(184,920)</b>	<b>(197,224)</b>	<b>(168,619)</b>	<b>28,605</b>	<b>(14.5%)</b>
<b>OTHER REVENUES</b>					
RESERVE TRANSFER	(84,332)	(84,332)	(308,346)	(224,014)	265.6%
DEVELOPMENT CHARGES	(212,461)	(212,461)	(180,285)	32,176	(15.1%)
<b>TOTAL OTHER REVENUES</b>	<b>(296,793)</b>	<b>(296,793)</b>	<b>(488,631)</b>	<b>(191,838)</b>	<b>64.6%</b>
<b>CAPITAL REVENUES</b>					
CAPITAL RESERVE TRANSFER	(430,865)	(448,965)	(145,600)	303,365	(67.6%)
CAPITAL CONTRIBUTIONS	-	-	(16,400)	(16,400)	-
<b>TOTAL CAPITAL REVENUES</b>	<b>(430,865)</b>	<b>(448,965)</b>	<b>(162,000)</b>	<b>286,965</b>	<b>(63.9%)</b>
<b>TOTAL REVENUES</b>	<b>(912,578)</b>	<b>(942,982)</b>	<b>(819,250)</b>	<b>123,732</b>	<b>(13.1%)</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	1,862,448	2,079,434	2,189,392	109,958	5.3%
BENEFITS	443,734	466,349	520,647	54,298	11.6%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>2,306,182</b>	<b>2,545,783</b>	<b>2,710,039</b>	<b>164,256</b>	<b>6.5%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	565,508	650,737	632,685	(18,052)	(2.8%)
CONTRACTED SERVICES	41,952	44,952	21,000	(23,952)	(53.3%)
RENTS AND FINANCIAL EXPENSES	100	-	300	300	-
<b>TOTAL OPERATING EXPENSES</b>	<b>607,560</b>	<b>695,689</b>	<b>653,985</b>	<b>(41,704)</b>	<b>(6.0%)</b>
<b>DEBT REPAYMENT</b>					
PRINCIPAL REPAYMENT	137,458	137,458	110,479	(26,979)	(19.6%)
INTEREST REPAYMENT	9,739	9,740	4,541	(5,199)	(53.4%)
<b>TOTAL DEBT REPAYMENT</b>	<b>147,197</b>	<b>147,198</b>	<b>115,020</b>	<b>(32,178)</b>	<b>(21.9%)</b>
<b>CAPITAL</b>					
MAJOR INFRASTRUCTURE	33,200	33,000	67,000	34,000	103.0%
BUILDING	341,700	360,000	95,000	(265,000)	(73.6%)

	2021	2021	2022	\$ OVER	% OVER
	2021	REVISED	REQUESTED	2021	2021
	FORECAST	BUDGET*	BUDGET	BUDGET	BUDGET
FURNISHINGS AND EQUIPMENT	65,965	65,965	32,000	(33,965)	(51.5%)
TOTAL CAPITAL	440,865	458,965	194,000	(264,965)	(57.7%)
RESERVE TRANSFERS					
CONTRIBUTIONS TO RESERVES	308,346	-	-	-	-
CONTRIBUTIONS TO CAPITAL RESERVES	67,000	67,000	100,000	33,000	49.3%
DEVELOPMENT CHARGES EXEMPTIONS	3,200	-	3,000	3,000	-
TOTAL RESERVE TRANSFERS	378,546	67,000	103,000	36,000	53.7%
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	1,026,236	1,022,356	1,104,209	81,853	8.0%
TOTAL INTERDEPARTMENTAL CHARGES	1,026,236	1,022,356	1,104,209	81,853	8.0%
<b>TOTAL EXPENSES</b>	<b>4,906,586</b>	<b>4,936,991</b>	<b>4,880,253</b>	<b>(56,738)</b>	<b>(1.1%)</b>
<b>TOTAL</b>	<b>3,994,008</b>	<b>3,994,009</b>	<b>4,061,003</b>	<b>66,994</b>	<b>1.7%</b>

\* Includes in-year approved transfer and account reclassifications

Overall Budget Summary

	2021	2021	2022	\$ OVER	% OVER
	2021	REVISED	REQUESTED	2021	2021
	FORECAST	BUDGET*	BUDGET	BUDGET	BUDGET
<b>EXPENSES</b>					
<b>OPERATING EXPENSES</b>					
EXTERNAL TRANSFERS	95,088	95,088	51,541	(43,547)	(45.8%)
TOTAL OPERATING EXPENSES	95,088	95,088	51,541	(43,547)	(45.8%)
<b>TOTAL EXPENSES</b>	<b>95,088</b>	<b>95,088</b>	<b>51,541</b>	<b>(43,547)</b>	<b>(45.8%)</b>
<b>TOTAL</b>	<b>95,088</b>	<b>95,088</b>	<b>51,541</b>	<b>(43,547)</b>	<b>(45.8%)</b>

\* Includes in-year approved transfer and account reclassifications

Overall Budget Summary

	2021	2021	2022	\$ OVER	% OVER
	2021	REVISED	REQUESTED	2021	2021
	FORECAST	BUDGET*	BUDGET	BUDGET	BUDGET
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
PROVINCIAL GRANTS	(108,845)	-	-	-	-
WATER AND WASTEWATER RATES	(37,493,435)	(38,092,887)	(37,990,220)	102,667	(0.3%)
USER FEES AND CHARGES	(2,610,085)	(2,132,563)	(2,302,435)	(169,872)	8.0%
<b>TOTAL GENERAL REVENUES</b>	<b>(40,212,365)</b>	<b>(40,225,450)</b>	<b>(40,292,655)</b>	<b>(67,205)</b>	<b>0.2%</b>
<b>OTHER REVENUES</b>					
RESERVE TRANSFER	(1,362,878)	(362,234)	(547,463)	(185,229)	51.1%
DEVELOPMENT CHARGES	(517,937)	(517,937)	(503,276)	14,661	(2.8%)
<b>TOTAL OTHER REVENUES</b>	<b>(1,880,815)</b>	<b>(880,171)</b>	<b>(1,050,739)</b>	<b>(170,568)</b>	<b>19.4%</b>
<b>CAPITAL REVENUES</b>					
CAPITAL RESERVE TRANSFER	(20,352,227)	(24,598,343)	(22,708,980)	1,889,363	(7.7%)
PROCEEDS FROM DEBENTURES	(3,250,000)	(3,250,000)	(5,155,000)	(1,905,000)	58.6%
DEVELOPMENT CHARGES	(3,056,460)	(10,646,656)	(2,977,093)	7,669,563	(72.0%)
CAPITAL CONTRIBUTIONS	(1,160,539)	(903,545)	(1,272,500)	(368,955)	40.8%
<b>TOTAL CAPITAL REVENUES</b>	<b>(27,819,226)</b>	<b>(39,398,544)</b>	<b>(32,113,573)</b>	<b>7,284,971</b>	<b>(18.5%)</b>
<b>TOTAL REVENUES</b>	<b>(69,912,406)</b>	<b>(80,504,165)</b>	<b>(73,456,967)</b>	<b>7,047,198</b>	<b>(8.8%)</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	4,717,399	4,559,528	4,634,454	74,926	1.6%
BENEFITS	1,452,609	1,900,663	2,053,902	153,239	8.1%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>6,170,008</b>	<b>6,460,191</b>	<b>6,688,356</b>	<b>228,165</b>	<b>3.5%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	3,233,009	3,051,400	3,432,000	380,600	12.5%
CONTRACTED SERVICES	7,511,354	7,181,425	7,818,725	637,300	8.9%
RENTS AND FINANCIAL EXPENSES	3,550	4,550	3,100	(1,450)	(31.9%)
<b>TOTAL OPERATING EXPENSES</b>	<b>10,747,913</b>	<b>10,237,375</b>	<b>11,253,825</b>	<b>1,016,450</b>	<b>9.9%</b>
<b>DEBT REPAYMENT</b>					
PRINCIPAL REPAYMENT	2,830,289	2,667,789	2,973,663	305,874	11.5%
INTEREST REPAYMENT	852,580	810,268	776,359	(33,909)	(4.2%)
<b>TOTAL DEBT REPAYMENT</b>	<b>3,682,869</b>	<b>3,478,057</b>	<b>3,750,022</b>	<b>271,965</b>	<b>7.8%</b>
<b>CAPITAL</b>					
MAJOR INFRASTRUCTURE	26,499,924	38,047,907	30,870,673	(7,177,234)	(18.9%)

		2021	2022	\$ OVER	% OVER
	2021	REVISED	REQUESTED	2021	2021
	FORECAST	BUDGET*	BUDGET	BUDGET	BUDGET
VEHICLES	50,500	45,000	-	(45,000)	(100.0%)
FURNISHINGS AND EQUIPMENT	1,268,802	1,305,637	1,242,900	(62,737)	(4.8%)
<b>TOTAL CAPITAL</b>	<b>27,819,226</b>	<b>39,398,544</b>	<b>32,113,573</b>	<b>(7,284,971)</b>	<b>(18.5%)</b>
<b>RESERVE TRANSFERS</b>					
CONTRIBUTIONS TO RESERVES	138,627	-	-	-	-
CONTRIBUTIONS TO CAPITAL RESERVES	14,130,701	13,956,540	12,217,958	(1,738,582)	(12.5%)
DEVELOPMENT CHARGES EXEMPTIONS	571,800	-	316,000	316,000	-
<b>TOTAL RESERVE TRANSFERS</b>	<b>14,841,128</b>	<b>13,956,540</b>	<b>12,533,958</b>	<b>(1,422,582)</b>	<b>(10.2%)</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	6,283,814	6,609,264	6,666,432	57,168	0.9%
DEPARTMENTAL CHARGES	367,448	364,194	450,801	86,607	23.8%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>6,651,262</b>	<b>6,973,458</b>	<b>7,117,233</b>	<b>143,775</b>	<b>2.1%</b>
<b>TOTAL EXPENSES</b>	<b>69,912,406</b>	<b>80,504,165</b>	<b>73,456,967</b>	<b>(7,047,198)</b>	<b>(8.8%)</b>
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

\* Includes in-year approved transfer and account reclassifications



**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. Non-Recurring – One-time Items & COVID-19 Impacts
2. Base Budget
3. New Initiative
4. Service Level
5. Other – Operating Impacts of Capital, Modernization Funding, In-Year Approvals not in included in budget

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		2022 BASE BUDGET	ONE TIME/ CAPITAL	TOTAL COST	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES	REVENUES	TAXATION	W/WW RATES & RESERVES
<b>NEW INITIATIVES</b>													
FAC-Automated Utility Data Collection	NI2022-01	1	13,800	8,900	22,700	-	-	-	-	-	-	22,700	-
RDS-Road Closed Trailers	NI2022-02		308	25,288	25,596	25,000	-	-	-	-	25,000	596	-
WM-Utilization of Used County Fleet (Tandem) at the OCWMF	NI2022-03		11,148	25,000	36,148	25,000	-	-	-	-	25,000	11,148	-
WM-Heating of Front Equipment Shed at OWMF	NI2022-04		6,000	-	6,000	1,000	-	-	-	-	1,000	5,000	-
WM-Preventative Maintenance of OCWMF Leachate Collection System	NI2022-05		18,000	-	18,000	-	-	-	-	-	-	18,000	-
WM-Additional Scale and New Scale House at the OCWMF	NI2022-06		-	272,250	272,250	272,250	-	-	-	-	272,250	-	-
WFL-Long-Term Care Staffing Supplement Funding	NI2022-07		1,936,065	30,574	1,966,639	-	-	2,253,151	-	-	2,253,151	(286,512)	-
CC-Mobile EarlyON Programs	NI2022-08		7,823	59,800	67,623	-	-	67,623	-	-	67,623	-	-

	REF	2022 BASE BUDGET	ONE TIME/ CAPITAL	TOTAL COST	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES	REVENUES	TAXATION	WWW RATES & RESERVES
WFL-Woodingford Accreditation	NI2022-09	30,000	-	30,000	-	-	30,000	-	-	30,000	-	-
CAO-Diversity, Equity, and Inclusion Coordinator FTE	NI2022-10	103,498	2,500	105,998	-	-	-	-	-	-	105,998	-
CAO-Feminine Hygiene Product Access Improvement	NI2022-11	8,000	-	8,000	-	-	-	-	-	-	8,000	-
PS-Community Paramedicine Program	NI2022-12	1,825,252	572,400	2,397,652	-	-	2,394,326	-	94,500	2,488,826	(91,174)	-
PLN-Community Planning Software	NI2022-13	75,000	25,000	100,000	-	-	100,000	-	-	100,000	-	-
		4,034,894	1,021,712	5,056,606	323,250	-	4,845,100	-	94,500	5,262,850	(206,244)	-
<b>ONE-TIME ITEMS</b>												
OCL-2 Summer Students	FTE2022-11	-	24,552	24,552	-	-	-	-	-	-	24,552	-
COU-New Council supply costs		-	1,000	1,000	-	-	-	-	-	-	1,000	-
ENG-Vehicle laptop holders		-	6,000	6,000	-	-	-	-	-	-	6,000	-
HR-Employee Engagement Survey		-	15,000	15,000	15,000	-	-	-	-	15,000	-	-
HSG-Land/Redevelopment Study		-	75,000	75,000	75,000	-	-	-	-	75,000	-	-
HS-Housing Investment	NM02-211129	-	1,500,000	1,500,000	1,500,000	-	-	-	-	1,500,000	-	-
IT-Security Testing		-	75,000	75,000	75,000	-	-	-	-	75,000	-	-
IT-Shared Plotter		-	36,000	36,000	36,000	-	-	-	-	36,000	-	-
IT-Wireless Controller and Access Points		-	170,000	170,000	170,000	-	-	-	-	170,000	-	-
IT-Council chambers microphones		-	85,000	85,000	85,000	-	-	-	-	85,000	-	-
OCL-Microfilm Scanner and Software		-	12,000	12,000	-	-	-	-	-	-	12,000	-
LIB-Library Levy Stabilization Reserve Funding		-	-	-	308,346	-	-	-	-	308,346	(308,346)	-
PLN-Official Plan 2022 Consulting Project		-	50,000	50,000	50,000	-	-	-	-	50,000	-	-
PW-Organics Resource Recovery Technology Study		-	150,000	150,000	150,000	-	-	-	-	150,000	-	-
RDS-Laser Level for Ditching & Culvert Installations		-	1,800	1,800	1,800	-	-	-	-	1,800	-	-

	REF		2022 BASE BUDGET	ONE TIME/ CAPITAL	TOTAL COST	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES	REVENUES	TAXATION	WWW RATES & RESERVES
RDS-Storm Sewer Condition Assessment			-	30,000	30,000	30,000	-	-	-	-	30,000	-	-
RDS-Tree Trimming and Stump Grinding			-	39,000	39,000	-	-	-	-	-	-	39,000	-
WDL-Increased Tree Planting			-	23,700	23,700	23,700	-	-	-	-	23,700	-	-
PS-Additional Emergency Management Municipal Training			-	1,500	1,500	-	-	-	-	-	-	1,500	-
WM- Zorra Paving of Compost Yard			-	12,000	12,000	12,000	-	-	-	-	12,000	-	-
WM-Closed Landfill Monitoring Plan			-	45,000	45,000	45,000	-	-	-	-	45,000	-	-
WM-Emergency Geotechnical Investigation			-	75,000	75,000	75,000	-	-	-	-	75,000	-	-
WM-Go Pro Camera for County Collection Vehicle			-	1,000	1,000	-	-	-	-	-	-	1,000	-
WM-Holbrook MECP PFAS Study			-	1,500	1,500	-	-	-	-	-	-	1,500	-
WM-Landfill Foreman Upgrade to Laptop			-	1,250	1,250	1,250	-	-	-	-	1,250	-	-
WM-Unit 741 Tires			-	40,000	40,000	40,000	-	-	-	-	40,000	-	-
WM-Yard Waste Depot - Norwich			-	1,000	1,000	1,000	-	-	-	-	1,000	-	-
WM-Yard Waste Depot - TILL - Light Standard and Security Camera			-	10,000	10,000	10,000	-	-	-	-	10,000	-	-
W-TBURG Hydrant Reflectors			-	15,500	15,500	-	-	-	-	-	-	-	15,500
WW-Laptop/docking station Upgrade			-	1,300	1,300	-	-	-	-	-	-	-	1,300
PS-Land Ambulance station review			-	50,000	50,000	50,000	-	-	-	-	50,000	-	-
			-	2,549,102	2,549,102	2,754,096	-	-	-	-	2,754,096	(221,794)	16,800
<b>SERVICE LEVEL</b>													
FAC-Maintenance Scheduler FTE	FTE2022-01	1	27,378	2,000	29,378	-	-	-	-	-	-	29,378	-
ENG-Development Review Technician	FTE2022-02		84,733	2,000	86,733	-	-	-	-	86,733	86,733	-	-
RDS-Transportation Technologist FTE	FTE2022-03		62,877	2,500	65,377	-	-	-	-	-	-	65,377	-
CC-EarlyOn Family Resource Coordinator FTE	FTE2022-04		73,229	-	73,229	-	-	73,229	-	-	73,229	-	-
FIN-Capital Analyst FTE	FTE2022-05	1	102,110	2,000	104,110	-	-	-	-	-	-	104,110	-

	REF	2022 BASE BUDGET	ONE TIME/ CAPITAL	TOTAL COST	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES	REVENUES	TAXATION	WWW RATES & RESERVES
FIN-Purchasing Advisor FTE	FTE2022-06	88,921	2,000	90,921	-	-	-	-	-	-	90,921	-
SCE-Communication Officer FTE	FTE2022-07	69,848	2,300	72,148	-	-	-	-	72,148	72,148	-	-
PS-Logistics Technician - 2 FTEs	FTE2022-08	16,321	7,100	23,421	-	-	-	-	-	-	23,421	-
HR-HR Officer FTE	FTE2022-09	1	83,233	2,000	85,233	-	-	-	-	-	85,233	-
OCL-Service Level FTE changes	FTE2022-10	72,125	-	72,125	-	-	-	-	-	-	72,125	-
CS-Armoured Car Service	1	1,536	-	1,536	-	-	-	-	-	-	1,536	-
FIN-Budget Survey Enhanced Engagement	1	15,000	-	15,000	-	-	-	-	-	-	15,000	-
HSG-Social Housing Facilities Capital Increase (AMP)		60,000	-	60,000	-	-	-	-	-	-	60,000	-
OCL-Building Inventory-Library of Things		5,000	-	5,000	-	-	-	-	-	-	5,000	-
PS-Additional Medical Inventory Storage		86,000	-	86,000	-	-	86,000	-	-	86,000	-	-
PS-Capital Replacement Increase (AMP)		55,000	-	55,000	-	-	-	-	-	-	55,000	-
RDS-Bridges Capital Increase (AMP)		50,000	-	50,000	-	-	-	-	-	-	50,000	-
RDS-Roads Capital Increase (AMP)		400,000	-	400,000	-	-	-	-	-	-	400,000	-
WFL-Medication Safety Tech Program (MST) - 3 Years		-	76,146	76,146	-	-	76,146	-	-	76,146	-	-
WFL-New Dietician increased supplements		16,000	-	16,000	-	-	-	-	-	-	16,000	-
WFL-Recreation Documentation Software		2,015	300	2,315	-	-	-	-	-	-	2,315	-
WFL-Skin & Wound Application Software		3,865	9,022	12,887	-	-	12,887	-	-	12,887	-	-
WM-Blue Box Audits		500	-	500	-	-	-	-	-	-	500	-
WM-Scale operator FTE adjustment to actual	FTE Impact	(29,173)	-	(29,173)	-	-	-	-	-	-	(29,173)	-
WM-Web Based Reporting and Payment Software		12,500	-	12,500	-	-	-	-	-	-	12,500	-
W-Mobile Phones for WWW Coordinators		250	300	550	-	-	-	-	-	-	-	550
W-TBURG Additional FTEs (2 Students)		25,000	-	25,000	-	-	-	-	-	-	-	25,000
W-WDSK Large Meter Calibration Program		20,000	-	20,000	-	-	-	-	-	-	-	20,000

	REF	2022 BASE BUDGET	ONE TIME/ CAPITAL	TOTAL COST	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES	REVENUES	TAXATION	WWW RATES & RESERVES
WW-County to Maintain WDSK Trunk Sewers		130,000	-	130,000	-	-	-	-	-	-	-	130,000
WW-Mobile Phones for WWW Coordinators		250	300	550	-	-	-	-	-	-	-	550
WW-TBRUG I&I Flushing Program and Manhole Inspections		30,000	-	30,000	-	-	-	-	-	-	-	30,000
		1,564,518	107,968	1,672,486	-	-	248,262	-	158,881	407,143	1,059,243	206,100
<b>CARRYOVER/IN-YEAR APPROVAL (OTHER)</b>												
AM-MTE-Assessment Roll Audit and Review	21Budget	-	80,000	80,000	80,000	-	-	-	-	80,000	-	-
CC-75 Graham - EarlyOn	HS 2021-10	11,690	-	11,690	-	-	11,690	-	-	11,690	-	-
COU-2% Swift Plus (2-year)	21Budget	-	1,368,000	1,368,000	1,368,000	-	-	-	-	1,368,000	-	-
GN-Significant Tax Write-offs	21Budget	-	2,500,000	2,500,000	2,500,000	-	-	-	-	2,500,000	-	-
HSG-Affordable Housing Project Woodstock	21Budget	28,300	-	28,300	-	-	-	-	22,000	22,000	6,300	-
HSG-Social Housing Revitalization Pilot	NI2020-05	-	115,000	115,000	115,000	-	-	-	-	115,000	-	-
HSG-Habitat for Humanity	21Budget	-	100,000	100,000	100,000	-	-	-	-	100,000	-	-
HSG-738 Parkinson Expansion	HS 2021-07	25,800	-	25,800	-	-	-	-	24,380	24,380	1,420	-
RDS-Road Rationalization Increases	PW2021-19	86,400	40,000	126,400	-	-	-	-	40,000	40,000	86,400	-
		152,190	4,203,000	4,355,190	4,163,000	-	11,690	-	86,380	4,261,070	94,120	-
<b>MODERNIZATION FUNDING</b>												
CLK-Digital Risk Management and Information System	CS 2021-38	33,000	48,000	81,000	16,800	-	31,200	-	-	48,000	33,000	-
CLK-Modernizing Access to Archival Records	CS 2021-38	-	24,985	24,985	7,945	-	14,755	-	-	22,700	2,285	-
FIN-Accounts Payable Digitization Implementation	CS 2021-38	1	20,000	285,000	305,000	33,250	185,250	-	66,500	285,000	20,000	-
HR-Disability Management Software	CS 2021-38	1	6,100	41,000	47,100	-	26,650	-	-	26,650	20,450	-

	REF	2022 BASE BUDGET	ONE TIME/ CAPITAL	TOTAL COST	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES	REVENUES	TAXATION	WWW RATES & RESERVES
HSG-Optimization Review - Subsidized Housing Operations	CS 2021-38	-	35,000	35,000	-	-	35,000	-	-	35,000	-	-
PS-Emergency Management Software	CS 2021-38	17,250	19,500	36,750	-	-	12,675	-	-	12,675	24,075	-
WFL-Automated Scheduling Solution for Long Term Care	CS 2021-38	28,855	38,000	66,855	-	-	24,700	-	-	24,700	42,155	-
WFL-Woodingford Nutritional Services	CS 2021-38	-	95,000	95,000	-	-	95,000	-	-	95,000	-	-
IS-Road and Address GIS Data Transformation	CS 2021-14	8,580	-	8,580	-	-	-	-	-	-	8,580	-
TOUR-In Market Visitor Information Signage	CS 2020-46	-	60,000	60,000	-	-	60,000	-	-	60,000	-	-
		113,785	646,485	760,270	57,995	-	485,230	-	66,500	609,725	150,545	-
<b>COVID</b>												
FAC-COVID Recoveries; Janitorial and Garbage Expenses		-	100,650	100,650	-	-	13,500	-	87,150	100,650	-	-
HR-COVID related expenses		-	1,200	1,200	-	-	1,200	-	-	1,200	-	-
OCL-COVID Additional Supplies		-	5,000	5,000	-	-	5,000	-	-	5,000	-	-
PS-Community Assessment Program	FTE Impact	-	331,875	331,875	-	-	-	-	331,875	331,875	-	-
PS-COVID Incremental Medical Supplies		-	156,000	156,000	-	-	156,000	-	-	156,000	-	-
PS-COVID Incremental Staffing	FTE Impact	-	71,606	71,606	-	-	71,606	-	-	71,606	-	-
PS-Reduction due to COVID(training, meeting costs)		-	(10,660)	(10,660)	-	-	-	-	-	-	(10,660)	-
PS-Vaccine Distribution	FTE Impact	-	219,819	219,819	-	-	-	-	219,819	219,819	-	-
RDS-Additional COVID Supplies		-	2,000	2,000	-	-	2,000	-	-	2,000	-	-
WFL-COVID Additional Supplies		-	205,710	205,710	-	-	205,710	-	-	205,710	-	-
WFL-COVID Entrance Monitors & Swabbers	FTE Impact	-	201,684	201,684	-	-	201,684	-	-	201,684	-	-
WFL-Infection Prevention and Control Funding		-	43,733	43,733	-	-	43,733	-	-	43,733	-	-
WFL-Maintenance Worker and Housekeeping Aid	FTE Impact	-	52,789	52,789	-	-	52,789	-	-	52,789	-	-

	REF	2022 BASE BUDGET	ONE TIME/ CAPITAL	TOTAL COST	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES	REVENUES	TAXATION	WWW RATES & RESERVES
WM-Additional COVID Supplies		-	4,500	4,500	-	-	4,500	-	-	4,500	-	-
		-	1,385,906	1,385,906	-	-	757,722	-	638,844	1,396,566	(10,660)	-
<b>OPERATING IMPACTS OF CAPITAL</b>												
FAC-EnergyCAP Increase Maintenance Cost due to Additional Meters	1	4,900	-	4,900	-	-	-	-	-	-	4,900	-
		4,900	-	4,900	-	-	-	-	-	-	4,900	-
<b>TOTAL COUNTY OF OXFORD</b>		<b>5,870,287</b>	<b>9,914,173</b>	<b>15,784,460</b>	<b>7,298,341</b>	<b>-</b>	<b>6,348,004</b>	<b>-</b>	<b>1,045,105</b>	<b>14,691,450</b>	<b>870,110</b>	<b>222,900</b>

Department/Division	2021				2022				2022 Request
	FTE	Temp	Student	Budget	FTE	Temp	Student	Budget	
CAO Office	3.0	-	-	3.0	4.0	-	-	4.0	1.0
Strategic Communication & Engagement	3.0	-	-	3.0	4.0	-	-	4.0	1.0
Tourism	3.0	-	0.3	3.3	3.0	-	0.3	3.3	-
<b>CAO</b>	<b>9.0</b>	<b>-</b>	<b>0.3</b>	<b>9.3</b>	<b>11.0</b>	<b>-</b>	<b>0.3</b>	<b>11.3</b>	<b>2.0</b>
Human Resources	7.0	1.0	-	8.0	8.0	-	-	8.0	1.0
Community Planning	15.0	-	-	15.0	15.0	-	-	15.0	-
Finance	12.0	-	-	12.0	14.0	-	-	14.0	2.0
Customer Service	4.7	-	-	4.7	4.7	-	-	4.7	-
Clerks	4.0	-	-	4.0	4.0	-	-	4.0	-
Information Technology	11.0	-	-	11.0	11.0	-	-	11.0	-
Information Services	10.7	-	0.3	11.0	10.7	-	0.3	11.0	-
Provincial Offences Administration	4.5	-	-	4.5	4.5	-	-	4.5	-
<b>Corporate Services</b>	<b>46.9</b>	<b>-</b>	<b>0.3</b>	<b>47.2</b>	<b>48.9</b>	<b>-</b>	<b>0.3</b>	<b>49.2</b>	<b>2.0</b>
Oxford County Library	35.5	0.2	-	35.7	36.7	0.7	-	37.4	1.9
Human Services	48.0	-	0.3	48.3	46.0	-	0.3	46.3	(2.0)
Paramedic Services	74.6	1.1	-	75.7	88.6	4.9	-	93.5	18.9
Woodingford Lodge	198.8	6.1	-	204.9	215.4	4.9	-	220.3	21.5
Engineering and Construction	17.8	-	1.3	19.1	18.8	-	1.3	20.1	1.0
Facilities and Fleet	13.9	-	0.7	14.6	14.9	-	0.7	15.6	1.0
Transportation Services	32.0	-	4.3	36.3	33.0	-	4.3	37.3	1.0
Waste Management	15.1	-	0.7	15.8	14.7	-	0.7	15.4	(0.4)
Woodlands Conservation	1.0	-	-	1.0	1.0	-	-	1.0	-
Water and Wastewater Services	55.6	-	1.7	57.3	55.6	-	1.7	57.3	-
<b>Public Works</b>	<b>135.4</b>	<b>-</b>	<b>8.7</b>	<b>144.1</b>	<b>138.0</b>	<b>-</b>	<b>8.7</b>	<b>146.7</b>	<b>2.6</b>
<b>Total</b>	<b>570.2</b>	<b>8.4</b>	<b>9.6</b>	<b>588.2</b>	<b>607.6</b>	<b>10.4</b>	<b>9.6</b>	<b>627.7</b>	<b>47.9</b>



Summary of Full-time Equivalent Plan Change by Funding Source

	Service Level	New Initiative	One-Time (Temp)	COVID (Temp)	Inc (Dec)	2022 Budget Explanation	Reference
<b>County Levy</b>							
CAO Office	-	1.0	-	-	1.0	Diversity and Safety Community Wellbeing Coordinator	NI 2022-10
Human Services	(3.0)	-	-	-	(3.0)	Support & Case Workers	
Paramedic Services	2.0	-	-	-	2.0	Paramedic Services Logistics Co-ordinators	FTE 2022-08
Waste Management	(0.4)	-	-	-	(0.4)	Scalehouse operator hour adjustment to reflect actual scheduling	
Roads	1.0	-	-	-	1.0	Transportation Technologist	FTE 2022-03
	(0.4)	1.0	-	-	0.6		
<b>Interdepartmental Charges/Capital Funded</b>							
Human Resources	1.0	-	-	-	1.0	HR Officer	FTE 2022-09
Finance	1.0	-	-	-	1.0	Capital Analyst	FTE 2022-05
	1.0	-	-	-	1.0	Purchasing Advisor	FTE 2022-06
Strategic Communication	1.0	-	-	-	1.0	Communication Officer	FTE 2022-07
Construction	1.0	-	-	-	1.0	Development Technologist	FTE 2022-02
Fleet and Facilities	1.0	-	-	-	1.0	Maintenance Scheduler	FTE 2022-01
	6.0	-	-	-	6.0		
<b>Grants</b>							
Paramedic Services	-	12.0	-	-	12.0	Paramedic Services Community Paramedicine Program	NI 2022-12
	-	-	-	4.9	4.9	Temporary Paramedics	COVID response
Human Services	1.0	-	-	-	1.0	EarlyOn Family Resource Coordinator	FTE 2022-04
Woodingford Lodge	-	16.6	-	-	16.6	Additional staffing under the Staffing Supplement Funding - Personal Support Workers, Registered Practical Nurses, Registered Nurse, Nurse Practitioner, Registered dietician and Social Worker.	NI 2022-07
	-	-	-	0.7	0.7	Housekeeping & Maintenance	COVID response
	-	-	-	4.2	4.2	Screening and Swabbing positions	COVID response-screening and testing
	1.0	28.6	-	9.8	39.4		
<b>Library Levy</b>							
Library	1.2	-	-	-	1.2	Service Level Changes	FTE 2022-10
	-	-	0.7	-	0.7	Summer Students (2)	FTE 2022-11
	1.2	-	0.7	-	1.9		
<b>Total</b>	<b>7.8</b>	<b>29.6</b>	<b>0.7</b>	<b>9.8</b>	<b>47.9</b>		

Interdepartmental allocations represent transfer of expenditures between departments to better reflect the true cost of providing County services by functional service area. These expenditures are offset by the interdepartmental revenues as they are a reallocation of costs from one functional area to another. Currently divisions that allocated expenses include Human Resources (HR), Customer Service (CS), Finance, Information Technology (IT), Facilities and Fleet. There are no net impacts of these transactions:

	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	
	FINANCE	FINANCE	HR	HR	IT	IT	CS	CS	FACILITIES	FACILITIES	FLEET	FLEET	TOTAL	TOTAL	%
COUNCIL	5,236	5,750	-	-	3,615	3,585	1,065	1,140	89,500	92,400	-	-	99,416	102,875	3.5%
<b>CAO</b>															
CAO OFFICE	6,461	5,622	5,207	6,223	20,994	13,391	3,904	4,180	17,800	18,400	460	480	54,826	48,296	(11.9%)
STRATEGIC COMMUNICATIONS	4,229	4,728	3,905	6,223	17,365	13,300	1,065	1,140	15,600	16,100	-	-	42,164	41,491	(1.6%)
TOURISM	5,715	5,889	4,296	5,134	17,219	13,482	1,065	1,140	13,000	13,400	-	-	41,295	39,045	(5.4%)
<b>TOTAL CAO</b>	<b>16,405</b>	<b>16,239</b>	<b>13,408</b>	<b>17,580</b>	<b>55,578</b>	<b>40,173</b>	<b>6,034</b>	<b>6,460</b>	<b>46,400</b>	<b>47,900</b>	<b>460</b>	<b>480</b>	<b>138,285</b>	<b>128,832</b>	<b>(6.8%)</b>
<b>CORPORATE SERVICES</b>															
FINANCE	-	-	-	-	-	-	-	-	34,100	35,200	-	-	34,100	35,200	3.2%
CUSTOMER SERVICE	-	-	-	-	-	-	-	-	35,600	36,700	-	-	35,600	36,700	3.1%
INFORMATION SERVICES	5,721	7,271	14,319	17,111	46,970	47,364	8,873	9,502	45,100	46,500	-	-	120,983	127,748	5.6%
INFORMATION TECHNOLOGY	-	-	-	-	-	-	-	-	35,400	36,500	-	-	35,400	36,500	3.1%
CLERKS	3,541	5,273	5,207	6,223	19,174	19,471	8,873	9,502	85,000	88,200	-	-	121,795	128,669	5.6%
POA	19,911	22,291	7,159	7,000	40,101	36,882	8,873	9,502	115,400	119,100	-	-	191,444	194,775	1.7%
LIBRARY	56,162	58,184	46,471	58,486	402,231	440,669	17,748	19,004	469,892	494,424	29,852	33,442	1,022,356	1,104,209	8.0%
<b>TOTAL CORPORATE SERVICES</b>	<b>85,335</b>	<b>93,019</b>	<b>73,156</b>	<b>88,820</b>	<b>508,476</b>	<b>544,386</b>	<b>44,367</b>	<b>47,510</b>	<b>820,492</b>	<b>856,624</b>	<b>29,852</b>	<b>33,442</b>	<b>1,561,678</b>	<b>1,663,801</b>	<b>6.5%</b>
<b>PUBLIC WORKS</b>															
ADMINISTRATION	-	-	-	-	-	-	-	-	169,900	175,450	16,726	29,119	186,626	204,569	9.6%
FACILITIES	52,960	64,103	19,004	24,265	53,221	59,694	16,895	18,092	11,256	11,589	117,554	88,138	270,890	265,881	(1.8%)
ENGINEERING SERVICES	49,025	57,087	24,862	31,266	79,599	71,145	35,495	38,008	-	-	94,128	87,218	283,109	284,724	0.6%
TRANSPORTATION SERVICES	136,451	159,176	80,185	97,374	71,929	69,387	48,841	52,299	267,776	276,441	2,117,368	2,083,580	2,722,550	2,738,257	0.6%
WASTE MANAGEMENT	100,599	108,372	31,110	37,799	33,653	33,051	48,842	52,299	91,709	131,592	627,162	690,101	933,075	1,053,214	12.9%
WATER SERVICES	195,145	246,812	39,312	46,976	156,614	145,806	106,483	114,023	2,142,119	1,957,558	561,253	656,466	3,200,926	3,167,641	(1.0%)
WASTEWATER SERVICES	199,370	246,508	53,500	63,931	61,212	60,692	106,483	114,023	2,784,357	2,781,579	216,329	244,851	3,421,251	3,511,584	2.6%
<b>TOTAL PUBLIC WORKS</b>	<b>733,550</b>	<b>882,058</b>	<b>247,973</b>	<b>301,611</b>	<b>456,228</b>	<b>439,775</b>	<b>363,039</b>	<b>388,744</b>	<b>5,467,117</b>	<b>5,334,209</b>	<b>3,750,520</b>	<b>3,879,473</b>	<b>11,018,427</b>	<b>11,225,870</b>	<b>1.9%</b>
<b>HUMAN RESOURCES</b>															
HUMAN SERVICES	299,922	357,001	122,751	134,241	171,403	193,662	99,384	106,422	434,350	657,212	713	18,516	1,128,523	1,467,054	30.0%
WOODINGFORD LODGE	246,540	294,826	479,806	558,892	586,062	620,941	48,344	51,767	25,674	32,132	-	-	1,386,426	1,558,558	12.4%
PARAMEDIC SERVICES	84,393	107,076	182,498	239,857	201,672	202,268	17,747	19,004	371,978	384,665	-	2,503	858,288	955,373	11.3%
PLANNING	9,677	9,552	19,526	23,332	57,589	70,124	12,423	13,303	77,200	79,700	-	-	176,415	196,011	11.1%
<b>TOTAL</b>	<b>1,481,058</b>	<b>1,765,521</b>	<b>1,139,118</b>	<b>1,364,333</b>	<b>2,040,623</b>	<b>2,114,914</b>	<b>592,403</b>	<b>634,350</b>	<b>7,365,911</b>	<b>7,519,042</b>	<b>3,781,545</b>	<b>3,934,414</b>	<b>16,400,658</b>	<b>17,332,574</b>	<b>5.7%</b>
\$ VARIANCE		284,463		225,215		74,291		41,947		153,131		152,869		931,916	
% VARIANCE		19.2%		19.8%		3.6%		7.1%		2.1%		4.0%		5.7%	

	2021	2021	2021	2021	2021	2022	2022	2022	2022	RESERVE	POLICY
	OPENING	FORECAST	FORECAST	FORECAST	FORECAST	BUDGET	BUDGET	BUDGET	BUDGET	TARGET	(SURPLUS)
	BALANCE	INTEREST	TO	FROM	BALANCE	INTEREST	TO	FROM	BALANCE	POLICY	SHORTFALL
<b>DEVELOPMENT CHARGES</b>											
91100 DC - ADMIN	392,452	3,100	81,985	(34,750)	442,787	3,500	83,380	(213,625)	316,042	-	-
91230 DC - ROADS	1	-	2,385,000	(979,600)	1,405,401	11,200	2,394,350	(1,877,500)	1,933,451	-	-
91231 DC - WASTE DIVERSION	32	-	27,730	(27,628)	134	-	28,457	(13,364)	15,227	-	-
91251 DC - WW WOODSTOCK	1,476,310	11,800	1,250,000	(309,298)	2,428,812	19,400	1,507,141	(347,635)	3,607,718	-	-
91252 DC - WW TILLSONBURG	5,683,561	45,500	1,225,000	(1,361,088)	5,592,973	44,700	516,610	(822,772)	5,331,511	-	-
91253 DC - WW INGERSOLL	5	-	543,157	(543,161)	1	-	559,452	(559,453)	-	-	-
91254 DC - WW NORWICH	2,566,706	20,500	212,000	(115,812)	2,683,394	21,500	194,977	(720,738)	2,179,133	-	-
91255 DC - WW TAVISTOCK	6	-	338,236	(338,241)	1	-	314,909	(314,909)	1	-	-
91256 DC - WW PLATTSVILLE	3	-	360,500	(360,503)	-	-	187,874	(187,874)	-	-	-
91257 DC - WW THAMESFORD	229,117	1,800	-	(537)	230,380	1,800	-	(3,636)	228,544	-	-
91258 DC - WW DRUMBO	315,636	2,500	28,198	(346,330)	4	-	29,044	(29,045)	3	-	-
91259 DC - WW MT ELGIN	533	-	995	(477)	1,051	-	2,300	(3,341)	10	-	-
91261 DC - W WOODSTOCK	147,383	1,200	641,000	(789,215)	368	-	845,672	(842,635)	3,405	-	-
91262 DC - W TILLSONBURG	7	-	410,000	(334,471)	75,536	600	173,164	(25,153)	224,147	-	-
91263 DC - W INGERSOLL	9	-	136,567	(136,576)	-	-	140,664	(140,664)	-	-	-
91264 DC - W NORWICH	3	-	46,000	(46,003)	-	-	41,243	(41,243)	-	-	-
91265 DC - W TAVISTOCK	650,884	5,200	37,697	(196,624)	497,157	4,000	35,119	(50,541)	485,735	-	-
91266 DC - W PLATTSVILLE	4	-	100,000	(100,003)	1	-	72,278	(72,278)	1	-	-
91267 DC - W THAMESFORD	1	-	350,000	(280,540)	69,461	600	88,891	(15,958)	142,994	-	-
91268 DC - W DRUMBO	21,994	200	-	(450)	21,744	200	-	(14,527)	7,417	-	-
91269 DC - W MT ELGIN	(374,699)	(887)	96,015	215,856	(63,715)	-	80,356	(15,740)	901	-	-
91500 DC - EMS	120,860	1,000	264,805	(137,149)	249,516	2,000	266,849	(133,092)	385,273	-	-
91600 DC - LIBRARY	389,409	3,100	208,200	(212,461)	388,248	3,100	135,817	(180,285)	346,880	-	-
<b>TOTAL DEVELOPMENT CHARGES</b>	<b>11,620,217</b>	<b>95,013</b>	<b>8,743,085</b>	<b>(6,435,061)</b>	<b>14,023,254</b>	<b>112,600</b>	<b>7,698,547</b>	<b>(6,626,008)</b>	<b>15,208,393</b>	<b>-</b>	<b>-</b>
<b>RESERVE FUNDS</b>											
93270 RF - LANDFILL AND WASTE DIV.	23,706,458	400,000	10,500	(737,465)	23,379,493	400,000	-	(2,043,500)	21,735,993	20,650,000	(1,085,993)
<b>TOTAL RESERVE FUNDS</b>	<b>23,706,458</b>	<b>400,000</b>	<b>10,500</b>	<b>(737,465)</b>	<b>23,379,493</b>	<b>400,000</b>	<b>-</b>	<b>(2,043,500)</b>	<b>21,735,993</b>	<b>20,650,000</b>	<b>(1,085,993)</b>
<b>RESERVES</b>											
92101 R - WSIB	3,805,290	-	-	-	3,805,290	-	-	(231,049)	3,574,241	5,357,000	1,782,759
92102 R - PAY EQUITY	1,333,355	-	-	(42,000)	1,291,355	-	-	-	1,291,355	1,056,000	(235,355)
92103 R - TRAINING	282,543	-	7,457	(40,000)	250,000	-	-	(50,000)	200,000	250,000	50,000
92120 R - INFORMATION SYSTEMS	1,311,212	10,375	207,405	(235,970)	1,293,022	9,591	212,365	(485,610)	1,029,368	637,000	(392,368)
92130 R - CORPORATE GENERAL	12,545,013	-	-	(6,997,123)	5,547,890	-	-	(4,110,995)	1,436,895	9,990,000	8,553,105
92131 R - WORKING CAPITAL	6,100,000	-	-	-	6,100,000	-	-	-	6,100,000	6,660,000	560,000
92133 R - LEGAL	491,718	-	3,870	(30,000)	465,588	-	-	-	465,588	549,000	83,412
92134 R - INSURANCE	1,501,731	12,014	-	-	1,513,745	12,110	-	-	1,525,855	750,000	(775,855)
92135 R - BROADBAND EXPANSION	-	-	1,274,487	-	1,274,487	-	1,368,000	-	2,642,487	-	-
92170 R - FEDERAL RESTART	3,332,596	-	1,244,656	(584,727)	3,992,525	-	-	(728,206)	3,264,319	-	-

	2021	2021	2021	2021	2021	2022	2022	2022	2022	RESERVE	POLICY
	OPENING	FORECAST	FORECAST	FORECAST	FORECAST	BUDGET	BUDGET	BUDGET	BUDGET	TARGET	(SURPLUS)
	BALANCE	INTEREST	TO	FROM	BALANCE	INTEREST	TO	FROM	BALANCE	POLICY	SHORTFALL
92205 R - COMMUNITY-BUILDING FUND	2,482,263	27,302	6,896,041	(5,035,000)	4,370,606	28,186	3,516,005	(5,210,750)	2,704,047	-	-
92206 R - OCIF	1,849,408	12,331	2,234,511	(2,850,500)	1,245,750	4,963	-	(1,250,713)	-	-	-
92210 R - FACILITIES	4,588,982	35,579	1,241,476	(1,454,361)	4,411,676	27,779	1,149,951	(2,787,130)	2,802,276	8,000,000	5,197,724
92215 R - TREES RURAL	55,503	-	-	(16,250)	39,253	-	-	(23,700)	15,553	-	-
92220 R - FLEET	2,002,387	17,287	1,950,200	(1,632,442)	2,337,432	21,469	2,133,706	(1,448,580)	3,044,027	2,137,000	(907,027)
92230 R - ROADS	14,622,057	108,669	7,824,000	(9,900,754)	12,653,972	98,043	8,224,000	(9,227,987)	11,748,028	14,390,000	2,641,972
92235 R - BRIDGES	11,439,082	92,691	2,550,000	(2,255,431)	11,826,342	94,713	2,640,000	(2,714,523)	11,846,532	4,600,000	(7,246,532)
92240 R - WATER/WASTEWATER CSAP	2,402,355	-	-	(251,347)	2,151,008	-	-	(80,000)	2,071,008	-	-
92244 R - SOURCE WATER PROTECTION	1,170,390	-	50,880	(240,651)	980,619	-	-	(298,312)	682,307	-	-
92280 R - WASTE COLLECTION	2,750,823	-	-	(379,039)	2,371,784	-	-	(324,723)	2,047,061	1,331,000	(716,061)
92300 R - SOCIAL HOUSING	2,801,861	22,784	750,000	(688,135)	2,886,510	20,993	825,000	(1,435,374)	2,297,129	3,080,000	782,871
92301 R - CHILD CARE MITIGATION FUND	965,695	-	-	(669,000)	296,695	-	-	-	296,695	-	-
92302 R - AFFORDABLE HOUSING	6,090,172	-	2,964,645	(4,469,359)	4,585,458	-	500,000	(3,949,096)	1,136,362	-	-
92335 R - WOODINGFORD LODGE EQUIP	88,961	988	336,500	(267,356)	159,093	1,489	286,500	(242,350)	204,732	287,000	82,268
92400 R - PLANNING - OFFICIAL PLAN	687,250	-	-	(12,340)	674,910	-	-	(225,375)	449,535	795,000	345,465
92511 R - LAND AMBULANCE VEHICLES	1,209,770	8,431	795,000	(1,106,733)	906,468	6,828	850,000	(955,913)	807,383	463,000	(344,383)
92512 R - LAND AMBULANCE STATIONS	592,670	4,610	40,000	(72,946)	564,334	3,955	40,000	(90,000)	518,289	450,000	(68,289)
92600 R - LIBRARIES	915,901	-	308,346	(140,297)	1,083,950	-	-	(308,346)	775,604	203,000	(572,604)
92602 R - OCL NORWICH CAPITAL	40,466	-	-	-	40,466	-	-	-	40,466	-	-
92605 R - OCL - FACILITIES	826,176	5,369	67,000	(376,980)	521,565	3,778	100,000	(165,600)	459,743	1,250,000	790,257
<b>TOTAL RESERVES</b>	<b>88,285,630</b>	<b>358,430</b>	<b>30,746,474</b>	<b>(39,748,741)</b>	<b>79,641,793</b>	<b>333,897</b>	<b>21,845,527</b>	<b>(36,344,332)</b>	<b>65,476,885</b>	<b>62,235,000</b>	<b>9,611,359</b>
<b>WATER &amp; WASTEWATER RESERVES</b>											
92249 R-WW EMBRO	582,146	4,966	117,509	(36,278)	668,343	5,783	121,781	(2,079)	793,828	693,000	(100,828)
92250 R - WW INNERKIP	981,753	7,505	100,017	(180,611)	908,664	7,539	88,689	(3,103)	1,001,789	531,000	(470,789)
92251 R - WW WOODSTOCK	15,506,445	115,817	1,976,102	(3,763,399)	13,834,965	99,001	1,320,649	(3,479,171)	11,775,444	15,165,000	3,389,556
92252 R - WW TILLSONBURG	21,411,441	153,226	1,913,314	(6,410,334)	17,067,647	123,083	1,064,258	(4,084,324)	14,170,664	7,937,000	(6,233,664)
92253 R - WW INGERSOLL	5,940,820	52,744	2,684,227	(1,345,608)	7,332,183	61,203	2,062,673	(1,364,316)	8,091,743	11,784,000	3,692,257
92254 R - WW NORWICH	2,739,066	23,105	430,061	(121,166)	3,071,066	25,130	432,675	(265,244)	3,263,627	1,110,000	(2,153,627)
92255 R - WW TAVISTOCK	2,211,464	20,440	885,499	(200,754)	2,916,649	25,058	761,050	(329,981)	3,372,776	1,533,000	(1,839,776)
92256 R - WW PLATTSVILLE	1,742,212	14,613	337,590	(167,639)	1,926,776	15,410	158,691	(149,015)	1,951,862	958,000	(993,862)
92257 R - WW THAMESFORD	3,485,569	28,400	390,128	(258,660)	3,645,437	28,760	339,811	(435,724)	3,578,284	882,000	(2,696,284)
92258 R - WW DRUMBO	1,482,677	6,754	144,114	(1,419,903)	213,642	1,399	118,761	(194,376)	139,426	1,566,333	1,426,907
92259 R - WW MT ELGIN	588,527	4,677	80,877	(88,741)	585,340	4,216	49,808	(164,958)	474,406	275,000	(199,406)
92261 R - W WOODSTOCK	21,353,562	167,612	2,838,766	(3,602,525)	20,757,415	159,879	2,673,784	(4,134,814)	19,456,264	11,231,000	(8,225,264)
92262 R - W TILLSONBURG	5,065,843	39,883	1,554,107	(1,696,243)	4,963,590	36,356	1,205,249	(1,875,186)	4,330,009	6,525,000	2,194,991
92263 R - W INGERSOLL	9,055,626	71,675	1,555,796	(1,687,185)	8,995,912	55,535	1,156,280	(5,148,478)	5,059,249	3,776,000	(1,283,249)
92264 R - W TOWNSHIP	10,655,689	85,898	1,637,327	(1,451,983)	10,926,931	85,524	1,391,572	(1,631,905)	10,772,122	5,610,000	(5,162,122)
<b>TOTAL WATER &amp; WASTEWATER RESERVES</b>	<b>102,802,840</b>	<b>797,315</b>	<b>16,645,434</b>	<b>(22,431,029)</b>	<b>97,814,560</b>	<b>733,876</b>	<b>12,945,731</b>	<b>(23,262,674)</b>	<b>88,231,493</b>	<b>69,576,333</b>	<b>(18,655,160)</b>
<b>TOTAL RESERVES</b>	<b>226,415,145</b>	<b>1,650,758</b>	<b>56,145,493</b>	<b>(69,352,296)</b>	<b>214,859,100</b>	<b>1,580,373</b>	<b>42,489,805</b>	<b>(68,276,514)</b>	<b>190,652,764</b>	<b>152,461,333</b>	<b>(10,129,794)</b>

	2021	2021	2022	2023	2024	2025	2026
	OPENING	FORECAST	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE
<b>DEVELOPMENT CHARGES</b>							
91100 DC - ADMIN	392,452	442,787	316,042	108,083	60,454	151,325	245,367
91230 DC - ROADS	1	1,405,401	1,933,451	2,595,431	4,281	1,200	1,703,237
91231 DC - WASTE DIVERSION	32	134	15,227	31,169	47,982	65,789	84,514
91251 DC - WW WOODSTOCK	1,476,310	2,428,812	3,607,718	4,968,327	3,410,755	4,109,226	2,270,580
91252 DC - WW TILLSONBURG	5,683,561	5,592,973	5,331,511	4,504,551	5,066,888	5,658,613	6,268,153
91253 DC - WW INGERSOLL	5	1	-	1	1	242,786	573,720
91254 DC - WW NORWICH	2,566,706	2,683,394	2,179,133	2,441	5,547	6,273	2,799
91255 DC - WW TAVISTOCK	6	1	1	-	-	-	1
91256 DC - WW PLATTSVILLE	3	-	-	-	-	-	93,552
91257 DC - WW THAMESFORD	229,117	230,380	228,544	227,318	226,842	227,407	227,623
91258 DC - WW DRUMBO	315,636	4	3	2	3	5	1
91259 DC - WW MT ELGIN	533	1,051	10	34	913	2,716	4,209
91261 DC - W WOODSTOCK	147,383	368	3,405	46,052	15,063	71,861	132,014
91262 DC - W TILLSONBURG	7	75,536	224,147	382,838	548,825	730,548	915,918
91263 DC - W INGERSOLL	9	-	-	-	-	-	1
91264 DC - W NORWICH	3	-	-	1	1	1	41,133
91265 DC - W TAVISTOCK	650,884	497,157	485,735	174,536	124,471	7	39
91266 DC - W PLATTSVILLE	4	1	1	1	1	2	2
91267 DC - W THAMESFORD	1	69,461	142,994	230,364	321,930	419,072	519,579
91268 DC - W DRUMBO	21,994	21,744	7,417	3,760	1,958	1,886	1,621
91269 DC - W MT ELGIN	(374,699)	(63,715)	901	83	53	57	86
91500 DC - EMS	120,860	249,516	385,273	463,180	748,458	1,043,733	1,349,236
91600 DC - LIBRARY	389,409	388,248	346,880	339,486	421,607	508,656	600,758
<b>TOTAL DEVELOPMENT CHARGES</b>	<b>11,620,217</b>	<b>14,023,254</b>	<b>15,208,393</b>	<b>14,077,658</b>	<b>11,006,033</b>	<b>13,241,163</b>	<b>15,034,143</b>
<b>RESERVE FUNDS</b>							
93270 RF - LANDFILL AND WASTE DIV.	23,706,458	23,379,493	21,735,993	22,115,993	21,880,993	21,242,531	21,642,531
<b>TOTAL RESERVE FUNDS</b>	<b>23,706,458</b>	<b>23,379,493</b>	<b>21,735,993</b>	<b>22,115,993</b>	<b>21,880,993</b>	<b>21,242,531</b>	<b>21,642,531</b>
<b>RESERVES</b>							
92101 R - WSIB	3,805,290	3,805,290	3,574,241	3,574,241	3,574,241	3,574,241	3,574,241
92102 R - PAY EQUITY	1,333,355	1,291,355	1,291,355	1,291,355	1,261,355	1,261,355	1,261,355
92103 R - TRAINING	282,543	250,000	200,000	155,000	110,000	65,000	20,000
92120 R - INFORMATION SYSTEMS	1,311,212	1,293,022	1,029,368	1,045,096	1,013,843	904,972	909,386
92130 R - CORPORATE GENERAL	12,545,013	5,547,890	1,436,895	1,436,895	1,436,895	1,221,895	1,221,895
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	491,718	465,588	465,588	465,588	465,588	465,588	465,588
92134 R - INSURANCE	1,501,731	1,513,745	1,525,855	1,538,062	1,550,366	1,562,769	1,575,271
92135 R - BROADBAND EXPANSION	-	1,274,487	2,642,487	2,642,487	2,642,487	2,642,487	2,642,487
92170 R - FEDERAL RESTART	3,332,596	3,992,525	3,264,319	3,264,319	3,264,319	3,264,319	3,264,319

	2021	2021	2022	2023	2024	2025	2026
	OPENING	FORECAST	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE
92205 R - COMMUNITY-BUILDING FUND	2,482,263	4,370,606	2,704,047	1,298,870	926,611	551,374	173,135
92206 R - OCIF	1,849,408	1,245,750	-	-	-	-	-
92210 R - FACILITIES	4,588,982	4,411,676	2,802,276	1,094,121	610,232	1,381,484	2,395,391
92215 R - TREES RURAL	55,503	39,253	15,553	15,553	15,553	15,553	15,553
92220 R - FLEET	2,002,387	2,337,432	3,044,027	2,307,512	3,135,365	2,025,649	632,799
92230 R - ROADS	14,622,057	12,653,972	11,748,028	5,516,653	29,335	1,040,464	4,429,078
92235 R - BRIDGES	11,439,082	11,826,342	11,846,532	10,120,244	9,474,804	6,145,324	4,503,084
92240 R - WATER/WASTEWATER CSAP	2,402,355	2,151,008	2,071,008	2,071,008	2,071,008	2,071,008	2,071,008
92244 R - SOURCE WATER PROTECTION	1,170,390	980,619	682,307	374,050	55,550	-	-
92280 R - WASTE COLLECTION	2,750,823	2,371,784	2,047,061	1,761,046	1,513,900	1,310,197	1,151,288
92300 R - SOCIAL HOUSING	2,801,861	2,886,510	2,297,129	1,446,444	757,865	420	323,369
92301 R - CHILD CARE MITIGATION FUND	965,695	296,695	296,695	296,695	296,695	296,695	296,695
92302 R - AFFORDABLE HOUSING	6,090,172	4,585,458	1,136,362	1,636,362	2,136,362	2,636,362	3,136,362
92335 R - WOODINGFORD LODGE EQUIP	88,961	159,093	204,732	197,343	224,496	254,059	264,805
92400 R - PLANNING - OFFICIAL PLAN	687,250	674,910	449,535	267,410	8,910	58,910	108,910
92511 R - LAND AMBULANCE VEHICLES	1,209,770	906,468	807,383	614,126	351,503	550,798	793,474
92512 R - LAND AMBULANCE STATIONS	592,670	564,334	518,289	236,199	249,635	142,229	143,367
92600 R - LIBRARIES	915,901	1,083,950	775,604	775,604	775,604	775,604	775,604
92602 R - OCL NORWICH CAPITAL	40,466	40,466	40,466	40,466	40,466	40,466	40,466
92605 R - OCL - FACILITIES	826,176	521,565	459,743	525,405	432,960	492,395	563,338
<b>TOTAL RESERVES</b>	<b>88,285,630</b>	<b>79,641,793</b>	<b>65,476,885</b>	<b>52,108,154</b>	<b>44,525,948</b>	<b>40,851,617</b>	<b>42,852,268</b>
<b>WATER &amp; WASTEWATER RESERVES</b>							
92249 R-WW EMBRO	582,146	668,343	793,828	926,051	1,060,355	1,198,535	1,338,997
92250 R - WW INNERKIP	981,753	908,664	1,001,789	1,105,887	1,214,746	1,331,517	1,453,367
92251 R - WW WOODSTOCK	15,506,445	13,834,965	11,775,444	10,969,172	9,261,350	7,746,144	5,168,050
92252 R - WW TILLSONBURG	21,411,441	17,067,647	14,170,664	8,306,100	7,747,547	7,381,485	7,174,000
92253 R - WW INGERSOLL	5,940,820	7,332,183	8,091,743	9,898,215	11,315,477	12,893,821	14,895,245
92254 R - WW NORWICH	2,739,066	3,071,066	3,263,627	3,499,397	3,798,809	4,052,946	4,393,662
92255 R - WW TAVISTOCK	2,211,464	2,916,649	3,372,776	3,762,434	4,422,626	5,115,003	6,049,796
92256 R - WW PLATTSVILLE	1,742,212	1,926,776	1,951,862	2,093,459	2,227,590	2,432,089	2,766,202
92257 R - WW THAMESFORD	3,485,569	3,645,437	3,578,284	274,975	605,112	911,064	1,229,482
92258 R - WW DRUMBO	1,482,677	213,642	139,426	-	-	-	-
92259 R - WW MT ELGIN	588,527	585,340	474,406	89,515	63,789	60,150	52,215
92261 R - W WOODSTOCK	21,353,562	20,757,415	19,456,264	19,599,725	17,437,863	11,102,869	7,012,380
92262 R - W TILLSONBURG	5,065,843	4,963,590	4,330,009	3,406,646	2,888,960	2,800,950	2,683,478
92263 R - W INGERSOLL	9,055,626	8,995,912	5,059,249	2,675,084	2,235,803	2,582,980	2,672,366
92264 R - W TOWNSHIP	10,655,689	10,926,931	10,772,122	8,178,908	8,042,226	5,779,615	5,803,256
<b>TOTAL WATER &amp; WASTEWATER RESERVES</b>	<b>102,802,840</b>	<b>97,814,560</b>	<b>88,231,493</b>	<b>74,785,568</b>	<b>72,322,253</b>	<b>65,389,168</b>	<b>62,692,496</b>
<b>TOTAL RESERVES</b>	<b>226,415,145</b>	<b>214,859,100</b>	<b>190,652,764</b>	<b>163,087,373</b>	<b>149,735,227</b>	<b>140,724,479</b>	<b>142,221,438</b>

### Tax Supported

	2021	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	OPENING	FORECAST	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE
92120 R - INFORMATION SYSTEMS	1,311,212	1,293,022	1,029,368	1,045,096	1,013,843	904,972	909,386	703,929	714,043	577,022	559,987	596,992
92210 R - FACILITIES	4,588,982	4,411,676	2,802,276	1,094,121	610,232	1,381,484	2,395,391	1,970,211	1,046,331	988,731	593,732	345,571
92220 R - FLEET	2,002,387	2,337,432	3,044,027	2,307,512	3,135,365	2,025,649	632,799	1,223,719	280,208	1,256,121	456,769	336,665
92230 R - ROADS	14,622,057	12,653,972	11,748,028	5,516,653	29,335	1,040,464	4,429,078	7,320,999	8,126,137	16,217,708	20,424,866	27,426,575
92235 R - BRIDGES	11,439,082	11,826,342	11,846,532	10,120,244	9,474,804	6,145,324	4,503,084	2,551,071	2,459,714	2,926,148	1,815,110	3,493,431
92300 R - SOCIAL HOUSING	2,801,861	2,886,510	2,297,129	1,446,444	757,865	420	323,369	592,561	1,067,936	1,928,634	1,085,050	2,098,493
92335 R - WOODINGFORD LODGE EQUIP	88,961	159,093	204,732	197,343	224,496	254,059	264,805	238,895	162,227	175,243	113,492	168,539
92511 R - LAND AMBULANCE VEHICLES	1,209,770	906,468	807,383	614,126	351,503	550,798	793,474	898,967	811,733	515,079	418,318	487,798
92512 R - LAND AMBULANCE STATIONS	592,670	564,334	518,289	236,199	249,635	142,229	143,367	162,084	115,691	13,205	52,768	123,470
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 - OCL - FACILITIES	826,176	521,565	459,743	525,405	432,960	492,395	563,338	512,562	558,566	394,099	446,385	516,960
<b>TOTAL RESERVES</b>	<b>39,523,624</b>	<b>37,600,880</b>	<b>34,797,973</b>	<b>23,143,609</b>	<b>16,320,504</b>	<b>12,978,260</b>	<b>14,998,557</b>	<b>16,215,464</b>	<b>15,383,052</b>	<b>25,032,456</b>	<b>26,006,943</b>	<b>35,634,960</b>

### Water and Wastewater Rates Supported

	2021	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	OPENING	FORECAST	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE
92249 R - WW EMBRO	582,146	668,343	793,828	926,051	1,060,355	1,198,535	1,338,997	1,480,117	1,622,366	1,765,753	1,910,287	2,055,977
92250 R - WW INNERKIP	981,753	908,664	1,001,789	1,105,887	1,214,746	1,331,517	1,453,367	1,575,226	1,698,060	1,821,876	1,946,683	2,072,488
92251 R - WW WOODSTOCK	15,506,445	13,834,965	11,775,444	10,969,172	9,261,350	7,746,144	5,168,050	3,743,443	3,078,738	2,625,639	2,085,267	1,766,716
92252 R - WW TILLSONBURG	21,411,441	17,067,647	14,170,664	8,306,100	7,747,547	7,381,485	7,174,000	7,215,483	7,274,898	7,047,140	6,920,828	6,928,903
92253 R - WW INGERSOLL	5,940,820	7,332,183	8,091,743	9,898,215	11,315,477	12,893,821	14,895,245	17,004,040	18,825,561	20,606,532	22,431,654	24,302,944
92254 R - WW NORWICH	2,739,066	3,071,066	3,263,627	3,499,397	3,798,809	4,052,946	4,393,662	4,731,892	5,071,867	5,419,802	5,697,343	6,046,980
92255 R - WW TAVISTOCK	2,211,464	2,916,649	3,372,776	3,762,434	4,422,626	5,115,003	6,049,796	6,731,452	7,502,122	7,965,885	8,717,244	9,506,095
92256 R - WW PLATTSVILLE	1,742,212	1,926,776	1,951,862	2,093,459	2,227,590	2,432,089	2,766,202	2,736,865	2,927,658	2,901,995	3,075,796	3,270,373
92257 R - WW THAMESFORD	3,485,569	3,645,437	3,578,284	274,975	605,112	911,064	1,229,482	1,566,565	1,905,745	2,250,879	2,577,721	2,920,165
92258 R - WW DRUMBO	1,482,677	213,642	139,426	-	-	-	-	-	-	-	-	-
92259 R - WW MT ELGIN	588,527	585,340	474,406	89,515	63,789	60,150	52,215	55,728	58,710	54,706	53,227	57,310
92261 R - W WOODSTOCK	21,353,562	20,757,415	19,456,264	19,599,725	17,437,863	11,102,869	7,012,380	7,902,767	8,629,723	9,620,582	9,237,043	10,383,286
92262 R - W TILLSONBURG	5,065,843	4,963,590	4,330,009	3,406,646	2,888,960	2,800,950	2,683,478	2,438,232	2,553,465	2,146,032	2,001,255	2,029,874
92263 R - W INGERSOLL	9,055,626	8,995,912	5,059,249	2,675,084	2,235,803	2,582,980	2,672,366	2,649,317	2,164,396	2,438,973	2,852,073	3,338,198
92264 R - W TOWNSHIP	10,655,689	10,926,931	10,772,122	8,178,908	8,042,226	5,779,615	5,803,256	4,498,285	2,891,690	2,030,918	2,592,756	3,407,820
<b>TOTAL</b>	<b>102,802,840</b>	<b>97,814,560</b>	<b>88,231,493</b>	<b>74,785,568</b>	<b>72,322,253</b>	<b>65,389,168</b>	<b>62,692,496</b>	<b>64,329,412</b>	<b>66,204,999</b>	<b>68,696,712</b>	<b>72,099,177</b>	<b>78,087,129</b>

### Debt Repayment Schedule

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL
<b>WASTEWATER</b>										
WW WDSK	524,993	814,447	803,749	794,205	1,429,530	1,292,995	1,277,131	1,254,788	1,245,553	1,236,319
WW TBURG	87,952	87,041	78,231	77,294	76,384	66,036	65,143	58,086	57,177	56,266
WW INGERSOLL	813,681	756,517	741,675	718,366	656,035	640,623	575,287	560,342	544,929	529,519
WW NORWICH	1,078	1,079	1,078	1,079	220,000	220,000	230,000	210,000	210,000	215,000
WW TAVISTOCK	860,897	850,537	840,377	807,942	776,465	431,491	422,541	413,384	404,330	233,296
WW PLATTSVILLE	284,914	284,914	284,914	-	-	-	-	-	-	-
WW THAMESFORD	68,215	66,229	64,303	62,257	59,372	57,385	55,437	53,413	51,426	49,440
WW DRUMBO	-	92,571	130,673	130,672	130,673	130,673	130,673	130,673	130,673	130,673
WW MT. ELGIN	78,166	112,006	91,484	91,483	91,483	91,484	57,744	102,144	105,248	108,444
WW EMBRO	244,575	2,894	2,895	2,894	2,894	-	-	-	-	-
WW INNERKIP	269,935	1,258	1,257	1,257	1,258	-	-	-	-	-
<b>TOTAL WASTEWATER</b>	<b>3,234,406</b>	<b>3,069,493</b>	<b>3,040,636</b>	<b>2,687,449</b>	<b>3,444,094</b>	<b>2,930,687</b>	<b>2,813,956</b>	<b>2,782,830</b>	<b>2,749,336</b>	<b>2,558,957</b>
<b>WATER</b>										
WATER WOODSTOCK	293,103	284,532	1,037,943	1,029,113	1,020,542	1,011,971	1,003,564	994,829	983,624	975,053
WATER TILLSONBURG	10,542	10,541	10,542	10,541	10,541	2,098	2,098	84,254	84,254	84,253
WATER INGERSOLL	63,518	62,488	29,716	29,717	-	-	-	-	-	-
WATER TOWNSHIPS	148,453	79,909	82,359	86,609	88,909	88,950	125,490	112,835	273,661	276,062
<b>TOTAL WATER</b>	<b>515,616</b>	<b>437,470</b>	<b>1,160,560</b>	<b>1,155,980</b>	<b>1,119,992</b>	<b>1,103,019</b>	<b>1,131,152</b>	<b>1,191,918</b>	<b>1,341,539</b>	<b>1,335,368</b>
<b>GENERAL GOVERNMENT</b>										
FACILITIES ADMIN	179,749	249,893	336,282	410,118	483,955	395,281	469,123	530,765	604,606	673,442
ADMIN BUILDING (21 REEVE)	775,861	743,135	359,330	-	-	-	-	-	-	-
COURT HOUSE (415 HUNTER)	109,078	106,629	104,191	101,729	-	-	-	-	-	-
HSG FACILITIES	13,441	13,203	12,976	12,726	12,488	12,250	12,021	11,774	11,535	11,297
WFL ING	20,449	20,086	19,739	19,358	18,995	18,633	18,282	17,905	17,541	17,179
WFL TBURG	20,515	20,151	19,804	19,421	19,057	18,692	18,341	17,963	17,598	17,234
WW WOODSTOCK FAC-T	178,630	178,611	178,594	178,574	178,554	178,535	178,514	178,495	178,473	-
SALFORD LF BLDGS	75,805	75,792	75,777	75,762	75,748	75,733	75,716	75,701	-	-
ROADS ADMIN	227,207	184,881	181,308	33,772	33,773	-	-	-	-	-
<b>TOTAL GENERAL GOVERNMENT</b>	<b>1,600,735</b>	<b>1,592,381</b>	<b>1,288,001</b>	<b>851,460</b>	<b>822,570</b>	<b>699,124</b>	<b>771,997</b>	<b>832,603</b>	<b>829,753</b>	<b>719,152</b>
<b>WOODINGFORD LODGE</b>										
WFL - WOODSTOCK	1,111,783	1,076,557	776,033	740,857	706,018	671,177	-	-	-	-
WFL - INGERSOLL	502,896	502,172	-	-	-	-	-	-	-	-
WFL - TILLSONBURG	471,507	470,828	-	-	-	-	-	-	-	-
<b>TOTAL WOODINGFORD LODGE</b>	<b>2,086,186</b>	<b>2,049,557</b>	<b>776,033</b>	<b>740,857</b>	<b>706,018</b>	<b>671,177</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL
<b>HOUSING</b>										
H.S.I. SHELTER	275,818	276,273	179,198	179,197	-	-	-	-	-	-
<b>TOTAL HOUSING</b>	<b>275,818</b>	<b>276,273</b>	<b>179,198</b>	<b>179,197</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>PARAMEDIC SERVICES</b>										
PARAMEDIC SERVICES	188,448	182,652	-	-	-	-	-	-	-	-
<b>TOTAL PARAMEDIC SERVICES</b>	<b>188,448</b>	<b>182,652</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>LIBRARY</b>										
BRANCH LIBRARIES	115,020	84,730	-	-	-	-	-	-	-	-
<b>TOTAL LIBRARY</b>	<b>115,020</b>	<b>84,730</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>OXFORD COUNTY TOTAL</b>	<b>8,016,229</b>	<b>7,692,556</b>	<b>6,444,428</b>	<b>5,614,943</b>	<b>6,092,674</b>	<b>5,404,007</b>	<b>4,717,105</b>	<b>4,807,351</b>	<b>4,920,628</b>	<b>4,613,477</b>
AREA MUNICIPALITIES	6,680,026	6,250,393	5,290,080	4,620,835	4,036,962	3,207,650	2,684,555	2,174,459	1,883,314	1,545,680
<b>TOTAL PAYMENTS</b>	<b>14,696,255</b>	<b>13,942,949</b>	<b>11,734,508</b>	<b>10,235,778</b>	<b>10,129,636</b>	<b>8,611,657</b>	<b>7,401,660</b>	<b>6,981,810</b>	<b>6,803,942</b>	<b>6,159,157</b>
<b>PROJECTED COUNTY DEBT</b>	<b>35,305,361</b>	<b>40,621,798</b>	<b>37,116,316</b>	<b>45,345,287</b>	<b>41,850,200</b>	<b>40,028,519</b>	<b>38,446,006</b>	<b>37,464,201</b>	<b>34,936,723</b>	<b>32,643,077</b>

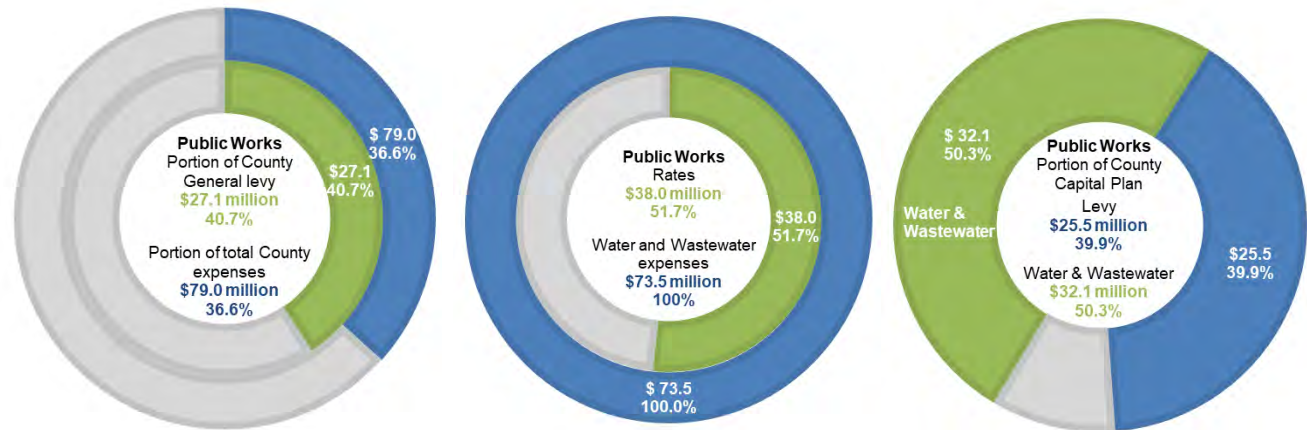
### Ten Year Projected Debt Proceeds Schedule

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL
<b>COUNTY OF OXFORD (GENERAL LEVY)</b>										
FACILITIES	(950,000)	(1,170,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
<b>TOTAL COUNTY OF OXFORD (GENERAL LEVY)</b>	<b>(950,000)</b>	<b>(1,170,000)</b>	<b>(1,000,000)</b>	<b>(1,000,000)</b>	<b>(1,000,000)</b>	<b>(1,000,000)</b>	<b>(1,000,000)</b>	<b>(1,000,000)</b>	<b>(1,000,000)</b>	<b>(1,000,000)</b>
<b>WATER AND WASTEWATER</b>										
WASTEWATER	(3,672,000)	(1,800,000)	(500,000)	(11,543,000)	-	-	-	-	-	-
WATER	(1,483,000)	(8,754,000)	-	-	-	(1,100,000)	(700,000)	(1,400,000)	-	-
<b>TOTAL WATER AND WASTEWATER</b>	<b>(5,155,000)</b>	<b>(10,554,000)</b>	<b>(500,000)</b>	<b>(11,543,000)</b>	<b>-</b>	<b>(1,100,000)</b>	<b>(700,000)</b>	<b>(1,400,000)</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>(6,105,000)</b>	<b>(11,724,000)</b>	<b>(1,500,000)</b>	<b>(12,543,000)</b>	<b>(1,000,000)</b>	<b>(2,100,000)</b>	<b>(1,700,000)</b>	<b>(2,400,000)</b>	<b>(1,000,000)</b>	<b>(1,000,000)</b>



# Public Works 2022 Business Plan & Budget

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	2022 FTE	
<b>Tax Supported</b>				
Public Works Director of Public Works	<b>Facilities and Fleet</b>	Oversee safe and effective management of County facilities, fleet/equipment, property, while advancing energy program and initiatives.	<ul style="list-style-type: none"> <li>Property, Facility, and Energy Management</li> <li>Fleet and Equipment Management</li> </ul>	15.6
	<b>Engineering and Construction</b>	Provide capital delivery services of water, wastewater, facilities, roads, bridges infrastructure in order to maintain existing infrastructure assets in good condition, while supporting community growth infrastructure needs.	<ul style="list-style-type: none"> <li>Capital Works Design and Construction</li> </ul>	20.1
	<b>Transportation Services</b>	Provide support and optimization of the County transportation network through safe and effective operations, maintenance and road safety programs in accordance with legislated and County standards.	<ul style="list-style-type: none"> <li>Transportation System Planning, Traffic and Corridor Management, Road Safety</li> </ul>	37.3
	<b>Waste Management</b>	Responsible for waste and recycling curbside collection and processing services, County landfill and drop-off depot operations, and waste diversion promotion/circular economy initiatives.	<ul style="list-style-type: none"> <li>Curbside Garbage, Large Article and Recycling Collection</li> <li>Waste Diversion and Disposal</li> </ul>	15.3
	<b>Woodlands Conservation</b>	Actively manage County owned forest, wetland and woodland tracts using best management practices and Managed Forest Tax Incentive Program standards, while overseeing Woodlands Conservation and Weed Control by-law enforcement.	<ul style="list-style-type: none"> <li>Woodlands Conservation and Weed Control By-law Enforcement</li> </ul>	1.0
	<b>Total</b>			<b>89.3</b>

<b>Rate Supported</b>			
<b>Water &amp; Wastewater Services</b>	Responsible for the management, operations and maintenance of the County's Water & Wastewater systems to ensure safe delivery of municipal drinking water and safeguarding of the natural environment.	<ul style="list-style-type: none"> <li>▪ Municipal Drinking Water Supply, Treatment, Storage and Distribution</li> <li>▪ Municipal Wastewater Collection and Treatment</li> </ul>	57.3
<b>Total</b>			<b>146.6</b>

5 Year Projected Budget

**Tax-Supported**

	2022	2023	2024	2025	2026
	REQUESTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
<b>REVENUES</b>					
GENERAL REVENUES	(13,441,758)	(13,298,623)	(13,582,838)	(13,837,073)	(14,249,539)
OTHER REVENUES	(738,357)	(385,580)	(410,518)	(247,648)	(198,503)
INTERDEPARTMENTAL RECOVERIES	(12,294,914)	(12,213,029)	(12,461,097)	(12,800,417)	(12,939,569)
CAPITAL REVENUES	(25,434,870)	(33,480,658)	(30,982,391)	(28,626,389)	(22,641,780)
<b>TOTAL REVENUES</b>	<b>(51,909,899)</b>	<b>(59,377,890)</b>	<b>(57,436,844)</b>	<b>(55,511,527)</b>	<b>(50,029,391)</b>
<b>EXPENSES</b>					
SALARIES AND BENEFITS	7,932,215	7,991,488	8,210,256	8,491,970	8,683,822
OPERATING EXPENSES	24,816,289	24,691,150	25,256,913	25,768,310	26,149,193
DEBT REPAYMENT	1,600,735	1,592,381	1,288,001	851,460	822,570
CAPITAL	25,514,570	33,536,158	31,037,891	28,681,889	22,697,280
RESERVE TRANSFERS	14,108,809	14,484,411	15,451,495	16,496,667	17,287,429
INTERDEPARTMENTAL CHARGES	5,022,233	4,850,911	4,973,461	5,032,263	5,065,771
<b>TOTAL EXPENSES</b>	<b>78,994,851</b>	<b>87,146,499</b>	<b>86,218,017</b>	<b>85,322,559</b>	<b>80,706,065</b>
<b>TOTAL</b>	<b>27,084,952</b>	<b>27,768,609</b>	<b>28,781,173</b>	<b>29,811,032</b>	<b>30,676,674</b>

**Rate-Supported**

	2022	2023	2024	2025	2026
	REQUESTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
<b>REVENUES</b>					
GENERAL REVENUES	(40,292,655)	(40,384,622)	(41,264,832)	(42,153,896)	(43,079,872)
OTHER REVENUES	(1,050,739)	(938,505)	(1,700,949)	(1,390,855)	(1,552,974)
CAPITAL REVENUES	(32,113,573)	(42,891,750)	(21,949,000)	(34,347,000)	(20,042,100)
<b>TOTAL REVENUES</b>	<b>(73,456,967)</b>	<b>(84,214,877)</b>	<b>(64,914,781)</b>	<b>(77,891,751)</b>	<b>(64,674,946)</b>
<b>EXPENSES</b>					
SALARIES AND BENEFITS	6,688,356	6,865,208	7,033,694	7,189,031	7,325,809
OPERATING EXPENSES	11,253,825	11,372,615	11,416,125	11,620,735	11,915,815
DEBT REPAYMENT	3,750,022	3,506,963	4,201,196	3,843,429	4,564,086
CAPITAL	32,113,573	42,891,750	21,949,000	34,347,000	20,042,100
RESERVE TRANSFERS	12,533,958	12,391,154	12,961,465	13,320,628	13,167,819
INTERDEPARTMENTAL CHARGES	7,117,233	7,187,187	7,353,301	7,570,928	7,659,317
<b>TOTAL EXPENSES</b>	<b>73,456,967</b>	<b>84,214,877</b>	<b>64,914,781</b>	<b>77,891,751</b>	<b>64,674,946</b>
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Operating Budget

	2021	2021	LESS:	2022	2022	2022	2022	2022	2022	\$ OVER	% OVER
	2021	REVISED	2021 ONE	BASE	ONE	SERVICE	NEW	2022	2022	2021	2021
	FORECAST	BUDGET*	TIME	BUDGET	TIME	LEVEL	INITIATIVES	OTHER	REQUESTED	BUDGET	BUDGET
<b>REVENUES</b>											
<b>OTHER REVENUES</b>											
RESERVE TRANSFER	(31,258)	(121,500)	-	121,500	(150,000)	-	-	-	(150,000)	(28,500)	23.5%
<b>TOTAL OTHER REVENUES</b>	(31,258)	(121,500)	-	121,500	(150,000)	-	-	-	(150,000)	(28,500)	23.5%
<b>INTERDEPARTMENTAL RECOVERIES</b>											
DEPARTMENTAL RECOVERIES	(566,554)	(559,328)	-	(32,119)	-	-	-	-	(591,447)	(32,119)	5.7%
<b>TOTAL INTERDEPARTMENTAL RECOVERIES</b>	(566,554)	(559,328)	-	(32,119)	-	-	-	-	(591,447)	(32,119)	5.7%
<b>TOTAL REVENUES</b>	(597,812)	(680,828)	-	89,381	(150,000)	-	-	-	(741,447)	(60,619)	8.9%
<b>EXPENSES</b>											
<b>SALARIES AND BENEFITS</b>											
SALARIES	233,250	233,250	-	12,851	-	-	-	-	246,101	12,851	5.5%
BENEFITS	61,091	61,091	-	4,571	-	-	-	-	65,662	4,571	7.5%
<b>TOTAL SALARIES AND BENEFITS</b>	294,341	294,341	-	17,422	-	-	-	-	311,763	17,422	5.9%
<b>OPERATING EXPENSES</b>											
MATERIALS	72,768	119,861	-	(46,246)	-	-	-	-	73,615	(46,246)	(38.6%)
CONTRACTED SERVICES	31,316	80,000	-	(78,500)	150,000	-	-	-	151,500	71,500	89.4%
<b>TOTAL OPERATING EXPENSES</b>	104,084	199,861	-	(124,746)	150,000	-	-	-	225,115	25,254	12.6%
<b>INTERDEPARTMENTAL CHARGES</b>											
INTERDEPARTMENTAL CHARGES	199,387	186,626	-	17,943	-	-	-	-	204,569	17,943	9.6%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	199,387	186,626	-	17,943	-	-	-	-	204,569	17,943	9.6%
<b>TOTAL EXPENSES</b>	597,812	680,828	-	(89,381)	150,000	-	-	-	741,447	60,619	8.9%
<b>TOTAL</b>	-	-	-	-	-	-	-	-	-	-	-



\* Includes in-year approved transfer and account reclassifications

Budget Impact Details

	REF	BASE BUDGET	CAPITAL/ ONE TIME	EXPENSES	REVENUES	TAXATION
<b>2021 REVISED BUDGET</b>		680,828	-	680,828	680,828	-
LESS: 2021 ONE-TIME ITEMS		-	-	-	-	-
<b>BASE BUDGET IMPACT</b>		(89,381)	-	(89,381)	(89,381)	-
<b>ONE-TIME ITEMS</b>						
PW-Organics Resource Recovery Technology Study		-	150,000	150,000	150,000	-
		-	150,000	150,000	150,000	-
<b>TOTAL</b>		(89,381)	150,000	60,619	60,619	-
<b>2022 APPROVED BUDGET</b>		591,447	150,000	741,447	741,447	-

Services Overview

Full-Time Equivalents **15.6 FTE** 

Service	Service Description	2020 Service Level	Service Type
Property, Facility, and Energy Management	An internal service that manages energy programs and property & facility operations for Oxford County.	19,282,970 Square meters of property managed 112,165 Square meters of facility buildings maintained 309 Facility buildings operated and maintained 21 Facility service contracts maintained 13,405 Facility work orders completed	
Fleet and Equipment Management	An internal service that supplies vehicles and equipment to Oxford County to support Public Works service delivery.	179 Fleet vehicles and equipment operated and maintained 775 Fleet maintenance work orders completed 2,070,197 Total kilometers driven	

- 1.0 FTE Maintenance Scheduler Full-time** - Will be responsible for reviewing all maintenance work requests and assigning work orders to the Building's Foreman or external contractors. This dedicated position will streamline the work order process and help remove administrative tasks from front line staff to increase their productivity.  
**FTE2022-01**





Key Performance Indicators

	2018 Actual	2019 Actual	2020 Actual	2021 Forecast	2022 Budget	Target
% of Corporate fleet using alternative fuels	15%	18%	19%	23%	25%	90%
Average Fleet Asset Condition Rating (0 = excellent, 20 = end of life)	9.1	8.8	8.8	9.5	8.8	8.5
kWh of annual renewable energy generated	479,600	567,300	965,764	1,900,000	2,050,000	22,922,000
% energy generated vs energy consumed	1.0%	1.2%	2.0%	4.0%	4.3%	100%
% facility work order completion in 5 business days	60%	57%	62%	63%	65%	75%
% of planned work orders vs total work orders	59%	55%	53%	48%	55%	75%
Cost per square meter – Facilities Operations	\$81.97	\$84.08	\$87.35	\$99.03	\$100.19	\$90*
Cost per square meter – Repair and Maintenance	\$36.93	\$38.74	\$39.52	\$41.67	\$56.79	\$50*

\*adjusted annually for inflation



Goals and Objectives

Description	2022	2023	2024	Strategic Plan	Other Plan Alignment
<p><b>Green Fleet Plan Implementation</b> Ongoing implementation of the 2021-2025 <i>Green Fleet Plan</i> to promote low carbon transportation and reduced greenhouse gas emissions.</p>	●	●	●	 Shapes the Future 3.iii.	100% Renewable Energy Plan
<p><b>Implementation of Long Term Renewable Energy Plan</b> Development of multi-year capital plan for renewable energy projects. Design work for initial projects to begin in 2022 with ongoing implementation in accordance with the 2021 plan.</p>	●	●	●	 Shapes the Future 3.iii.	Community Sustainability Plan
<p><b>Energy Management Plan implementation</b> Ongoing implementation of the 2019 <i>Energy Management Plan</i> to reduce energy consumption and greenhouse gas emissions at County owned and occupied buildings.</p>	●	●	●	 Shapes the Future 3.iii.	100% Renewable Energy Plan
<p><b>Fleet Utilization and Rationalization Plan Implementation</b> Ongoing optimization and “right-sizing” of corporate fleet to manage fleet asset costs and reduce greenhouse gas emissions.</p>	●			 Shapes the Future 3.iii.	100% Renewable Energy Plan

Facilities - Operating Budget

	2021	2021	LESS:	2022	2022	2022	2022	2022	2022	\$ OVER	% OVER
	2021	REVISED	2021 ONE	BASE	ONE	SERVICE	NEW	2022	2022	2021	2021
	FORECAST	BUDGET*	TIME	BUDGET	TIME	LEVEL	INITIATIVES	OTHER	REQUESTED	BUDGET	BUDGET
<b>REVENUES</b>											
<b>GENERAL REVENUES</b>											
PROVINCIAL GRANTS	(141,300)	(78,500)	78,500	-	(13,500)	-	-	-	(13,500)	65,000	(82.8%)
USER FEES AND CHARGES	(466,797)	(80,310)	18,000	17,520	(87,150)	-	-	-	(131,940)	(51,630)	64.3%
OTHER REVENUE	(1,881,160)	(1,898,270)	-	38,080	-	-	-	-	(1,860,190)	38,080	(2.0%)
<b>TOTAL GENERAL REVENUES</b>	<b>(2,489,257)</b>	<b>(2,057,080)</b>	<b>96,500</b>	<b>55,600</b>	<b>(100,650)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(2,005,630)</b>	<b>51,450</b>	<b>(2.5%)</b>
<b>OTHER REVENUES</b>											
RESERVE TRANSFER	(68,379)	(46,015)	-	17,245	-	-	-	-	(28,770)	17,245	(37.5%)
DEVELOPMENT CHARGES	(28,000)	(28,000)	-	-	-	-	-	-	(28,000)	-	-
<b>TOTAL OTHER REVENUES</b>	<b>(96,379)</b>	<b>(74,015)</b>	<b>-</b>	<b>17,245</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(56,770)</b>	<b>17,245</b>	<b>(23.3%)</b>
<b>INTERDEPARTMENTAL RECOVERIES</b>											
INTERDEPARTMENTAL RECOVERIES	(6,994,877)	(7,365,916)	2,000	(30,219)	(10,900)	(57,378)	(40,050)	(16,590)	(7,519,053)	(153,137)	2.1%
<b>TOTAL INTERDEPARTMENTAL RECOVERIES</b>	<b>(6,994,877)</b>	<b>(7,365,916)</b>	<b>2,000</b>	<b>(30,219)</b>	<b>(10,900)</b>	<b>(57,378)</b>	<b>(40,050)</b>	<b>(16,590)</b>	<b>(7,519,053)</b>	<b>(153,137)</b>	<b>2.1%</b>
<b>CAPITAL REVENUES</b>											
PROVINCIAL GRANTS	(50,000)	(57,536)	-	57,536	-	-	-	-	-	57,536	(100.0%)
FEDERAL GRANTS	(200,000)	(230,145)	-	230,145	-	-	-	-	-	230,145	(100.0%)
CAPITAL RESERVE TRANSFER	(724,272)	(1,097,289)	-	(165,581)	(1,000)	-	-	-	(1,263,870)	(166,581)	15.2%
PROCEEDS FROM DEBENTURES	(718,436)	(1,307,130)	-	357,130	-	-	-	-	(950,000)	357,130	(27.3%)
<b>TOTAL CAPITAL REVENUES</b>	<b>(1,692,708)</b>	<b>(2,692,100)</b>	<b>-</b>	<b>479,230</b>	<b>(1,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(2,213,870)</b>	<b>478,230</b>	<b>(17.8%)</b>
<b>TOTAL REVENUES</b>	<b>(11,273,221)</b>	<b>(12,189,111)</b>	<b>98,500</b>	<b>521,856</b>	<b>(112,550)</b>	<b>(57,378)</b>	<b>(40,050)</b>	<b>(16,590)</b>	<b>(11,795,323)</b>	<b>393,788</b>	<b>(3.2%)</b>
<b>EXPENSES</b>											
<b>SALARIES AND BENEFITS</b>											
SALARIES	894,214	914,301	-	138,230	-	50,021	-	-	1,102,552	188,251	20.6%
BENEFITS	274,858	245,561	-	75,361	-	17,357	-	-	338,279	92,718	37.8%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>1,169,072</b>	<b>1,159,862</b>	<b>-</b>	<b>213,591</b>	<b>-</b>	<b>67,378</b>	<b>-</b>	<b>-</b>	<b>1,440,831</b>	<b>280,969</b>	<b>24.2%</b>
<b>OPERATING EXPENSES</b>											
MATERIALS	4,672,848	4,930,863	(36,500)	(136,044)	8,900	-	32,050	5,930	4,805,199	(125,664)	(2.5%)
CONTRACTED SERVICES	2,116,335	1,921,870	(60,000)	(20,740)	96,900	(10,000)	8,000	10,660	1,946,690	24,820	1.3%
RENTS AND FINANCIAL EXPENSES	223,807	222,050	-	2,156	-	-	-	-	224,206	2,156	1.0%
<b>TOTAL OPERATING EXPENSES</b>	<b>7,012,990</b>	<b>7,074,783</b>	<b>(96,500)</b>	<b>(154,628)</b>	<b>105,800</b>	<b>(10,000)</b>	<b>40,050</b>	<b>16,590</b>	<b>6,976,095</b>	<b>(98,688)</b>	<b>(1.4%)</b>
<b>DEBT REPAYMENT</b>											
PRINCIPAL REPAYMENT	1,186,797	1,250,190	-	(35,784)	-	-	-	-	1,214,406	(35,784)	(2.9%)
INTEREST REPAYMENT	197,499	208,446	-	(49,324)	-	-	-	-	159,122	(49,324)	(23.7%)
<b>TOTAL DEBT REPAYMENT</b>	<b>1,384,296</b>	<b>1,458,636</b>	<b>-</b>	<b>(85,108)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,373,528</b>	<b>(85,108)</b>	<b>(5.8%)</b>
<b>CAPITAL</b>											
MAJOR INFRASTRUCTURE	1,522,536	2,520,100	-	(640,100)	-	-	-	-	1,880,000	(640,100)	(25.4%)
BUILDING	170,172	172,000	-	160,870	1,000	-	-	-	333,870	161,870	94.1%
FURNISHINGS AND EQUIPMENT	81,858	77,500	(2,000)	(20,000)	2,000	-	-	-	57,500	(20,000)	(25.8%)
<b>TOTAL CAPITAL</b>	<b>1,774,566</b>	<b>2,769,600</b>	<b>(2,000)</b>	<b>(499,230)</b>	<b>3,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,271,370</b>	<b>(498,230)</b>	<b>(18.0%)</b>

	2021	2021	LESS:	2022	2022	2022	2022		2022	\$ OVER	% OVER
	2021	REVISED	2021 ONE	BASE	ONE	SERVICE	NEW	2022	2022	2021	2021
	FORECAST	BUDGET*	TIME	BUDGET	TIME	LEVEL	INITIATIVES	OTHER	REQUESTED	BUDGET	BUDGET
<b>RESERVE TRANSFERS</b>											
CONTRIBUTIONS TO RESERVES	297,125	115,429	-	(26,337)	-	-	-	-	89,092	(26,337)	(22.8%)
CONTRIBUTIONS TO CAPITAL RESERVES	733,875	733,875	-	40,886	3,750	-	-	-	778,511	44,636	6.1%
<b>TOTAL RESERVE TRANSFERS</b>	<b>1,031,000</b>	<b>849,304</b>	<b>-</b>	<b>14,549</b>	<b>3,750</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>867,603</b>	<b>18,299</b>	<b>2.2%</b>
<b>INTERDEPARTMENTAL CHARGES</b>											
INTERDEPARTMENTAL CHARGES	264,023	259,634	-	(5,342)	-	-	-	-	254,292	(5,342)	(2.1%)
DEPARTMENTAL CHARGES	56,676	56,489	-	1,136	-	-	-	-	57,625	1,136	2.0%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>320,699</b>	<b>316,123</b>	<b>-</b>	<b>(4,206)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>311,917</b>	<b>(4,206)</b>	<b>(1.3%)</b>
<b>TOTAL EXPENSES</b>	<b>12,692,623</b>	<b>13,628,308</b>	<b>(98,500)</b>	<b>(515,032)</b>	<b>112,550</b>	<b>57,378</b>	<b>40,050</b>	<b>16,590</b>	<b>13,241,344</b>	<b>(386,964)</b>	<b>(2.8%)</b>
<b>TOTAL</b>	<b>1,419,402</b>	<b>1,439,197</b>	<b>-</b>	<b>6,824</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,446,021</b>	<b>6,824</b>	<b>0.5%</b>

\* Includes in-year approved transfer and account reclassifications

### Facilities - Budget Impact Details

	REF	BASE BUDGET	CAPITAL/ ONE TIME	EXPENSES	REVENUES	TAXATION
<b>2021 REVISED BUDGET</b>		<b>10,762,208</b>	<b>2,866,100</b>	<b>13,628,308</b>	<b>12,189,111</b>	<b>1,439,197</b>
LESS: 2021 ONE-TIME ITEMS		-	(98,500)	(98,500)	(98,500)	-
<b>BASE BUDGET IMPACT</b>		<b>(15,802)</b>	<b>(499,230)</b>	<b>(515,032)</b>	<b>(521,856)</b>	<b>6,824</b>
<b>COVID (ONE-TIME ITEMS)</b>						
FAC-COVID Recoveries: Janitorial and Garbage Expenses		-	100,650	100,650	100,650	-
		-	100,650	100,650	100,650	-
<b>SERVICE LEVEL</b>						
FAC-Maintenance Scheduler FTE	FTE2022-01	57,378	2,000	59,378	59,378	-
		57,378	2,000	59,378	59,378	-
<b>NEW INITIATIVES</b>						
FAC-Automated Utility Data Collection	NI2022-01	26,050	8,900	34,950	34,950	-
CAO-Feminine Hygiene Product Access Improvement	NI2022-11	8,000	-	8,000	8,000	-
		34,050	8,900	42,950	42,950	-
<b>INTERDEPARTMENTAL INITIATIVES</b>						
FAC-Child Care EarlyOn 75 Graham operating costs		11,690	-	11,690	11,690	-
FAC-Waste Management heating of front equipment Shed		6,000	1,000	7,000	7,000	-
		17,690	1,000	18,690	18,690	-
<b>OPERATING IMPACT OF CAPITAL (OTHER)</b>						
FAC-EnergyCAP Increase Maintenance Cost due to Additional Meters		4,900	-	4,900	4,900	-
		4,900	-	4,900	4,900	-
<b>TOTAL</b>		<b>98,216</b>	<b>(485,180)</b>	<b>(386,964)</b>	<b>(393,788)</b>	<b>6,824</b>
<b>2022 APPROVED BUDGET</b>		<b>10,860,424</b>	<b>2,380,920</b>	<b>13,241,344</b>	<b>11,795,323</b>	<b>1,446,021</b>

Fleet – Operating Budget

	2021	2021	LESS:	2022	2022	2022	2022	2022	2022	\$ OVER	% OVER
	2021	REVISED	2021 ONE	BASE	ONE	SERVICE	NEW	2022	2022	2021	2021
	FORECAST	BUDGET*	TIME	BUDGET	TIME	LEVEL	INITIATIVES	OTHER	REQUESTED	BUDGET	BUDGET
<b>REVENUES</b>											
<b>GENERAL REVENUES</b>											
USER FEES AND CHARGES	(532)	-	-	-	-	-	-	-	-	-	-
OTHER REVENUE	(29,000)	(130,000)	-	(97,000)	-	-	-	-	(227,000)	(97,000)	74.6%
<b>TOTAL GENERAL REVENUES</b>	<b>(29,532)</b>	<b>(130,000)</b>	<b>-</b>	<b>(97,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(227,000)</b>	<b>(97,000)</b>	<b>74.6%</b>
<b>OTHER REVENUES</b>											
RESERVE TRANSFER	(129,570)	(172,524)	42,000	130,524	-	-	-	-	-	172,524	(100.0%)
<b>TOTAL OTHER REVENUES</b>	<b>(129,570)</b>	<b>(172,524)</b>	<b>42,000</b>	<b>130,524</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>172,524</b>	<b>(100.0%)</b>
<b>INTERDEPARTMENTAL RECOVERIES</b>											
INTERDEPARTMENTAL RECOVERIES	(3,853,417)	(3,781,545)	2,600	(68,790)	(56,088)	-	(30,591)	-	(3,934,414)	(152,869)	4.0%
<b>TOTAL INTERDEPARTMENTAL RECOVERIES</b>	<b>(3,853,417)</b>	<b>(3,781,545)</b>	<b>2,600</b>	<b>(68,790)</b>	<b>(56,088)</b>	<b>-</b>	<b>(30,591)</b>	<b>-</b>	<b>(3,934,414)</b>	<b>(152,869)</b>	<b>4.0%</b>
<b>CAPITAL REVENUES</b>											
CAPITAL RESERVE TRANSFER	(1,495,631)	(1,556,500)	40,000	10,000	(6,000)	-	-	-	(1,512,500)	44,000	(2.8%)
<b>TOTAL CAPITAL REVENUES</b>	<b>(1,495,631)</b>	<b>(1,556,500)</b>	<b>40,000</b>	<b>10,000</b>	<b>(6,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(1,512,500)</b>	<b>44,000</b>	<b>(2.8%)</b>
<b>EXPENSES</b>											
<b>SALARIES AND BENEFITS</b>											
SALARIES	80,308	78,358	-	8,051	-	-	-	-	86,409	8,051	10.3%
BENEFITS	24,886	24,391	-	2,934	-	-	-	-	27,325	2,934	12.0%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>105,194</b>	<b>102,749</b>	<b>-</b>	<b>10,985</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>113,734</b>	<b>10,985</b>	<b>10.7%</b>
<b>OPERATING EXPENSES</b>											
MATERIALS	1,743,605	1,660,070	(40,000)	17,425	46,288	-	25,891	-	1,709,674	49,604	3.0%
RENTS AND FINANCIAL EXPENSES	213,520	196,200	(2,600)	900	9,800	-	-	-	204,300	8,100	4.1%
<b>TOTAL OPERATING EXPENSES</b>	<b>1,957,125</b>	<b>1,856,270</b>	<b>(42,600)</b>	<b>18,325</b>	<b>56,088</b>	<b>-</b>	<b>25,891</b>	<b>-</b>	<b>1,913,974</b>	<b>57,704</b>	<b>3.1%</b>
<b>CAPITAL</b>											
VEHICLES	1,493,631	1,554,500	(40,000)	(8,000)	6,000	-	-	-	1,512,500	(42,000)	(2.7%)
FURNISHINGS AND EQUIPMENT	2,000	2,000	(2,000)	-	-	-	-	-	-	(2,000)	(100.0%)
<b>TOTAL CAPITAL</b>	<b>1,495,631</b>	<b>1,556,500</b>	<b>(42,000)</b>	<b>(8,000)</b>	<b>6,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,512,500</b>	<b>(44,000)</b>	<b>(2.8%)</b>
<b>RESERVE TRANSFERS</b>											
CONTRIBUTIONS TO RESERVES	-	-	-	82,306	-	-	-	-	82,306	82,306	-
CONTRIBUTIONS TO CAPITAL RESERVES	1,950,200	2,125,050	-	(78,350)	-	-	4,700	-	2,051,400	(73,650)	(3.5%)
<b>TOTAL RESERVE TRANSFERS</b>	<b>1,950,200</b>	<b>2,125,050</b>	<b>-</b>	<b>3,956</b>	<b>-</b>	<b>-</b>	<b>4,700</b>	<b>-</b>	<b>2,133,706</b>	<b>8,656</b>	<b>0.4%</b>
<b>TOTAL EXPENSES</b>	<b>5,508,150</b>	<b>5,640,569</b>	<b>(84,600)</b>	<b>25,266</b>	<b>62,088</b>	<b>-</b>	<b>30,591</b>	<b>-</b>	<b>5,673,914</b>	<b>33,345</b>	<b>0.6%</b>
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

\* Includes in-year approved transfer and account reclassifications

Fleet - Budget Impact Details

	REF	BASE BUDGET	CAPITAL/ ONE TIME	EXPENSES	REVENUES	TAXATION
<b>2021 REVISED BUDGET</b>		4,041,469	1,599,100	5,640,569	5,640,569	-
LESS: 2021 ONE-TIME ITEMS		-	(84,600)	(84,600)	(84,600)	-
<b>BASE BUDGET IMPACT</b>		33,266	(2,000)	31,266	31,266	-
<b>INTERDEPARTMENTAL INITIATIVES</b>						
FLT-Child Care mobile EarlyON programs		7,823	9,800	17,623	17,623	-
FLT-Road Closed Trailers		3,120	288	3,408	3,408	-
FLT-Waste Management utilization of used County Fleet (Tandem) at the OCWMF		19,648	-	19,648	19,648	-
FLT-Waste Management unit 741 tires		-	40,000	40,000	40,000	-
FLT-Construction and Engineering vehicle laptop holders		-	6,000	6,000	6,000	-
		<b>30,591</b>	<b>56,088</b>	<b>86,679</b>	<b>86,679</b>	-
<b>TOTAL</b>		<b>63,857</b>	<b>(30,512)</b>	<b>33,345</b>	<b>33,345</b>	-
<b>2022 APPROVED BUDGET</b>		4,105,326	1,568,588	5,673,914	5,673,914	-

Capital Budget

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2022 REQUEST**	2023	2024-2031
<b>BUILDING</b>							
210010 - Admin Building (21 Reeve St)	Signage Rebranding	Renewal	N/A	\$40,000	40,000	-	-
210030 - Archives Building (82 Light St)	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$60,870	60,870	-	-
210070 - 93 Graham St Building	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$17,500	17,500	-	-
911002 - Courthouse Renovations	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$130,000	130,000	-	-
915000 - 410 Buller St, Woodstock	Masonry Repointing Construction, and design for Phase 2 construction in 2023	Renewal	Poor	\$1,465,000	665,000	800,000	-
<b>COMPUTER EQUIPMENT</b>							
210000 - Computer Equipment	Laptop for Maintenance Scheduler	Expansion	N/A	\$2,000	2,000	-	-
<b>EQUIPMENT</b>							
210000 - Equipment	Replacement of Security Cameras (11)	Replacement	Poor	\$16,500	16,500	-	-
<b>FURNISHINGS</b>							
210010 - Admin Building (21 Reeve St)	Furnishings at the Oxford County Administration Building	Replacement	Poor	\$39,000	39,000	-	-
911006 - Green Initiatives Facilities	Various projects as identified in the Updated Energy Management Plan (PW 2019-33)	Non-infrastructure solutions	N/A	\$124,000	124,000	-	-
911900 - Renewable Energy	Design for 2023 Renewable Energy Projects	Expansion	N/A	\$170,000	170,000	-	-
<b>VEHICLES</b>							
Fleet - Transportation	Tandem Axle Truck (2) - Diesel	Replacement	Poor	\$660,000	660,000	-	-
Fleet - Transportation	Mower Tractor (1) - Diesel	Replacement	Poor	\$200,000	200,000	-	-
Fleet - Transportation	Trailer (1)	Replacement	Fair	\$10,500	10,500	-	-
Fleet - Transportation	1/2 Ton Pick-up Truck (7) - Hybrid	Replacement	Poor	\$378,000	378,000	-	-
Fleet - Wastewater	1/2 Ton Pick-up Truck (2) - Hybrid	Replacement	Poor	\$108,000	108,000	-	-
Fleet - Waste Management	Leachate Truck Cab - Diesel	Replacement	Poor	\$150,000	150,000	-	-
Fleet - Water	Liftgate for Unit 632 Pick-up	Expansion	N/A	\$6,000	6,000	-	-
				<b>\$3,577,370</b>	<b>\$2,777,370</b>	<b>\$800,000</b>	<b>\$0</b>


\*\* The 2022 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 Proposal – Maintenance Scheduler**

FTE 2022-01

**DESCRIPTION**

<b>Type of FTE request</b>	<b>Service Level</b>
<b>Classification</b>	<b>Full-time - Permanent</b>
<b>Job Title</b>	<b>Maintenance Scheduler</b>
<b>FTE</b>	<b>1.0</b>

<b>Strategic Plan</b>	
	<b>Performs &amp; Delivers Results</b>
	5.ii.

**BACKGROUND**

The Facilities Division manages approximately 309 facilities, as well as rural properties and COIN towers. In a typical year, the Facilities team receives and actions approximately 15,000 Work Orders, comprised of demand maintenance, planned maintenance and labour requests.

Over the course of the last year, the Facilities division has been reviewing and evaluating its work flow related to numerous processes as part of the Asset Management Systems Enhancement Project. During this review, it was identified that a large amount of Facilities-related Work Order assignments, oversight and financial approvals were actually being conducted by the Support Clerk within the Human Services Department, and completely outside of the Facilities Division and Public Works Department. This omission was specifically related to Work Orders within the Housing portfolio, with Work Orders originating within the Public Works and Woodingford Lodge facilities following a different management process.

Through evaluating the existing work processes, a number of gaps were highlighted that were causing process inefficiencies. During the review for the Asset Management Systems Enhancement Project, these gaps were reviewed and proposed changes were developed in order to align work and financial responsibilities while mitigating risk to the organization.

**Comments**

Through ongoing discussions with Human Services and Human Resources, there was agreement that some of the responsibilities related to the Work Order process should be transferred from Human Services to Public Works. In June of this year, Human Resources notified the respective Union of the proposed changes, which were agreed to and implemented effective June 23, 2021. The following summarizes the changes and how the proposed FTE will help realign and enhance each area identified, and lastly, how it aligns with the County’s Strategic Plan.

## Work Order Management

In reviewing the work processes across the entire Facilities portfolio, it was determined that Housing, Public Works and Woodingford Lodge operated in three separate silos, despite the fact they are all providing the same service. This silo arrangement has also created issues as three staff members were assigning work to the same pool of rostered contractors. In developing the “ideal-state”, it was identified that the team could operate more efficiently if the silo mentality was eliminated and more of the portfolio followed the same process. This was not possible with the Housing Work Order process involving Human Services staff as they were not able to support facilities outside of the Housing portfolio. By moving the Housing Work Order management completely under the Facilities umbrella, Facilities staff can now manage Work Orders across more facilities in the same manner, which is more efficient for the organization.

The proposed FTE will act as the main point of contact for outsourcing Work Orders to external contractors across both the Housing and Public Works facilities portfolios. This single point of contact will ensure consistent and balanced assignment across rostered contractors, as well as assisting with a better management of their County workload. This change in responsibilities will also allow the Building’s Maintenance Foreman to spend more time in the field overseeing the work of both internal staff as well as contractors, and less time in the office, which has been an ongoing constraint. Woodingford Lodge will still be a separate entity as their work load does not justify any changes at this time.

## Financial Responsibility

In the past, the Human Services Support Clerk was responsible for reviewing and providing initial approval for invoices related to Work Orders completed by external contractors. While there was required approvals by the Supervisor of Facilities above a set threshold, the majority of Work Orders within the Housing portfolio are of small value, and were approved by the Clerk. However, due to the large volume, this is a significant financial impact over the course of a year. This created a situation where the Human Services employee was responsible for financial approvals, while the Facilities Division was accountable for these financial commitments and performance. Through the realignment, all financial responsibilities related to invoice approvals will now be looked after solely by Facilities resources. The proposed FTE will take on the majority of invoice processing for the Work Orders that they are responsible for outsourcing. They will also leverage Facilities field staff for verification of work completion and quality prior to invoice approval, which has been a gap with the previous arrangement.

## Customer Service

The customer service gap previously existed as the Support Clerk and Building’s Foreman did not have ongoing communication due to responsibility overlap between their roles in their own silos. This made it very difficult to establish clear boundaries that would allow them to support each other. With the Support Clerk being 100% in the office, this created a situation where a certain level of trust was required from the contractors as the County did not have the resources necessary to verify the completion or quality of Work Orders in the Housing portfolio. Through the re-alignment, the proposed FTE would look after all contractor scheduling, which would allow the Building’s Foreman to spend more time in the field validating work being done. In addition, they would take a more proactive role in following up with contractors while they are working, and also be the main point of contact if questions about the assignment were to arise. This is a more streamlined process, as previously, if contractors had a question, the Support Clerk usually had to escalate to a Supervisor of Facilities for resolution.



By having the proposed FTE in place, it allows for the Building's Foreman to adjust their focus, and work with the new FTE to improve customer service to both our Housing and Public Works tenants by having more direct oversight of Work Order completion. In addition, through the responsibility realignment, the Support Clerk role has been clearly identified to be the main point of contact with all Housing tenants. This will simplify the communication process between tenants, the Support Clerk and Facilities, while also giving the Support Clerk opportunity to perform tenant follow-ups regarding completed Work Orders to improve the County's level of customer service.

### **Position Expertise**

During the work process review, it was determined that the Human Services Support Clerk position did not have the experience nor education requirements that aligned with the needs of the responsibilities being performed. The Clerk position is an administrative support position with focus on Human Services clientele, and does not speak to the experience needed to understand scope, schedule, and coordinate contractor activities. With the re-alignment of responsibilities, the proposed FTE would have a job description that includes scheduling of external contractors as well as hiring requirements that include an understanding of construction trade activities. By creating a new FTE within the Facilities Division that has a better-defined role description and requirements, the new FTE will be better suited to carry out the necessary tasks which will improve team performance and efficiency.

### **Conclusions**

As outlined above, the proposed FTE would improve the Facility Division's overall delivery of service through improved Work Order execution efficiency and quality control, lower operational costs and greater internal and external customer satisfaction. Since the responsibility re-alignment took effect in June 2021, the Facilities Division has reallocated staff on a temporary basis to look after the Work Order assignments. If the requested position is not approved, the Facilities Division will continue to leverage existing staff to cover off the required work, as Work Order assignment is a high priority for maintaining County facilities. However, this would impact other areas of the Division through staff re-assignment, which will ultimately impact the Asset Management Systems Enhancement Project which is currently underway, as well as impact operational project completion rates. With the forecasted quantity of operational projects that must be completed over the coming years, if this FTE is not approved, there is risk of not being able to complete all of the scheduled work, resulting in further facility deterioration and a reactive repair program.

From a service contract perspective, not having this FTE and relying on the current staff to cover off Work Order management on an on-going basis means that the team will not have enough resources to monitor all 21 service contracts to ensure we are receiving the service that is paid for. If resources have to be reallocated to support Work Order management, the department can't proactively manage these service contracts, but rather must correct issues as they are reported which is not effective contract management.

**BUDGET REQUIREMENTS**

	One-time	Base	Total Budget
<b>Salaries and benefits</b>	\$-	\$79,950	\$79,950
<b>Operating expenses</b>			
Purchased Services savings - Facilities	-	(10,000)	(10,000)
Purchased Services savings – Housing	-	(30,000)	(30,000)
<b>Total operating expenses</b>	-	<b>(40,000)</b>	<b>(40,000)</b>
<b>Capital</b>			
Computer equipment: laptop	\$2,000	-	\$2,000
<b>Total Capital</b>	<b>\$2,000</b>	-	<b>\$2,000</b>
<b>Net Interdepartmental Charge</b>	<b>\$2,000</b>	<b>\$9,950</b>	<b>\$11,950</b>
<b>County Levy</b>	\$-	\$30,000	\$30,000
<b>2022 Budget Impact<sup>1</sup></b>	<b>\$2,000</b>	<b>\$27,378</b>	<b>\$29,378</b>

<sup>1</sup> Position planned to start March 2022.

<sup>2</sup> Facilities services is included in the Net County Levy figure. Some of these costs will be allocated to water and wastewater as facilities staff complete activities for water and wastewater sites.







**New Initiative – Automated Building Utility Data Collection & Verification**

NI 2022-01

**DESCRIPTION**

Building utility data plays an important role in measuring the County’s progress towards achieving the goals outlined in the 2019 *Energy Management Plan* and the *100% Renewable Energy Plan*. This request is to improve the utility data collection by transitioning from a manual process to an automated process. If approved, staff will utilize the time savings due to automation to analyze data, verify consumption and establish a solid foundation for ensuring the success of the 2019 *Energy Management Plan*.

**Strategic Plan**

					
<b>WORKS WELL TOGETHER</b>	<b>WELL CONNECTED</b>	<b>SHAPES THE FUTURE</b>	<b>INFORMS &amp; ENGAGES</b>	<b>PERFORMS &amp; DELIVERS</b>	<b>POSITIVE IMPACT</b>
		3.i.		5.ii.	

**DISCUSSION**

**Background**

Building utility data is comprised of electricity, natural gas, water and propane consumed (or produced) by Oxford County buildings. This information is provided on a monthly invoice by one of four local distribution companies (e.g. Hydro One Networks Inc.) and one fuel supplier of propane. As of 2021, the County currently maintains a total of 495 utility meters that measure utility data across 458 utility accounts. On average, each account generates a monthly invoice and results in nearly 5,500 invoices, or 5,940 data points, annually.

At a minimum, utility data needs to be collected, compiled and reported to the Ministry of Energy on an annual basis per O. Reg. 507/18 of the *Electricity Act*, 1998. Furthermore, this data is used to determine how the County is meeting its energy goals and provides insight into where energy projects should be prioritized.

The issue staff is facing is the ability to properly collect utility data on a regular basis. The current process has staff manually collecting the utility data, which takes up valuable time and is hindering the ability of staff to complete a number of short-term qualitative goals as outlined in the 2019 *Energy Management Plan*. Lastly, there is no mechanism in place to verify nor to alert staff when an anomaly is detected in a utility bill (e.g. higher consumption than usual).

**Comments**

Existing Data Collection

The methods used to collect utility data vary depending on the local distribution company (LDC). Some of the LDCs used by the County allow utility data to be downloaded, while others require the data to be manually pulled directly from an invoice. The combination of these methods works out to approximately three minutes per data point based on a sample time recording from staff in 2021. Given the 5,940 data points, that would result in staff processing 21 data points per business day, or dedicating over an hour to data collection each business day.

This time allotment has proven to be difficult to maintain given that utility data collection is typically deemed a low priority, as it is easy to delay the collection process. Evidentially, staff tend to delay the collection process until mid-May of each year in order to meet the O. Reg. 507/18 July 1<sup>st</sup> deadline submission of utility data. This process further hinders the ability for staff to flag buildings that may be consuming an unusually large amount of energy or water, at which point it is typically too late to deal with the issue.

Utility Expenditures

Oxford County has paid, on average, \$5,056,066 for energy and water used by Oxford County buildings from 2016 to 2020. The table below highlights the annual costs per utility type. Electricity represents the largest amount at 81%, followed by heating (e.g. natural gas or propane) and water and wastewater.

Year	Electricity	Heating	Water & Wastewater	Total
2016	\$4,528,362	\$440,743	\$510,515	\$5,479,620
2017	\$4,212,607	\$481,268	\$464,512	\$5,158,387
2018	\$3,745,993	\$497,599	\$480,591	\$4,724,183
2019	\$3,931,511	\$440,094	\$476,552	\$4,848,157
2020	\$4,087,659	\$476,364	\$505,961	\$5,069,984
<b>Avg.</b>	<b>\$4,101,226</b>	<b>\$467,214</b>	<b>\$487,626</b>	<b>\$5,056,066</b>

### Proposed Data Collection

The County currently uses software called EnergyCAP for storing and analyzing building utility data. However, staff are still required to populate the utility data manually. This software offers an add-on feature that allows the data collection process to be automated and to provide verification of the charged energy amount. The service would essentially reduce data collection and free up valuable time for staff to analyze the data and to work towards short-term qualitative goals as outlined in the 2019 *Energy Management Plan*. It is estimated that approximately 300 man-hours of staff time (equivalent of ~ \$15,000) can be annually re-allocated to completing active utility analysis using the more current data that can be acquired through the utilization of the proposed software, as well as support the implementation of other projects from the 2019 *Energy Management Plan*. Lastly, data quality would become more exceptional as it would no longer be manually entered by staff and subject to inevitable levels of human error.

Furthermore, the County's data gap would decrease from two years – the minimum requirement established by O.Reg. 507/18 – to one month by implementing this process for all utility meters. This decrease in a data gap will allow staff to take advantage of the existing monitoring features on EnergyCAP that can flag and notify staff of hydro billing discrepancies and operational hydro consumption irregularities (i.e. consumption spikes). By automating the data collection and reducing the data gap to one month (currently 2 years), staff can dynamically monitor County building consumption activity and address invoice irregularities in a timely manner. At minimum, the multi-year operational cost savings are anticipated as a result of software implementation given the magnitude of the County's annual average utilities costs (5 year annual average utilities cost ~\$5,000,000).

It is recommended that the County proceed with implementing this service for all 495 utility meters. Utilizing this service across the portfolio will allow for a standardization of each meter and will completely divert all current staff time to facilities capital projects, accomplishing benchmarking of buildings and identifying future energy and water conservation opportunities. If the County would proceed with only a subset of utility meters (e.g. O. Reg. 507/18-applicable utility meters), manual data collection would continue and the County would still have an incomplete picture of its building energy and water consumption for the majority of a given year.

The pricing model is based on a one-time enrolment fee followed by an ongoing charge per data point collected. The estimated enrollment fee is \$17.50 per utility meter, or \$8,663 in 2022 (plus applicable HST). An ongoing cost estimate per year would be approximately \$28,215 annually (plus applicable HST). This ongoing cost would be in addition to the annual \$9,800 for existing features within EnergyCAP. Therefore, the total cost payable to EnergyCAP annually would be increased to \$38,015, or 0.75% of the County's average utilities costs (\$5,000,000) spent over the past five years.

### If Not Approved

If this new initiative is not approved, manual data collection will continue. At the moment, O. Reg. 507/18 requires that applicable utility data be submitted on July 1<sup>st</sup> every year for the year previous to last year (e.g. utility data reported on July 1<sup>st</sup>, 2021 was for fiscal year 2019). Staff will continue to maintain this minimum requirement. However, the 2019 *Energy Management Plan* outlines a goal of achieving a fiscal quarter data gap improvement from the current 2+ year data gap. In order to achieve this goal, Facilities staff will be required to collect utility data four times per year as opposed to one time per year (~ 300 man-hours). This task will interfere with staff's ability to complete projects and it is estimated that a reduction of 15 projects would need to be removed from the Facilities annual capital project list.

### Conclusions

By proceeding with the implementation of automating the data collection of 495 meters, it will allow staff to perform more complex work, such as benchmarking and modeling building energy data, as opposed to manually entering the data. The ongoing annual cost will represent a fraction of the annual utility expenditures while significantly freeing up time to complete more meaningful work by staff.

### BUDGET REQUIREMENTS

	One-time	Base	Total Budget
<b>Operating expenses</b>			
Transaction Fees (5,940 transactions annually)	\$-	\$28,800	\$28,800
Enrolment Fee (495 meters)	8,900	-	8,900
Hydro – estimated savings	-	(15,000)	(15,000)
<b>Total operating expenses</b>	<b>8,900</b>	<b>13,800</b>	<b>22,700</b>
<b>Net Interdepartmental Charge</b>	<b>\$8,900</b>	<b>\$13,800</b>	<b>\$22,700</b>

Initiative planned to start February 2022

Services Overview

Full-Time Equivalents 20.1 FTE ↑1.0




Service	Service Description	2020 Service Level	Service Type
Capital Works Design and Construction	An internal service which provides engineering design and construction project services to Oxford County and Area Municipalities, as well as to some boundary municipalities.	<p><b>24</b> Construction contracts awarded (&gt;\$100K)</p> <p><b>10</b> Consulting assignments awarded</p> <p><b>\$36,715,000</b> Capital Funds Committed</p>	

- 1.0 FTE Development Technician Full-time**  
 - Will assist with the technical review, interpretation and approval of construction design related to Public Works for new developments and will liaise with other internal and external departments and agencies, providing technical support in connection with other development-related issues and departmental planning.  
**FTE2022-02**

Key Performance Indicators

	2018 Actual	2019 Actual	2020 Actual	2021 Forecast	2022 Budget	Target
% design projects completed per year	73%	74%	74%	79%	80%	100%
% construction projects completed per year over \$100,000	74%	79%	82%	86%	90%	100%
# of contract awards requiring Council approval (over \$1,000,000)	5	4	5	11	4	7
Capital budget spent (performance to budget)	58%	63%	61%	86%	85%	↑
Total # of ECA application reviews (Transfer of Review Program)	18	11	19	20	23	↑
Total # of Planning Application file reviews (development review)	467	484	430	575	610	↑

Goals and Objectives

Description	2022	2023	2024	Strategic Plan	Other Plan Alignment
<p><b>Design and Construction Engineering Standards for Linear Infrastructure</b> Development of enhanced guidelines and best management practices pertaining to the design and construction of County infrastructure.</p>	●	●	●	 Shapes the Future 3.ii.	Asset Management Plan
<p><b>Researching and Implementing more Sustainable Construction Practices into Capital Plan Projects</b> Employment of sustainability objectives to reduce consumption of non-renewable resources, minimize waste, consider energy generation opportunities, promote climate change adaptation measures, etc., during the capital delivery of infrastructure.</p>	●	●	●	 Shapes the Future 3.iii.	Community Sustainability Plan
<p><b>Implementing Project Management Documentation Guidelines for Capital Delivery</b> Standardization and implementation of Project Management documentation for Capital projects, guided by <i>Project Management Institute</i> best practices.</p>	●	●	●	 Performs & Delivers Results 5.ii.	



Operating Budget

	2021	2021	LESS:	2022	2022	2022	2022	2022	2022	\$ OVER	% OVER
	2021	REVISED	2021 ONE	BASE	ONE	SERVICE	NEW	2022	2022	2021	2021
	FORECAST	BUDGET*	TIME	BUDGET	TIME	LEVEL	INITIATIVES	OTHER	REQUESTED	BUDGET	BUDGET
<b>REVENUES</b>											
<b>GENERAL REVENUES</b>											
PROVINCIAL GRANTS	(500)	(500)	500	-	-	-	-	-	-	500	(100.0%)
USER FEES AND CHARGES	(180,000)	(85,000)	-	(58,267)	-	(84,733)	-	-	(228,000)	(143,000)	168.2%
<b>TOTAL GENERAL REVENUES</b>	<b>(180,500)</b>	<b>(85,500)</b>	<b>500</b>	<b>(58,267)</b>	<b>-</b>	<b>(84,733)</b>	<b>-</b>	<b>-</b>	<b>(228,000)</b>	<b>(142,500)</b>	<b>166.7%</b>
<b>INTERDEPARTMENTAL RECOVERIES</b>											
DEPARTMENTAL RECOVERIES	(250,000)	(250,000)	-	-	-	-	-	-	(250,000)	-	-
<b>TOTAL INTERDEPARTMENTAL RECOVERIES</b>	<b>(250,000)</b>	<b>(250,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(250,000)</b>	<b>-</b>	<b>-</b>
<b>CAPITAL REVENUES</b>											
USER FEES AND CHARGES	-	-	-	-	(2,000)	-	-	-	(2,000)	(2,000)	-
CAPITAL RESERVE TRANSFER	-	-	-	(180,000)	-	-	-	-	(180,000)	(180,000)	-
<b>TOTAL CAPITAL REVENUES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(180,000)</b>	<b>(2,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(182,000)</b>	<b>(182,000)</b>	<b>-</b>
<b>TOTAL REVENUES</b>	<b>(430,500)</b>	<b>(335,500)</b>	<b>500</b>	<b>(238,267)</b>	<b>(2,000)</b>	<b>(84,733)</b>	<b>-</b>	<b>-</b>	<b>(660,000)</b>	<b>(324,500)</b>	<b>96.7%</b>
<b>EXPENSES</b>											
<b>SALARIES AND BENEFITS</b>											
SALARIES	1,609,114	1,609,114	-	68,603	-	63,440	-	-	1,741,157	132,043	8.2%
BENEFITS	455,635	455,635	-	24,473	-	21,043	-	-	501,151	45,516	10.0%
CAPITAL PROJECT ALLOCATION	(888,482)	(888,482)	-	(1,518)	-	-	-	-	(890,000)	(1,518)	0.2%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>1,176,267</b>	<b>1,176,267</b>	<b>-</b>	<b>91,558</b>	<b>-</b>	<b>84,483</b>	<b>-</b>	<b>-</b>	<b>1,352,308</b>	<b>176,041</b>	<b>15.0%</b>
<b>OPERATING EXPENSES</b>											
MATERIALS	108,218	113,685	(500)	(37,165)	-	250	-	-	76,270	(37,415)	(32.9%)
CONTRACTED SERVICES	-	4,500	-	(4,500)	-	-	-	-	-	(4,500)	(100.0%)
<b>TOTAL OPERATING EXPENSES</b>	<b>108,218</b>	<b>118,185</b>	<b>(500)</b>	<b>(41,665)</b>	<b>-</b>	<b>250</b>	<b>-</b>	<b>-</b>	<b>76,270</b>	<b>(41,915)</b>	<b>(35.5%)</b>
<b>CAPITAL</b>											
MAJOR INFRASTRUCTURE	-	-	-	180,000	-	-	-	-	180,000	180,000	-
FURNISHINGS AND EQUIPMENT	2,000	2,000	(2,000)	20,000	2,000	-	-	-	22,000	20,000	1,000.0%
<b>TOTAL CAPITAL</b>	<b>2,000</b>	<b>2,000</b>	<b>(2,000)</b>	<b>200,000</b>	<b>2,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>202,000</b>	<b>200,000</b>	<b>10,000.0%</b>
<b>INTERDEPARTMENTAL CHARGES</b>											
INTERDEPARTMENTAL CHARGES	286,684	283,109	-	(4,385)	6,000	-	-	-	284,724	1,615	0.6%
DEPARTMENTAL CHARGES	99,147	97,882	-	5,621	-	-	-	-	103,503	5,621	5.7%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>385,831</b>	<b>380,991</b>	<b>-</b>	<b>1,236</b>	<b>6,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>388,227</b>	<b>7,236</b>	<b>1.9%</b>
<b>TOTAL EXPENSES</b>	<b>1,672,316</b>	<b>1,677,443</b>	<b>(2,500)</b>	<b>251,129</b>	<b>8,000</b>	<b>84,733</b>	<b>-</b>	<b>-</b>	<b>2,018,805</b>	<b>341,362</b>	<b>20.4%</b>
<b>TOTAL</b>	<b>1,241,816</b>	<b>1,341,943</b>	<b>(2,000)</b>	<b>12,862</b>	<b>6,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,358,805</b>	<b>16,862</b>	<b>1.3%</b>

\* Includes in-year approved transfer and account reclassifications

Budget Impact Details

	REF	BASE BUDGET	CAPITAL/ ONE TIME	EXPENSES	REVENUES	TAXATION
<b>2021 REVISED BUDGET</b>		1,674,943	2,500	1,677,443	335,500	1,341,943
LESS: 2021 ONE-TIME ITEMS		-	(2,500)	(2,500)	(500)	(2,000)
<b>BASE BUDGET IMPACT</b>		51,129	200,000	251,129	238,267	12,862
<b>ONE-TIME ITEMS</b>						
ENG-Vehicle laptop holders		-	6,000	6,000	-	6,000
		-	6,000	6,000	-	6,000
<b>SERVICE LEVEL</b>						
ENG-Development Review Technician	FTE2022-02	84,733	2,000	86,733	86,733	-
		84,733	2,000	86,733	86,733	-
<b>TOTAL</b>		135,862	205,500	341,362	324,500	16,862
<b>2022 APPROVED BUDGET</b>		1,810,805	208,000	2,018,805	660,000	1,358,805

Capital Budget


PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2022 REQUEST	2023	2024-2031
<b>COMPUTER EQUIPMENT</b>							
290000 - Computer Equipment	Laptop for Development Technician	Expansion	N/A	\$2,000	2,000	-	-
<b>EQUIPMENT</b>							
290000 - Equipment	GPS Equipment	Replacement	Poor	\$20,000	20,000	-	-
<b>STUDIES</b>							
900031 - Infrastructure Design Guidelines	Updating County Design Standards for all linear assets	Non-infrastructure solutions	N/A	\$180,000	180,000	-	-
				\$202,000	\$202,000	\$0	\$0

**FTE Change Proposal – Development Review Technician**

FTE 2022-02

**DESCRIPTION**

Type of FTE request	One time
Classification	Full-time - Permanent
Job Title	Development Review Technician
FTE	1.0

Strategic Plan	
	<b>Performs &amp; Delivers Results</b>
	5.i

**BACKGROUND**

**Background**

The Oxford County Engineering Services division plays a key role in providing engineering design and construction project services to Oxford County and its Area Municipalities, as well as to some boundary municipalities for shared infrastructure. This service ensures that the local governments are provided with sustainable capital infrastructure projects.

In addition to being responsible for capital project delivery, Engineering Services also provides engineering support to other County departments internal (and external) to Public Works. On behalf of Oxford County, the Engineering Services division is responsible for the development review (engineering/technical review) of all planning applications (Official Plan Amendment, Zoning By-law Amendment, Site Plan, Condominium, Subdivision, Consent, Minor Variance, etc.) which involves coordination and feedback with each of the eight (8) Area Municipalities.

As per the 2020 *Phase 1 Comprehensive Review Study*, Oxford County will see substantial population (47,000 residents) and economic (21,000 employees) growth over the next 30 years. This growth trend has already been seen based on the notable increase in development observed over the past five years, reaching and sustaining an all-time high for development review. The current complement of Engineering staff are responsible for providing a technical review of all planning files (dedicating about 35% of time), but are limited in their ability to manage the substantial volume increase and the complexity of planning file submissions received County wide.

This report seeks approval for one (1) additional full time staff in Engineering Services to provide dedicated development review services of planning application files to support Oxford County Public Works. This report also discusses implications for capital project delivery and the future of planning file development review if the staffing request is not funded.

This position will be fully funded by the increased volume of development user fees and charges, ensuring development continues to pay for growth. It is projected that the number of development applications and their complexity will continue to increase. Further, this proposed FTE would be dedicated to development review and allow the existing complement of Engineering Service's Project Engineers to fully dedicate their resources and time to capital delivery (shifting cost recovery from the tax levy to capital).

## Comments

### Current Service Level

As mentioned above, the Engineering Services division provides a technical review of every planning file on behalf of each County Public Works division (Water, Wastewater, Roads, Facilities and Waste Management). Prior to 2021, development review responsibilities were shared by four County Project Engineers. These four Project Engineers are primarily responsible for delivering capital construction projects, which are vital to the on-going maintenance and service level of County infrastructure.

Year end of 2020, County Public Works received approval from County Council to hire a permanent full-time employee; one (1) Development Review Engineer was hired in 2021. The intention was to have development review responsibilities consolidated and assigned to this Development Review Engineer. Unfortunately, due to the high volume of planning files received, coupled with the increased complexity of review, it has been difficult for one employee – the Development Review Engineer – to provide a technical review of every planning file received from all eight (8) Area Municipalities and thus, the Project Engineers have not been able to shift to 100% capital project delivery as they continue to assist in some capacity with the planning review. The volume of planning files continues to require substantial time and resources to be dedicated to development review by non-Development Review Engineering staff.

Moving forward, to ensure that development files are reviewed in a timely manner, an additional dedicated staff resource is required to provide assistance with technical review of planning files in order to support the County's priority to deliver exceptional customer service.

### Drivers for Proposed Course of Action

#### *Volume and Complexity of Planning Files*

On April 8, 2020, the *Oxford County Phase 1 Comprehensive Review Study* was adopted by County Council. This study provides the most current growth assumptions and land supply analysis for Oxford and all eight (8) Area Municipalities. According to the study, Oxford County is expected to grow in population by 47,000 residents and add approximately 21,000 new jobs over the 30-year period 2016-2046. As shown in the table below, planning application volumes have increased significantly, as has the complexity associated with reviewing these new developments.

The following table shows the number of planning files received annually over the last five years; each of these files was subsequently reviewed by Engineering Services staff.

Year	Number of Planning Files Reviewed by Engineering Services Staff
2016	323
2017	424
2018	467
2019	484
2020	430
<b>Q1-Q2, 2021 (Year End Forecast)</b>	273 (575)
<b>Total (2016 to 2021, June 30<sup>th</sup>)</b>	<b>2,401</b>

As shown in the table above, from 2016 to 2021 (end of June) Engineering Services staff has provided a technical review of 2,401 planning application files. It should be noted that this year (2021) as of June 30<sup>th</sup>, 273 planning application files have been received/reviewed. During that same period in 2020, 175 planning files had been received/reviewed. This is consistent with the trend that development growth is continuing to increase within the County.

Planning files are also becoming more complex and this results in the need for increased time allocation from Engineering staff. In this regard, some of the influencing factors which increase staff time include:

- Size and type of development (ie. large subdivision files, more frequent high-density infill development);
- Lengthy review of supporting technical documents (ie. Transportation Impact Studies, Functional Servicing Report, Stormwater Management Reports, Site Plans and Site Servicing Plans etc.), and;
- An increasing requirement to provide a more thorough review of the available water and wastewater capacity for development applications to be serviced by municipal water supply and/or wastewater treatment systems throughout the County.

*Adequacy of Engineering Services Staffing Levels*

Adequate staffing levels are imperative to ensure that the important considerations (above) are addressed and that employee work load is manageable and productive. The volume of planning application files far exceeds the capacity of the current staff compliment of one Development Review Engineer to effectively manage this volume of work. In addition to the tremendous work load noted above, additional duties incumbent upon the Development Review Engineer include:

- Review of Environmental Compliance Approval (ECA) applications (in accordance with Transfer of Review Agreement, MECP) submitted by Developers and/or submitted by the County to obtain necessary environmental approvals prior to construction. On average, review of an ECA submission requires approximately 16 to 24 hours of employee time. The following table shows the number of ECA submissions that Public Works has received over the last four years.

Year	No. of ECA Submissions
2017	12
2018	18
2019	11
2020	19
<b>Q1-Q2, 2021 (Year End Forecast)</b>	11 (20)

It is anticipated that 20 submissions will be received by year end 2021. Based on the anticipated number of 2021 submissions (approx. 20) and based on the average review time required per submission (approx. 20 hours), this would require one employee to dedicate 400 full time hours, or approximately 11.5 weeks (~3 months) based on a 35-hour work week.

- Support Water/Wastewater by reviewing all sewer and water connection application forms. Connection application forms are typically submitted at time of new building permit or when existing properties wish to connect to the municipal water distribution or sanitary collection system(s). It is not uncommon for Engineering Services (specifically the Development Review Engineer) to review approximately 200 to 400 of these forms per year.
- Some additional day-to-day duties include: attending pre-consultation meetings with Planners and Developers; tracking payment of development review fees; drafting clearance letters; facilitating internal meetings (i.e. quarterly meeting for Planning/Public Works).

### Implications if Not Approved

If the requested position is not approved, the Engineering Services division will continue to attempt to complete the required work; however, the impact of inadequate staffing will result in the following:

- Ability of Engineering Services to provide a timely review of planning applications will be significantly delayed, resulting in poor customer service for the local planning and development community;
- Outsourcing: County Council may wish to approve outsourcing the engineering review responsibilities for all planning application files received County wide. However, this will result in retaining an engineering consulting firm that has no knowledge of the County's existing infrastructure and the County's future needs, etc. This would result in exorbitant engineering costs at the County's expense;
- Will require existing staff (Project Engineers, Supervisor of Engineering Services and Manager of Engineering Services) to overextend themselves by putting in extra hours (evenings and weekends) to provide support with reviewing planning files;
- The above-noted implications will result in capital projects being delayed and rescheduled to future years. These delays cause the Public Works department to miss necessary asset rehabilitation requirements. Additionally, delaying capital projects has public impacts, such as road deterioration, increased water and sewer line breaks and deferring new infrastructure that supports strategic objectives.

### Conclusions

A Development Review Technician would be a welcome addition and would complement the Engineering Services group well by providing much-needed support with the technical review of planning files. Similar to the Development Engineer, the Development Review Technician will have a strong understanding of engineering principles and standards and would be responsible for (but not limited to):

- Assisting the Development Review Engineer with the technical review of planning files;
- Reviewing sewer and water connection application forms;
- Attending pre-consultation meetings as required;
- Drafting clearance letters and tracking development review fees as required.

Approval of this FTE will allow Engineering staff to complete a more timely review of planning files, will provide greater internal/external customer satisfaction and will result in more manageable workloads for existing staff.

## BUDGET REQUIREMENTS


	One-time	Base	Total Budget
<b>Revenues</b>			
<i>Development Review Fee Revenue</i>	\$2,000	\$99,685	\$101,685
<b>Salaries and Benefits</b>	\$-	\$99,435	\$99,435
<b>Operating Expenses</b>			
Memberships Dues & Subscriptions	-	250	250
<b>Total Operating Expenses</b>	-	<b>250</b>	<b>250</b>
<b>Capital</b>			
Equipment: Laptop	2,000	-	2,000
<b>Total Capital</b>	<b>2,000</b>	-	<b>2,000</b>
<b>County Levy</b>	\$-	\$-	\$ <sup>-1</sup>
<b>2022 Budget Impact<sup>1</sup></b>	\$-	\$-	\$-

<sup>1</sup> Position planned to start April 2022. 2022 Budget Impact of salaries and benefits is \$86,733; full year expense in 2023 will be funded through development review fee revenue.



Services Overview

Full-Time Equivalents **37.3 FTE**  1.0






Service	Service Description	2020 Service Level	Service Type
Transportation System Planning, Traffic and Corridor Management, Road Safety	An external service that provides a km of roadway to a road user.	<p><b>1,288</b> Lane kilometres of roadway operated and maintained</p> <p><b>32</b> Kilometres of new road resurfacing / reconstruction</p> <p><b>6</b> New traffic speed feedback signs installed</p> <p><b>7</b> New controlled pedestrian crossings implemented</p> <p><b>55</b> Snow plow responses to winter events (2020/21 season)</p>	



- **1.0 FTE Transportation Technologist Full-time** - Technical and project management support related to traffic management and road safety initiatives, transportation planning and asset management. **FTE 2022-03**

Key Performance Indicators

	2018 Actual	2019 Actual	2020 Actual	2021 Forecast	2022 Budget	Target
% of Roads with a pavement condition index of good or higher (Lane km)	92%	94%	89%	89%	89%	85%
Paved (hard top) road maintenance – cost/lane kilometer	\$4,340	\$4,249	\$3,478	\$3,625	\$3,632	↓
Bridges and culverts maintenance – cost/square meter of surface area	\$7.10	\$5.79	\$6.24	\$9.73	\$9.53	↓
Traffic operations and roadside maintenance – cost/lane kilometer	\$3,168	\$2,839	\$2,604	\$3,136	\$3,083	↓
Winter control operations – cost/lane kilometer	\$2,621	\$2,408	\$1,965	\$2,065	\$2,057	↓
Winter control compliance to Minimum Maintenance Standards	100%	100%	100%	100%	100%	100%

Goals and Objectives

Description	2022	2023	2024	Strategic Plan	Other Plan Alignment
<p><b>Ongoing Implementation of County-wide Traffic Calming/Speed Management Measures</b>                      County-wide implementation of evidence based speed management, traffic calming and road safety measures.</p>	●	●	●	 Performs & Delivers Results 5.ii.	Transportation Master Plan
<p><b>Roadside Phragmites (Invasive Species) Control</b>                      Multi-year cutting and weed spraying plan to control excessive phragmites growth along County road network.</p>	●	●	●	 Performs & Delivers Results 5.ii.	Community Sustainability Plan
<p><b>Review of Potential Development of County-wide Automated Speed Enforcement (ASE) Program</b>                      County-wide municipal planning for the potential ASE implementation (photo radar) in school zones and community safety zones.</p>	●	●		 Shapes the Future 3.i.	Transportation Master Plan
<p><b>Community Safety Zone (CSZ) Designations</b>                      Identify County-wide CSZ eligibility in areas of special road safety concern (schools, community centres, recreation areas, playgrounds, hospitals, senior facilities and high pedestrian areas, etc) for future implementation consideration. CSZ identification will further inform site selection for potential ASE implementation and program development.</p>	●	●		 Performs & Delivers Results 5.ii.	Transportation Master Plan
<p><b>Transportation Master Plan Update</b>                      5-year Master Plan update to ensure effective, reliable, and safe people and goods movement throughout and within the County. The TMP update will further inform the 2024 Development Charges Background Study which will include growth related transportation capital projects.</p>	●	●		 Informs & Engages 4.ii.	Official Plan

Description	2022	2023	2024	Strategic Plan	Other Plan Alignment
<p><b>School Bus Stop Arm Camera Pilot Program</b>                      Establish a partnership with school bus operators to implement a school bus stop arm camera pilot program where the County's role will be to process photographic evidence and issue charge notices for prosecution.</p>	●	●		 Performs & Delivers Results 5.ii.	Transportation Master Plan
<p><b>Trail Development</b>                      Facilitate and support trail partnerships with municipal partners and stakeholders for trail development (Thames River Trail extension, Hodges Pond Trail, and Norwich to Tillsonburg Trail)</p>	●	●		 Well Connected 2.i.	Trails Master Plan

Operating Budget

	2021	2021	LESS:	2022	2022	2022	2022	2022	2022	\$ OVER	% OVER
	2021	REVISED	2021 ONE	BASE	ONE	SERVICE	NEW	2022	2022	2021	2021
	FORECAST	BUDGET*	TIME	BUDGET	TIME	LEVEL	INITIATIVES	OTHER	REQUESTED	BUDGET	BUDGET
<b>REVENUES</b>											
<b>GENERAL REVENUES</b>											
PROVINCIAL GRANTS	(147,166)	(30,621)	14,500	16,121	(2,000)	-	-	-	(2,000)	28,621	(93.5%)
FEDERAL GRANTS	-	-	-	-	-	-	-	-	-	-	-
USER FEES AND CHARGES	(396,718)	(349,775)	-	(15,175)	(40,000)	-	-	-	(404,950)	(55,175)	15.8%
<b>TOTAL GENERAL REVENUES</b>	<b>(543,884)</b>	<b>(380,396)</b>	<b>14,500</b>	<b>946</b>	<b>(42,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(406,950)</b>	<b>(26,554)</b>	<b>7.0%</b>
<b>OTHER REVENUES</b>											
RESERVE TRANSFER	-	-	-	-	(31,800)	-	-	-	(31,800)	(31,800)	-
DEVELOPMENT CHARGES	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL OTHER REVENUES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(31,800)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(31,800)</b>	<b>(31,800)</b>	<b>-</b>
<b>CAPITAL REVENUES</b>											
OTHER REVENUE	-	(230,000)	-	-	-	-	-	-	(230,000)	-	-
FEDERAL GRANTS	(5,035,000)	(5,590,000)	-	379,250	-	-	-	-	(5,210,750)	379,250	(6.8%)
PROVINCIAL GRANTS	(2,901,700)	(1,911,357)	-	660,644	-	-	-	-	(1,250,713)	660,644	(34.6%)
CAPITAL RESERVE TRANSFER	(11,958,500)	(15,537,242)	-	4,233,205	(25,000)	-	-	-	(11,329,037)	4,208,205	(27.1%)
DEVELOPMENT CHARGES	(979,600)	(1,216,816)	-	(660,684)	-	-	-	-	(1,877,500)	(660,684)	54.3%
CAPITAL CONTRIBUTIONS	(740,000)	(740,000)	-	55,000	-	-	-	-	(685,000)	55,000	(7.4%)
<b>TOTAL CAPITAL REVENUES</b>	<b>(21,614,800)</b>	<b>(25,225,415)</b>	<b>-</b>	<b>4,667,415</b>	<b>(25,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(20,583,000)</b>	<b>4,642,415</b>	<b>(18.4%)</b>
<b>TOTAL REVENUES</b>	<b>(22,158,684)</b>	<b>(25,605,811)</b>	<b>14,500</b>	<b>4,668,361</b>	<b>(98,800)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(21,021,750)</b>	<b>4,584,061</b>	<b>(17.9%)</b>
<b>EXPENSES</b>											
<b>SALARIES AND BENEFITS</b>											
SALARIES	2,371,930	2,371,764	-	94,747	-	60,779	(2,674)	-	2,524,616	152,852	6.4%
BENEFITS	644,238	644,223	-	58,462	-	20,298	(138)	-	722,845	78,622	12.2%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>3,016,168</b>	<b>3,015,987</b>	<b>-</b>	<b>153,209</b>	<b>-</b>	<b>81,077</b>	<b>(2,812)</b>	<b>-</b>	<b>3,247,461</b>	<b>231,474</b>	<b>7.7%</b>
<b>OPERATING EXPENSES</b>											
MATERIALS	2,441,647	2,452,460	(4,500)	181,450	4,100	1,800	-	55,300	2,690,610	238,150	9.7%
CONTRACTED SERVICES	1,629,203	1,569,971	(102,000)	(39,971)	69,000	(20,000)	-	31,100	1,508,100	(61,871)	(3.9%)
RENTS AND FINANCIAL EXPENSES	30,265	28,500	-	-	-	-	-	-	28,500	-	-
EXTERNAL TRANSFERS	6,500	5,000	-	1,500	-	-	-	-	6,500	1,500	30.0%
<b>TOTAL OPERATING EXPENSES</b>	<b>4,107,615</b>	<b>4,055,931</b>	<b>(106,500)</b>	<b>142,979</b>	<b>73,100</b>	<b>(18,200)</b>	<b>-</b>	<b>86,400</b>	<b>4,233,710</b>	<b>177,779</b>	<b>4.4%</b>
<b>DEBT REPAYMENT</b>											
PRINCIPAL REPAYMENT	209,897	209,897	-	1,930	-	-	-	-	211,827	1,930	0.9%
INTEREST REPAYMENT	20,894	20,894	-	(5,514)	-	-	-	-	15,380	(5,514)	(26.4%)
<b>TOTAL DEBT REPAYMENT</b>	<b>230,791</b>	<b>230,791</b>	<b>-</b>	<b>(3,584)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>227,207</b>	<b>(3,584)</b>	<b>(1.6%)</b>
<b>CAPITAL</b>											
MAJOR INFRASTRUCTURE	21,614,800	25,225,415	-	(4,667,415)	-	-	-	-	20,558,000	(4,667,415)	(18.5%)

	2021	2021	LESS:	2022	2022	2022	2022		2022	\$ OVER	% OVER
	2021	REVISED	2021 ONE	BASE	ONE	SERVICE	NEW	2022	REQUESTED	2021	2021
	FORECAST	BUDGET*	TIME	BUDGET	TIME	LEVEL	INITIATIVES	OTHER	BUDGET	BUDGET	BUDGET
VEHICLES	-	-	-	-	25,000	-	-	-	25,000	25,000	-
FURNISHINGS AND EQUIPMENT	15,000	15,000	(15,000)	-	2,200	-	-	-	2,200	(12,800)	(85.3%)
<b>TOTAL CAPITAL</b>	<b>21,629,800</b>	<b>25,240,415</b>	<b>(15,000)</b>	<b>(4,667,415)</b>	<b>27,200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20,585,200</b>	<b>(4,655,215)</b>	<b>(18.4%)</b>
<b>RESERVE TRANSFERS</b>											
CONTRIBUTIONS TO CAPITAL RESERVES	10,374,000	10,374,000	-	-	40,000	450,000	-	-	10,864,000	490,000	4.7%
DEVELOPMENT CHARGES EXEMPTIONS	275,000	-	-	240,000	-	-	-	-	240,000	240,000	-
<b>TOTAL RESERVE TRANSFERS</b>	<b>10,649,000</b>	<b>10,374,000</b>	<b>-</b>	<b>240,000</b>	<b>40,000</b>	<b>450,000</b>	<b>-</b>	<b>-</b>	<b>11,104,000</b>	<b>730,000</b>	<b>7.0%</b>
<b>INTERDEPARTMENTAL CHARGES</b>											
INTERDEPARTMENTAL CHARGES	2,707,855	2,733,811	-	12,638	288	-	3,120	-	2,749,857	16,046	0.6%
DEPARTMENTAL CHARGES	187,886	186,621	-	5,282	-	-	-	-	191,903	5,282	2.8%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>2,895,741</b>	<b>2,920,432</b>	<b>-</b>	<b>17,920</b>	<b>288</b>	<b>-</b>	<b>3,120</b>	<b>-</b>	<b>2,941,760</b>	<b>21,328</b>	<b>0.7%</b>
<b>TOTAL EXPENSES</b>	<b>42,529,115</b>	<b>45,837,556</b>	<b>(121,500)</b>	<b>(4,116,891)</b>	<b>140,588</b>	<b>512,877</b>	<b>308</b>	<b>86,400</b>	<b>42,339,338</b>	<b>(3,498,218)</b>	<b>(7.6%)</b>
<b>TOTAL</b>	<b>20,370,431</b>	<b>20,231,745</b>	<b>(107,000)</b>	<b>551,470</b>	<b>41,788</b>	<b>512,877</b>	<b>308</b>	<b>86,400</b>	<b>21,317,588</b>	<b>1,085,843</b>	<b>5.4%</b>

\* Includes in-year approved transfer and account reclassifications

Budget Impact Details

	REF	BASE BUDGET	CAPITAL/ ONE TIME	EXPENSES	REVENUES	TAXATION
<b>2021 REVISED BUDGET</b>		20,490,641	25,346,915	45,837,556	25,605,811	20,231,745
LESS: 2021 ONE-TIME ITEMS		-	(121,500)	(121,500)	(14,500)	(107,000)
<b>BASE BUDGET IMPACT</b>		550,524	(4,667,415)	(4,116,891)	(4,668,361)	551,470
<b>ONE-TIME ITEMS</b>						
RDS-Laser Level for Ditching & Culvert Installations		-	1,800	1,800	1,800	-
RDS-Storm Sewer Condition Assessment		-	30,000	30,000	30,000	-
RDS-Tree Trimming and Stump Grinding		-	39,000	39,000	-	39,000
		-	70,800	70,800	31,800	39,000
<b>COVID (ONE-TIME ITEMS)</b>						
RDS-Additional COVID Supplies		-	2,000	2,000	2,000	-
		-	2,000	2,000	2,000	-
<b>SERVICE LEVEL</b>						
RDS-Transportation Technologist FTE	FTE2022-03	62,877	2,500	65,377	-	65,377
RDS-Bridges Capital Increase (AMP)		50,000	-	50,000	-	50,000
RDS-Roads Capital Increase (AMP)		400,000	-	400,000	-	400,000
		512,877	2,500	515,377	-	515,377
<b>NEW INITIATIVES</b>						
RDS-Road Closed Trailers	NI2022-02	308	25,288	25,596	25,000	596
		308	25,288	25,596	25,000	596
<b>CARRYOVER/IN-YEAR APPROVAL (OTHER)</b>						
RDS-Road Rationalization Increases	PW2021-19	86,400	40,000	126,400	40,000	86,400
		86,400	40,000	126,400	40,000	86,400
<b>TOTAL</b>		1,150,109	(4,648,327)	(3,498,218)	(4,584,061)	1,085,843
<b>2022 APPROVED BUDGET</b>		21,640,750	20,698,588	42,339,338	21,021,750	21,317,588

Capital Budget

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2022 REQUEST	2023	2024-2031
<b>BRIDGES &amp; CULVERTS</b>							
930200 - Bridge Rehab	2022 Construction of Various Structures: - Oxford Road 9 - Beachville Road (0.90 km E of 6 - Foldens Line) - ID # 584355 - Oxford Road 10 - Culloden Line (0.97 km N of Pressey Road) - ID # 292070 - Oxford Road 119 - Harris St (0.10 km S of Harris St) - ID # 334301 - Oxford Road 22 - Muir Line (1.20 km N of Curries Road) - ID # 814460 - Oxford Road 22 - Muir Line (0.5 km N of Curries Road) - ID # 814380 Repairs to structural retaining walls at various locations to be determined. Bridge Design for 2023 and 2024 Construction. Various repairs as identified in the Bridge Needs Study. Guiderail repair/replacement on various structures as identified in Guide Rail Study.	Renewal	Fair	\$3,788,000	3,788,000	-	-
930201 - Bridge Needs Study	Bi-annual bridge and structure inspection	Non-infrastructure solutions	N/A	\$130,000	130,000	-	-
<b>BUILDING</b>							
213000 - Drumbo Roads Yard	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$28,500	28,500	-	-
213020 - Springford Roads Yard	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$90,000	90,000	-	-
213030 - Woodstock Roads Yard	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$35,000	35,000	-	-
<b>COMPUTER EQUIPMENT</b>							
230000 - Computer Equipment	Laptop for Transportation Technologist	Expansion	N/A	\$2,000	2,000	-	-
<b>EQUIPMENT</b>							
230000 - Equipment	Desk Phone for Transportation Technologist	Expansion	N/A	\$200	200	-	-
<b>ROADS</b>							
930003 - CR 3	Road urbanization, Main St., Princeton	Expansion	N/A	\$2,000,000	500,000	750,000	750,000
930003 - CR 3	Retaining Wall Replacements - 74, 80, 103 Wilmot St N, Drumbo	Replacement	Poor	\$100,000	100,000	-	-
930004 - CR 4	Corridor Master Plan to identify preferred alternative to effectively move traffic from the 401/403 to north Oxford	Non-infrastructure solutions	N/A	\$150,000	150,000	-	-
930016 - CR 16	Phase 2 2021 Design & 2022 Construction From 27th Line to east limit of Kintore - ID #843012	Expansion	N/A	\$500,000	500,000	-	-
930018 - CR 18	Retaining Wall Replacement - 17 Main Street East	Replacement	Poor	\$35,000	35,000	-	-
930035 - CR 35	Retaining Wall Replacement - 611 Devonshire Ave	Replacement	Poor	\$60,000	60,000	-	-
930054 - CR 54	Huron Street From Ingersoll Ave to Adelaide Street - Road Rehabilitation - ID #54000	Renewal	Poor	\$2,000,000	2,000,000	-	-
930059 - CR 59	CR 59 from Dundas St to Cedar Street - Road Rehabilitation - 2022 Design, 2023 Construction - ID # 59224	Renewal	Poor	\$2,050,000	50,000	2,000,000	-
930059 - CR 59	Northbound Left turn lane at Oxford School - ID #595353	Expansion	N/A	\$350,000	250,000	100,000	-
930070 - Guiderails	County-wide guide rail improvements based on needs study	Expansion	N/A	\$250,000	250,000	-	-

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2022 REQUEST	2023	2024-2031
930074 - Grade level railway crossing safety assessments	Advanced warning lights at CNR grade level crossing, Oxford Rd 30 in Beachville	Expansion	N/A	\$60,000	60,000	-	-
930076 - Pedestrian Crossings	Signalized pedestrian crossings at various locations	Expansion	N/A	\$170,000	170,000	-	-
930078 - Intersection Illumination	Illumination of Intersections at various locations	Expansion	N/A	\$25,000	25,000	-	-
930099 - Rehab and Resurfacing	Resurfacing on various County roads: - Pigram Line (Lyons Line to Ron McNeil Line) ID #252294 - CR 27 (Pigram Line to CR 10) - ID #263173 - CR 27 (CR 10 to Hwy 119) - ID #263538, 263872, 263912 - CR 22 (CR 29 to CR 2) - ID #815000, 815277, 815546, 815586, 815776 - CR 19 (Highway 19 to Zenda Line) - ID # 224258, 224288 - CR 19 (east of Springford to Otterville) - ID # 225110, 225210, 225300 - CR 18/59 Intersection, Norwich - ID #325745, 773159 Asphalt padding/patching on various surface treated roads. Misc. road repairs at various locations.	Renewal	Fair	\$5,465,000	5,465,000	-	-
930102 - Crack Sealing	Various County roads, joint project with area municipalities	Maintenance	N/A	\$200,000	200,000	-	-
930150 - Urbanization	CR 9 Hamilton Rd Ingersoll - from CR 10 to Ingersoll West limit - ID #9000	Renewal	N/A	\$1,500,000	1,500,000	-	-
930300 - Traffic Signals	Replacement/Repair to existing traffic signals - CR 59 (Dundas, Peel, Main) - Design - CR 59 and CR 24 (audible ped signals, pole relocation) - CR 18 and CR 59 (audible ped signals, new controller, pole replacement) New Traffic Signals - CR 35 and Clarke St, Woodstock - CR 51/Simcoe St and Cedar St, Tillsonburg - Design	Replacement	Poor	\$920,000	920,000	-	-
930301 - Traffic Calming	Ongoing Traffic Calming/Speed Management Review and Analyses	Expansion	N/A	\$150,000	150,000	-	-
<b>STORMWATER</b>							
930115 - Drain Improvements	Municipal drain improvements - as completed by area municipalities	Renewal	N/A	\$200,000	200,000	-	-
930116 - Princeton Drain	County's contribution as benefiting property to Princeton Drainage project	Non-infrastructure solutions	N/A	\$2,000,000	500,000	750,000	750,000
930198 - Urban Storm Sewer	Storm sewer component for road projects in urban areas	Replacement	Poor	\$900,000	900,000	-	-
930199 - Rural Storm Sewer	Storm sewer component for road projects in rural areas	Replacement	Poor	\$1,500,000	1,500,000	-	-
<b>STUDIES</b>							
930000 - Transportation Master Plan	5-year Master Plan update to ensure effective, reliable, and safe people and goods movement throughout and within the County	Non-infrastructure solutions	N/A	\$350,000	150,000	200,000	-
<b>VEHICLES</b>							
230000 - Vehicles	Road Closure Trailers (4)	Expansion	N/A	\$25,000	25,000	-	-
				<b>\$25,033,700</b>	<b>\$19,733,700</b>	<b>\$3,800,000</b>	<b>\$1,500,000</b>

\*\* The 2022 Request represents the additional or new project budget and does not include the Carry Forward Budget for prior year's approved budget not spent.




**FTE Change Proposal – Transportation Technologist**

FTE 2022-03

**DESCRIPTION**

<b>Type of FTE request</b>	<b>Service Level</b>
<b>Classification</b>	<b>Full-time - Permanent</b>
<b>Job Title</b>	<b>Transportation Technologist</b>
<b>FTE</b>	<b>1.0</b>

<b>Strategic Plan</b>	
	<b>Performs &amp; Delivers Results</b>
	5.i. 5.ii.

**BACKGROUND**

**Background**

The Transportation and Waste Management Services Division portfolio in Public Works includes road operation and maintenance, transportation planning, capital infrastructure improvements and traffic management to support safe and efficient movement of people and goods in and throughout the County. Transportation infrastructure includes 1,288 lane kilometers of County roadways, 154 bridges/culverts, 39 traffic signals, 2 roundabouts, rural/urban storm water assets, 24 speed feedback signs, 7 pedestrian crossings, regulatory/warning signage (5,560 signs), intersection illumination, active transportation networks, and trail assets.

Transportation operations staff (foremen and operators) are primarily focused on the operation of the transportation network through pavement repair, shoulder grading, culvert maintenance, sign maintenance/installation, line painting and pavement markings, roadside maintenance (drainage, grass cutting, tree removal) and winter road maintenance. Transportation planning, OSIM bridge inspections, roads and bridges needs studies, capital infrastructure improvements, corridor/access management, and traffic management is primarily delivered by the Manager of Transportation and Waste Management Services and the Supervisor of Transportation, with some support from the Engineering Services Division and external third party consultants/contractors.

Since the restructuring of the Public Works Department in 2017, there has been a greater emphasis in the Transportation group on traffic/speed management and road safety initiatives implemented through the adoption of a County-wide approach to traffic calming and speed management principles, enhanced pedestrian safety initiatives (PXOs, painted crosswalks, school zones, community safety zones), transportation system master planning, traffic signal optimization, annual speed and collision data review, intersection control enhancements and performance monitoring. As more of these initiatives have been undertaken and successfully implemented, there has been increasing public demand and expectation to do more of this County-wide.

In response to this demand, Oxford County Council endorsed staff's recommendation to initiate a County-wide approach for Speed Management and Traffic Calming (Report No. PW 2019-14). Since that time, this evidence based approach has been applied consistently by senior transportation staff across the County-wide road network for the development of recommended speed management and traffic calming implementation measures based on the following key principles:

- Adoption of posted speeds and speed zone limits which are consistent with the driving environment;
- Regular/ongoing speed monitoring in communities and settlement areas;
- Information sharing and collaboration with Police, municipal partners and community members;
- Identifying and prioritizing implementation of traffic calming measures;
- Consideration of speed management, traffic calming and road safety measures as part of road design/geometry for planned future road rehabilitation and land development; and
- Ongoing monitoring to evaluate effectiveness of speed reduction, traffic calming and road safety measures following implementation.

The key principles and best management practices noted in the County's 2019 Transportation Master Plan and Report No. PW 2019-14 serve to guide the consistent application of speed, traffic and road safety reviews across the County's road network. In doing so, the evidence based application of traffic engineering science is appropriately balanced with local community perceptions of safety within the respective County Road networks which pass through small urban, rural and village settlement clusters.

## Comments

There is currently a lack of dedicated technical support staff in the Transportation group for traffic management reviews (traffic impact studies, traffic signal optimization, development applications), road safety programs (traffic calming, speed management, intersection safety), corridor management (entrance permits, entrance, municipal consent, road occupancy/excavation), traffic and collision data review, and overall program support. With the current staff complement (Manager of Transportation and Waste Management Services and Supervisor of Transportation), continued service delivery is becoming compromised and will not sustainably meet ongoing Council and public expectations due to the increasing amount of technical review and planning required in these areas.

Traffic management measures implemented since 2018 are summarized in the table below and represent road safety and traffic management initiatives, many of which have been unprecedented in the County until recent years (PXOs, Electronic Speed Feedback Signs) without additional staff support.

Traffic Management Measure	2018	2019	2020	Jan-Aug 2021	Planned (Q3/Q4 2021, 2022)
Community Speed Management & Road Safety Reviews	0	6	1	7	10
Intersection/Traffic Studies	4	6	9	5	TBD
Pedestrian Studies	1	7	7	5	6
All-way Stop/Traffic Signalization Warrant Analysis	1	1	7	4	TBD
Electronic Speed Feedback Sign Installations	2	7	6	9	8
Collision Data Collection	1	6	17	12	TBD
Speed Management & Road Safety Presentations to Area Municipalities Staff/OPP	0	2	6	4	7
Speed Management & Road Safety Presentations to Area Municipalities & County Councils	0	3	3	12	TBD
Transportation Council Reports	5	11	10	6	3
Transportation By-law Changes	2	7	5	4	TBD
Speed Zone Adjustments	1	28	8	19	TBD
School Zone Implementation	0	2	2	1	TBD
Post Speed Monitoring Reviews Initiated	0	0	0	8	TBD
PXO Installations	0	0	7	3	TBD
<b>Total</b>	<b>17</b>	<b>86</b>	<b>88</b>	<b>99</b>	<b>34</b>

Further, staff will be required to review areas of the County-wide road network that may be eligible for Community Safety Zone (CSZ) designation as per Oxford County Council direction received via Report No. [PW 2021-31](#). Specifically, additional resources will be required to apply the approved County-wide criteria and warrant analysis for Community Safety Zone identification with consideration of collision history, speed patterns, vulnerable road users, pedestrian/cyclist trip origins/destinations, etc.

Accordingly, a Transportation Technologist (1.0 FTE) is required to fulsomely fulfill the following key roles and responsibilities:

- Development and ongoing implementation of County-wide speed management and traffic calming measures, including performance monitoring of overall effectiveness of the same

- Traffic data collection and analysis: school zone reviews, speed counts, intersection movement counts, pedestrian studies, traffic impact studies, etc
- Transportation asset management and capital planning: (cycling master plan, transportation master plan, trails master plan, road rationalization, road and bridge improvement needs studies, OSIM bridge inspections, transportation demand management, trails inspections, etc.)
- Program and planning support: traffic signal optimization, railway crossing maintenance, trails signage/fencing, SouthwestLynx integrated regional transportation strategy, goods movement, Capital delivery
- Corridor management of roads and trails (access management, automated speed enforcement, autonomous vehicle network, emergency detour routing, etc.)
- Boundary and urban road maintenance agreements
- Community Safety Zone (CSZ): site reviews and location analysis to determine if requirements are met for implementation
- Automated Speed Enforcement (ASE): continued review and consideration of program feasibility, site reviews and location analysis to determine if requirements are met for implementation
- School Bus Stop Arm Camera Program
- Personal Injury/Property Damage Claims

## Conclusions

Council support of the additional FTE (Transportation Technologist) will ensure that the Transportation group has the staff resources to continue providing quality services in a timely manner to the residents of Oxford County. The position will provide the additional technical support needed so the Manager of Transportation and Waste Management Services and Supervisor of Transportation can focus on leadership roles and management responsibilities (strategic planning, staff development, change management) and program oversight.

**BUDGET REQUIREMENTS**

	One-time	Base	Total Budget
<b>Salaries and benefits</b>	\$-	\$95,572	\$95,572
<b>Operating expenses</b>			
Telecommunications – cell phone and monthly	300	300	600
Training	-	1,500	1,500
Consultant Fees – speed and road safety reviews, intersection counts	-	(20,000)	(20,000)
<b>Total operating expenses</b>	<b>300</b>	<b>(18,200)</b>	<b>(17,900)</b>
<b>Capital</b>			
Computer Equipment - Laptop	2,000	-	2,000
Equipment - Desk Phone	200	-	200
<b>Total capital</b>	<b>2,200</b>	<b>-</b>	<b>2,200</b>
<b>County Levy</b>	<b>\$2,500</b>	<b>\$77,372</b>	<b>\$79,872</b>
<b>2022 Budget Impact with Gapping<sup>1</sup></b>	<b>\$2,500</b>	<b>\$62,877</b>	<b>\$65,377</b>

<sup>1</sup> Position planned to start March 2022







**New Initiative – Emergency Road Closed Trailers**

NI 2022-02

**DESCRIPTION**

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**

					
<b>WORKS WELL TOGETHER</b>	<b>WELL CONNECTED</b>	<b>SHAPES THE FUTURE</b>	<b>INFORMS &amp; ENGAGES</b>	<b>PERFORMS &amp; DELIVERS</b>	<b>POSITIVE IMPACT</b>
				5.i.	

**DISCUSSION**

**Background**

Police Services have authority under Section 134 of the Highway Traffic Act 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 – 2021) is summarized in the table below.

Year	# of After Hours Call-in Events for Emergency Road Closures
2019	32
2020	63
2021	13 <sup>1</sup>

<sup>1</sup> Number of after-hours emergency road closures in 2021 as of July 7<sup>th</sup>.

**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 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.

The procurement of four (4) emergency road closure 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 closure 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**

	2022 One-time	Base	Total Budget
<b>Revenues</b>			
Reserve Funding: Roads	25,000	-	<b>25,000</b>
<b>Salaries and benefits</b>		<b>(\$5,624)</b>	<b>(\$5,624)</b>
<b>Operating Expenses</b>			
Annual vehicle capital charge	-	2,400	2,400
Insurance	-	320	320
Licenses	288	-	288
Repairs & maintenance	-	1,600	1,600
<b>Total operating expenses</b>	<b>288</b>	<b>4,320</b>	<b>4,608</b>
<b>Capital</b>			
Capital cost of trailers	25,000	-	25,000
<b>Total capital</b>	<b>25,000</b>	<b>-</b>	<b>25,000</b>
<b>County Levy</b>	<b>\$288</b>	<b>(\$1,304)</b>	<b>(\$1,016)</b>
<b>2022 Budget Impact<sup>1</sup></b>	<b>\$288</b>	<b>\$308</b>	<b>\$596</b>

<sup>1</sup> Initiative planned to start July 2022.





**Attachment 1: Emergency Road Closed Trailer Images**



Services Overview

Full-Time Equivalents 15.3 FTE ↓0.4

Service	Service Description	2020 Service Level	Service Type
Curbside Garbage, Large Article and Recycling Collection	An external service that provides curbside garbage and recycling collection to residents and businesses in Oxford County.	19,031 Tonnes of waste and large article collected (includes Woodstock Enviro Depot)	
		8,000 Tonnes of recycling material collected	
Waste Diversion and Disposal	An external service that diverts and disposes of waste for Oxford County.	92,183 Tonnes of waste processed (disposed plus diverted)	
		41,191 Tonnes of waste diverted from landfill	
		20,249 Tonnes of finished compost marketed and diverted from landfill	






- **(0.4) FTE Scale Operator Part-time** - Decrease in work hours for existing part time Scale Operators (2) for operation on the existing weigh scale to agree with actual hours worked.

Key Performance Indicators

	2018 Actual	2019 Actual	2020 Actual	2021 Forecast	2022 Budget	Target
Kg of curbside waste and large article collected / household	320	365	394	356	370	↓
Kg of curbside recycling collected / household	158	175	166	167	174	↑
% Waste diversion at the Oxford County Waste Management Facility	43%	40%	41%	41%	41%	90%
Total residential waste diversion rate <sup>1</sup>	59%	57%	58%	57%	58%	90%
Average operating cost per tonne waste collection, disposal and diversion	\$106	\$98	\$94	\$110	\$115	↓

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

Goals and Objectives

Description	2022	2023	2024	Strategic Plan	Other Plan Alignment
<p><b>Plastic Film and Bulk Styrofoam Recycling</b>                      Recycle plastic film and bulk styrofoam products not accepted in the curbside Blue Box Program using various drop-off depots to promote landfill waste diversion.</p>	●	●		 Performs & Delivers Results 5.ii.	Zero Waste Plan
<p><b>Second Weigh Scale at Oxford County Waste Management Facility (OCWMF)</b>                      Construction of a second weigh scale and new scale house that will be used for outgoing weigh-outs traffic to reduce customer wait times and onsite traffic backlogs.</p>	●			 Performs & Delivers Results 5.ii.	
<p><b>Organics Resource Recovery Technologies</b>                      Feasibility analysis of viable food and organic waste recovery options for beneficial use (compost, alternative energy) and landfill diversion, and to meet Provincial diversion target objectives by 2025.</p>	●	●		 Shapes the Future 3.iii.	Zero Waste Plan
<p><b>Compost Facility Expansion</b>                      Construction of compost pad expansion to accommodate growth related quantity increases of residential brush, leaf, and yard waste, to improve process efficiencies of end market material.</p>	●			 Performs & Delivers Results 5.ii.	Zero Waste Plan
<p><b>Transition of Municipal Blue Box Program to Full Producer Responsibility (FPR)</b>                      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>	●	●	●	 Shapes the Future 3.i.	Zero Waste Plan

Operating Budget

	2021	2021	LESS:	2022	2022	2022	2022	2022	2022	\$ OVER	% OVER
	2021	REVISED	2021 ONE	BASE	ONE	SERVICE	NEW	2022	2022	2021	2021
	FORECAST	BUDGET*	TIME	BUDGET	TIME	LEVEL	INITIATIVES	OTHER	REQUESTED	BUDGET	BUDGET
<b>REVENUES</b>											
<b>GENERAL REVENUES</b>											
PROVINCIAL GRANTS	(179,843)	(179,314)	206,000	(26,686)	(4,500)	-	-	-	(4,500)	174,814	(97.5%)
USER FEES AND CHARGES	(10,141,342)	(8,980,380)	-	(1,569,298)	-	-	-	-	(10,549,678)	(1,569,298)	17.5%
<b>TOTAL GENERAL REVENUES</b>	<b>(10,321,185)</b>	<b>(9,159,694)</b>	<b>206,000</b>	<b>(1,595,984)</b>	<b>(4,500)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(10,554,178)</b>	<b>(1,394,484)</b>	<b>15.2%</b>
<b>OTHER REVENUES</b>											
RESERVE TRANSFER	(674,501)	(715,964)	-	391,241	(138,000)	-	-	-	(462,723)	253,241	(35.4%)
DEVELOPMENT CHARGES	(17,128)	(13,364)	-	-	-	-	-	-	(13,364)	-	-
<b>TOTAL OTHER REVENUES</b>	<b>(691,629)</b>	<b>(729,328)</b>	<b>-</b>	<b>391,241</b>	<b>(138,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(476,087)</b>	<b>253,241</b>	<b>(34.7%)</b>
<b>CAPITAL REVENUES</b>											
CAPITAL RESERVE TRANSFER	(164,000)	(209,000)	-	(391,000)	(343,500)	-	-	-	(943,500)	(734,500)	351.4%
<b>TOTAL CAPITAL REVENUES</b>	<b>(164,000)</b>	<b>(209,000)</b>	<b>-</b>	<b>(391,000)</b>	<b>(343,500)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(943,500)</b>	<b>(734,500)</b>	<b>351.4%</b>
<b>CAPITAL REVENUES</b>											
CAPITAL RESERVE TRANSFER	-	-	34,000	(34,000)	-	-	-	-	-	-	-
<b>TOTAL CAPITAL REVENUES</b>	<b>-</b>	<b>-</b>	<b>34,000</b>	<b>(34,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL REVENUES</b>	<b>(11,176,814)</b>	<b>(10,098,022)</b>	<b>240,000</b>	<b>(1,629,743)</b>	<b>(486,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(11,973,765)</b>	<b>(1,875,743)</b>	<b>18.6%</b>
<b>EXPENSES</b>											
<b>SALARIES AND BENEFITS</b>											
SALARIES	994,019	982,506	-	67,764	-	(27,488)	-	-	1,022,782	40,276	4.1%
BENEFITS	309,195	301,135	-	29,154	-	(1,685)	-	-	328,604	27,469	9.1%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>1,303,214</b>	<b>1,283,641</b>	<b>-</b>	<b>96,918</b>	<b>-</b>	<b>(29,173)</b>	<b>-</b>	<b>-</b>	<b>1,351,386</b>	<b>67,745</b>	<b>5.3%</b>
<b>OPERATING EXPENSES</b>											
MATERIALS	2,199,572	1,995,871	(206,000)	155,124	5,500	13,000	-	-	1,963,495	(32,376)	(1.6%)
CONTRACTED SERVICES	9,335,066	8,560,630	(15,000)	680,360	99,500	-	9,500	-	9,334,990	774,360	9.0%
RENTS AND FINANCIAL EXPENSES	82,900	10,400	-	6,500	-	-	-	-	16,900	6,500	62.5%
<b>TOTAL OPERATING EXPENSES</b>	<b>11,617,538</b>	<b>10,566,901</b>	<b>(221,000)</b>	<b>841,984</b>	<b>105,000</b>	<b>13,000</b>	<b>9,500</b>	<b>-</b>	<b>11,315,385</b>	<b>748,484</b>	<b>7.1%</b>
<b>CAPITAL</b>											
MAJOR INFRASTRUCTURE	130,000	175,000	-	425,000	270,000	-	-	-	870,000	695,000	397.1%
VEHICLES	34,000	34,000	-	(34,000)	25,000	-	-	-	25,000	(9,000)	(26.5%)
FURNISHINGS AND EQUIPMENT	45,000	45,000	-	(45,000)	48,500	-	-	-	48,500	3,500	7.8%
<b>TOTAL CAPITAL</b>	<b>209,000</b>	<b>254,000</b>	<b>-</b>	<b>346,000</b>	<b>343,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>943,500</b>	<b>689,500</b>	<b>271.5%</b>
<b>CAPITAL</b>											
VEHICLES	-	-	(34,000)	34,000	-	-	-	-	-	-	-
FURNISHINGS AND EQUIPMENT	-	-	(45,000)	45,000	-	-	-	-	-	-	-
<b>TOTAL CAPITAL</b>	<b>-</b>	<b>-</b>	<b>(79,000)</b>	<b>79,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>RESERVE TRANSFERS</b>											

	2021	2021	LESS:	2022	2022	2022	2022		2022	\$ OVER	% OVER
	2021	REVISED	2021 ONE	BASE	ONE	SERVICE	NEW	2022	REQUESTED	2021	2021
	FORECAST	BUDGET*	TIME	BUDGET	TIME	LEVEL	INITIATIVES	OTHER	BUDGET	BUDGET	BUDGET
DEVELOPMENT CHARGES EXEMPTIONS	3,500	-	-	3,500	-	-	-	-	3,500	3,500	-
TOTAL RESERVE TRANSFERS	3,500	-	-	3,500	-	-	-	-	3,500	3,500	-
<b>INTERDEPARTMENTAL CHARGES</b>											
INTERDEPARTMENTAL CHARGES	1,032,839	933,075	-	54,491	40,000	-	25,648	-	1,053,214	120,139	12.9%
DEPARTMENTAL CHARGES	105,397	104,134	-	5,619	-	-	-	-	109,753	5,619	5.4%
TOTAL INTERDEPARTMENTAL CHARGES	1,138,236	1,037,209	-	60,110	40,000	-	25,648	-	1,162,967	125,758	12.1%
<b>TOTAL EXPENSES</b>	<b>14,271,488</b>	<b>13,141,751</b>	<b>(300,000)</b>	<b>1,427,512</b>	<b>488,500</b>	<b>(16,173)</b>	<b>35,148</b>	<b>-</b>	<b>14,776,738</b>	<b>1,634,987</b>	<b>12.4%</b>
<b>TOTAL</b>	<b>3,094,674</b>	<b>3,043,729</b>	<b>(60,000)</b>	<b>(202,231)</b>	<b>2,500</b>	<b>(16,173)</b>	<b>35,148</b>	<b>-</b>	<b>2,802,973</b>	<b>(240,756)</b>	<b>(7.9%)</b>

\* Includes in-year approved transfer and account reclassifications

Budget Impact Details

	REF	BASE BUDGET	CAPITAL/ ONE TIME	EXPENSES	REVENUES	TAXATION
<b>2021 REVISED BUDGET</b>		12,666,751	475,000	13,141,751	10,098,022	3,043,729
LESS: 2021 ONE-TIME ITEMS		-	(300,000)	(300,000)	(240,000)	(60,000)
<b>BASE BUDGET IMPACT</b>		1,002,512	425,000	1,427,512	1,629,743	(202,231)
<b>ONE-TIME ITEMS</b>						
WM- Zorra Paving of Compost Yard		-	12,000	12,000	12,000	-
WM-Closed Landfill Monitoring Plan		-	45,000	45,000	45,000	-
WM-Emergency Geotechnical Investigation		-	75,000	75,000	75,000	-
WM-Go Pro Camera for County Collection Vehicle		-	1,000	1,000	-	1,000
WM-Holbrook MECP PFAS Study		-	1,500	1,500	-	1,500
WM-Landfill Foreman Upgrade to Laptop		-	1,250	1,250	1,250	-
WM-Unit 741 Tires		-	40,000	40,000	40,000	-
WM-Yard Waste Depot - Norwich		-	1,000	1,000	1,000	-
WM-Yard Waste Depot - TILL - Light Standard and Security Camera		-	10,000	10,000	10,000	-
		-	186,750	186,750	184,250	2,500
<b>COVID (ONE-TIME ITEMS)</b>						
WM-Additional COVID Supplies		-	4,500	4,500	4,500	-
		-	4,500	4,500	4,500	-
<b>SERVICE LEVEL</b>						
WM-Blue Box Audits		500	-	500	-	500
WM-Scale operator FTE adjustment to actual	FTE Impact	(29,173)	-	(29,173)	-	(29,173)
WM-Web Based Reporting and Payment Software		12,500	-	12,500	-	12,500
		(16,173)	-	(16,173)	-	(16,173)
<b>NEW INITIATIVES</b>						
WM-Utilization of Used County Fleet (Tandem) at the OCWMF	NI2022-03	11,148	25,000	36,148	25,000	11,148
WM-Heating of Front Equipment Shed at OWMF	NI2022-04	6,000	-	6,000	1,000	5,000
WM-Preventative Maintenance of OCWMF Leachate Collection System	NI2022-05	18,000	-	18,000	-	18,000
WM-Additional Scale and New Scale House at the OCWMF	NI2022-06	-	272,250	272,250	272,250	-
		35,148	297,250	332,398	298,250	34,148
<b>TOTAL</b>		1,021,487	613,500	1,634,987	1,876,743	(241,756)
<b>2022 APPROVED BUDGET</b>		13,688,238	1,088,500	14,776,738	11,974,765	2,801,973

Capital Budget

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2022 REQUEST**	2023	2024-2031
<b>BUILDING</b>							
218700 - Salford Landfill Buildings	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$61,000	61,000	-	-
218700 - Salford Landfill Buildings	Heating installation in front equipment shed	Expansion	N/A	\$1,000	1,000	-	-
911800 - Salford Landfill Facilities	Construction of second weigh scale	Expansion	N/A	\$250,000	250,000	-	-
911800 - Salford Landfill Facilities	Compost Pad Expansion	Expansion	N/A	\$575,000	575,000	-	-
<b>COMPUTER EQUIPMENT</b>							
280000 - Computer Equipment	Laptop for Scale House Operator and Landfill Foreman	Expansion	N/A	\$2,000	2,000	-	-
<b>EQUIPMENT</b>							
280000 - Equipment	Monitoring well installation at closed landfill sites (Blandford Blenheim, Gunn's Hill Road, Norwich)	Expansion	N/A	\$45,000	45,000	-	-
<b>FURNISHINGS</b>							
280000 - Equipment and Furnishings	Furnishings for Scale House Operator	Expansion	N/A	\$1,500	1,500	-	-
<b>VEHICLES</b>							
280000 - Vehicles	Surplus transportation dump truck retained for transporting of soil and aggregate material	Expansion	N/A	\$25,000	25,000	-	-
				<b>\$960,500</b>	<b>\$960,500</b>	<b>\$0</b>	<b>\$0</b>

\*\* The 2022 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

	2021	2021	2022	VARIANCE	VARIANCE
	2021	REVISED	2022	VARIANCE	VARIANCE
	FORECAST	BUDGET*	BUDGET	\$	%
<b>LANDFILL</b>					
PROVINCIAL GRANTS	(179,843)	(179,314)	(4,500)	174,814	(97.5%)
USER FEES AND CHARGES	(4,000,000)	(3,955,700)	(4,125,000)	(169,300)	4.3
RESERVE TRANSFER	(295,462)	(30,000)	(138,000)	(108,000)	360.0
DEVELOPMENT CHARGES	10,500	10,500	-	(10,500)	(100.0)
CAPITAL RESERVE TRANSFER	(164,000)	(209,000)	(943,500)	(734,500)	351.4
SALARIES	693,519	696,259	770,099	73,840	10.6
BENEFITS	214,795	215,213	250,277	35,064	16.3
MATERIALS	580,714	480,156	287,500	(192,656)	(40.1)
CONTRACTED SERVICES	1,255,521	888,900	1,111,500	222,600	25.0
RENTS AND FINANCIAL EXPENSES	58,300	7,400	13,300	5,900	79.7
MAJOR INFRASTRUCTURE	130,000	175,000	870,000	695,000	397.1
VEHICLES	34,000	34,000	25,000	(9,000)	(26.5)
FURNISHINGS AND EQUIPMENT	45,000	45,000	48,500	3,500	7.8
INTERDEPARTMENTAL CHARGES	931,678	831,697	951,455	119,758	14.4
DEPARTMENTAL CHARGES	49,573	48,942	51,752	2,810	5.7
<b>TOTAL LANDFILL</b>	<b>(635,705)</b>	<b>(940,947)</b>	<b>(831,617)</b>	<b>109,330</b>	<b>(11.6)</b>
<b>COUNTY RECYCLING ADMINISTRATION</b>					
USER FEES AND CHARGES	(16,800)	(18,900)	(17,006)	1,894	(10.0%)
SALARIES	81,500	81,854	67,334	(14,520)	(17.7)
BENEFITS	25,900	24,913	21,423	(3,490)	(14.0)
MATERIALS	42,912	55,110	42,510	(12,600)	(22.9)
CONTRACTED SERVICES	61,300	61,000	62,376	1,376	2.3
INTERDEPARTMENTAL CHARGES	29,620	29,693	29,854	161	0.5
DEPARTMENTAL CHARGES	16,997	16,780	17,743	963	5.7
<b>TOTAL COUNTY RECYCLING ADMINISTRATION</b>	<b>241,429</b>	<b>250,450</b>	<b>224,234</b>	<b>(26,216)</b>	<b>(10.5)</b>
<b>RECYCLING COLLECTION</b>					
USER FEES AND CHARGES	(1,072,460)	(1,064,710)	(1,064,710)	-	-
DEVELOPMENT CHARGES	(27,628)	(23,864)	(13,364)	10,500	(44.0)
CONTRACTED SERVICES	2,208,350	2,180,154	2,223,796	43,642	2.0
DEVELOPMENT CHARGES EXEMPTIONS	3,500	-	3,500	3,500	-
<b>TOTAL RECYCLING COLLECTION</b>	<b>1,111,762</b>	<b>1,091,580</b>	<b>1,149,222</b>	<b>57,642</b>	<b>5.3</b>
<b>RECYCLING PROCESSING</b>					
USER FEES AND CHARGES	(1,158,382)	(473,600)	(1,161,382)	(687,782)	145.2%
MATERIALS	13,375	19,260	19,645	385	2.0



	2021	2021	2022	VARIANCE	VARIANCE
	2021	REVISED	2022	VARIANCE	VARIANCE
	FORECAST	BUDGET*	BUDGET	\$	%
CONTRACTED SERVICES	1,660,640	1,412,040	1,724,113	312,073	22.1
<b>TOTAL RECYCLING PROCESSING</b>	<b>515,633</b>	<b>957,700</b>	<b>582,376</b>	<b>(375,324)</b>	<b>(39.2)</b>
<b>COUNTY WASTE MANAGEMENT ADMINISTRATION</b>					
SALARIES	150,100	148,892	128,517	(20,375)	(13.7%)
BENEFITS	44,600	41,203	35,980	(5,223)	(12.7)
MATERIALS	60,751	59,830	58,840	(990)	(1.7)
CONTRACTED SERVICES	68,300	62,000	69,376	7,376	11.9
INTERDEPARTMENTAL CHARGES	71,541	71,685	71,905	220	0.3
DEPARTMENTAL CHARGES	38,827	38,412	40,258	1,846	4.8
<b>SUBTOTAL COUNTY WASTE MANAGEMENT ADMINISTRATION</b>	<b>434,119</b>	<b>422,022</b>	<b>404,876</b>	<b>(17,146)</b>	<b>(4.1)</b>
COUNTY WASTE MANAGEMENT ADMIN ALLOCATION	(434,119)	(422,022)	(404,876)	17,146	(4.1)
<b>TOTAL UNALLOCATED COUNTY WASTE MANAGEMENT ADMIN</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>0.0</b>
<b>SPECIAL WASTE DEPOTS &amp; EVENTS</b>					
USER FEES AND CHARGES	(226,500)	(273,000)	(234,880)	38,120	(14.0%)
SALARIES	68,900	55,501	56,832	1,331	2.4
BENEFITS	23,900	19,806	20,924	1,118	5.6
MATERIALS	1,530	2,500	1,500	(1,000)	(40.0)
CONTRACTED SERVICES	751,540	759,400	744,470	(14,930)	(2.0)
<b>SUBTOTAL SPECIAL WASTE DEPOTS &amp; EVENTS</b>	<b>619,370</b>	<b>564,207</b>	<b>588,846</b>	<b>24,639</b>	<b>4.4</b>
COUNTY WASTE MANAGEMENT ADMIN ALLOCATION (25%)	108,530	105,506	101,219	(4,287)	(4.1)
<b>TOTAL SPECIAL WASTE DEPOTS &amp; EVENTS</b>	<b>727,900</b>	<b>669,713</b>	<b>690,065</b>	<b>20,353</b>	<b>3.0</b>
<b>COMPOST OPERATIONS</b>					
USER FEES AND CHARGES	(183,700)	(136,470)	(329,500)	(193,030)	141.4%
MATERIALS	50,800	24,955	39,500	14,545	58.3
CONTRACTED SERVICES	895,598	759,076	944,274	185,198	24.4
RENTS AND FINANCIAL EXPENSES	21,000	-	-	-	-
<b>SUBTOTAL COMPOST OPERATIONS</b>	<b>783,698</b>	<b>647,561</b>	<b>654,274</b>	<b>6,713</b>	<b>1.0</b>
COUNTY WASTE MANAGEMENT ADMIN ALLOCATION (25%)	108,530	105,506	101,219	(4,287)	(4.1)
<b>TOTAL COMPOST OPERATIONS</b>	<b>892,228</b>	<b>753,067</b>	<b>755,493</b>	<b>2,427</b>	<b>0.3</b>
<b>LARGE ARTICLE</b>					
MATERIALS	74,690	65,200	77,400	12,200	18.7%
CONTRACTED SERVICES	145,032	175,866	135,556	(40,310)	(22.9)
<b>SUBTOTAL LARGE ARTICLE</b>	<b>219,722</b>	<b>241,066</b>	<b>212,956</b>	<b>(28,110)</b>	<b>(11.7)</b>
COUNTY WASTE MANAGEMENT ADMIN ALLOCATION (5%)	21,706	21,101	20,244	(857)	(4.1)
<b>TOTAL LARGE ARTICLE</b>	<b>241,428</b>	<b>262,167</b>	<b>233,200</b>	<b>(28,967)</b>	<b>(11.0)</b>

	2021	2021	2022	VARIANCE	VARIANCE
	2021	REVISED	2022	VARIANCE	VARIANCE
	FORECAST	BUDGET*	BUDGET	\$	%
<b>WASTE COLLECTION</b>					
USER FEES AND CHARGES	(3,483,500)	(3,058,000)	(3,617,200)	(559,200)	18.3%
MATERIALS	1,374,800	1,288,860	1,436,600	147,740	11.5
CONTRACTED SERVICES	2,288,785	2,262,194	2,319,529	57,335	2.5
RENTS AND FINANCIAL EXPENSES	3,600	3,000	3,600	600	20.0
<b>TOTAL</b>	<b>183,685</b>	<b>496,054</b>	<b>142,529</b>	<b>(353,525)</b>	<b>(71.3)</b>
<b>WASTE COLLECTION RESEVE (BAG TAG)</b>					
RESERVE TRANSFER	(379,039)	(685,964)	(324,723)	361,241	(52.7%)
<b>SUBTOTAL WASTE COLLECTION</b>	<b>(195,354)</b>	<b>(189,910)</b>	<b>(182,194)</b>	<b>7,716</b>	<b>(4.1)</b>
COUNTY WASTE MANAGEMENT ADMIN ALLOCATION (45%)	195,354	189,910	182,194	(7,716)	(4.1)
<b>TOTAL WASTE COLLECTION DEFICIT (SURPLUS)</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>(300.0)</b>
<b>TOTAL LANDFILL &amp; WASTE MANAGEMENT</b>	<b>3,094,674</b>	<b>3,043,729</b>	<b>2,802,973</b>	<b>(240,756)</b>	<b>(7.9)</b>







**New Initiative – Utilization of Used County Fleet (Tandem) at the OCWMF**

NI 2022-03

**DESCRIPTION**

Utilization of used County fleet (tandem-axle dump truck) at the Oxford County Waste Management Facility (OCWMF) for onsite transporting of soil and aggregate material to increase operational efficiencies and reduce reliance on contracted services.

**Strategic Plan**

					
<b>WORKS WELL TOGETHER</b>	<b>WELL CONNECTED</b>	<b>SHAPES THE FUTURE</b>	<b>INFORMS &amp; ENGAGES</b>	<b>PERFORMS &amp; DELIVERS</b>	<b>POSITIVE IMPACT</b>
				5.i. 5.ii.	

**DISCUSSION**

**Background**

Transporting soil cover and aggregate material within the OCWMF is a year round activity which historically has been undertaken with the use of contracted trucking services and the County’s front-end loader. For this to be cost effective, it is best performed periodically when there is sufficient quantity of material to be moved to fully utilize the contracted trucking service. This commits the County’s front-end loader and operator for three to five days at a time, thus it is not available for other activities and can impact daily landfill operations. The cost of utilizing contracted trucking services to transport material within the OCWMF site are historically approximately \$20,000 annually.

**Comments**

In the spring and summer of 2021, the OCWMF borrowed a County tandem-axle dump truck to have it available for use when required. The dump truck was used primarily for the daily transportation of cover material, to the active tipping face and relocation of aggregate for construction of site access roads. During this time, it was found that having regular access to a dump truck allowed for continuous supply of daily cover material and ongoing maintenance of onsite access roads which became part of routine operational activities and reduced reliance on contracted services.

**Conclusions**

Utilization of used County Fleet dump truck for dedicated onsite material transportation within the OCWMF allows for the repurposing of County owned fleet, reduces OCWMF operational costs (contracted services) and optimizes landfill site operational efficiencies.

**BUDGET REQUIREMENTS**

	One-time	Base	Total Budget
<b>Revenues</b>			
Reserve Funding: Landfill and Waste Diversion	\$25,000		\$25,000
<b>Total revenues</b>	<b>25,000</b>	<b>-</b>	<b>25,000</b>
<b>Operating Expenses</b>			
License	-	1,878	1,878
Repairs and Maintenance	-	6,900	6,900
Fuel	-	10,200	10,200
Insurance	-	670	670
Third party contracted services	-	(20,000)	(20,000)
<b>Total operating expenses</b>	<b>-</b>	<b>(352)</b>	<b>(352)</b>
<b>Capital</b>			
Capital cost of transferred tandem	25,000	-	<b>25,000</b>
<b>County Levy</b>	<b>\$-</b>	<b>\$(352)</b>	<b>\$(352)</b>
<b>2022 Budget Impact<sup>1</sup></b>	<b>-</b>	<b>\$11,148</b>	<b>\$11,148</b>

<sup>1</sup> Initiative planned to start June 2022







**New Initiative – Heating of the Front Equipment Shed at the OCWMF**

NI 2022-04

**DESCRIPTION**

To add heating to the Front Equipment Shed located at the Oxford County Waste Management Facility (OCWMF). This initiative will provide a safe and secure environment with climate control for equipment repair and maintenance during the winter months.

**Strategic Plan**

					
<b>WORKS WELL TOGETHER</b>	<b>WELL CONNECTED</b>	<b>SHAPES THE FUTURE</b>	<b>INFORMS &amp; ENGAGES</b>	<b>PERFORMS &amp; DELIVERS</b>	<b>POSITIVE IMPACT</b>
				5.i. 5.ii.	

**DISCUSSION**

**Background**

The Front Equipment Shed is insulated but is not equipped with heating. Due to the nature of our operations and the need to utilize our existing resources more efficiently, staff have identified that adding heat to this building will create opportunities to perform equipment repair and maintenance in a safe environment during the winter months. Currently, such repair and maintenance activities have been carried out in the Equipment Coverall Building. This building is becoming increasingly more congested with heavy equipment, thus reducing workspace and increasing worker safety concerns.

**Comments**

Minimal resources are required to install heating in the Front Equipment Shed. The building is adequately insulated and a spare heater that was salvaged from the Equipment Coverall Building can be repurposed for the Front Equipment Shed. The spare heater has been recently inspected by a licensed HVAC technician and is deemed suitable for use.

**Conclusions**

This initiative will provide a safe and suitable work environment for equipment repair and routine maintenance.

**BUDGET REQUIREMENTS**

	One-time	Base	Total Budget
<b>Revenues</b>			
Reserve Funding: Landfill and Waste Diversion	\$1,000	-	\$1,000
<b>Total revenues</b>	<b>1,000</b>	<b>-</b>	<b>1,000</b>
<b>Operating Expenses</b>			
Utilites – gas heating costs	-	6,000	6,000
Installation costs	1,000	-	1,000
<b>Total operating expenses</b>	<b>1,000</b>	<b>6,000</b>	<b>7,000</b>
<b>County Levy</b>	<b>\$-</b>	<b>\$6,000</b>	<b>\$6,000</b>







**New Initiative – Preventative Maintenance of the OCWMF Leachate Collection System**

NI 2022-05

**DESCRIPTION**

To perform annual flushing and closed-circuit television (CCTV) inspection of the Oxford County Waste Management Facility (OCWMF) leachate collection system as part of preventative maintenance and mitigation of potential adverse environmental impact.

**Strategic Plan**

					
<b>WORKS WELL TOGETHER</b>	<b>WELL CONNECTED</b>	<b>SHAPES THE FUTURE</b>	<b>INFORMS &amp; ENGAGES</b>	<b>PERFORMS &amp; DELIVERS</b>	<b>POSITIVE IMPACT</b>
				5.i. 5.ii.	

**DISCUSSION**

**Background**

The landfill area at the OCWMF is equipped with a leachate containment and collection system. Leachate is pumped from the collection system daily and hauled to the Oxford County Wastewater Treatment Plant in Ingersoll for treatment and disposal.

Part of the annual environmental monitoring program at the OCWMF is to sample groundwater monitoring wells (located near the perimeter of the property) twice per year to monitor whether there is any evidence of leachate entering the groundwater system. Once per year leachate sampling is conducted at all accessible collection system manholes and monthly analytical sampling is conducted by the County’s Wastewater Division for compliance with the County’s Sewer Use By-law. Results of this monitoring program are published in the County’s Annual Operations and Monitoring Report. As of 2021, there has been no evidence that leachate from the landfill site has migrated into the groundwater system.

Waste Management industry best practices have evolved to include regular flushing and CCTV inspection of the leachate collection system. The purpose of this activity is to remove accumulated settlement and identify any areas where the leachate collection system has become blocked and/or the integrity of the piping has been compromised, thus allowing for potential leachate migration and adverse environmental impacts.

**Comments**

The OCWMF has been actively receiving domestic, commercial, and industrial non-hazardous solid industrial waste since June 1986. Since constructed 35 years ago, the leachate collection system has never been flushed to remove accumulated sediment or inspected for condition assessment. In light of the aging infrastructure and evolving industry best practices, the County's Landfill Consultant recommends flushing the leachate collection system annually and CCTV the system bi-annually as another level of monitoring to help the County mitigate any potential infrastructure repair and maintenance issues.

**Conclusions**

Given the age and size of the landfilling area at the OCWMF, it is recommended that the County initiate a preventative maintenance program for the leachate collection system to ensure optimum performance and mitigate any potentially adverse environmental impacts.

**BUDGET REQUIREMENTS**

	One-time	Base	Total Budget
<b>Operating Expenses</b>			
Annual Leachate collection system flushing		\$9,000	\$9,000
Bi-annual Leachate collection system videoing		9,000	9,000
<b>Total operating expenses</b>	-	<b>18,000</b>	<b>18,000</b>
<b>County Levy</b>	<b>\$-</b>	<b>\$18,000</b>	<b>\$18,000</b>









**New Initiative – Additional Scale and New Scale House at the OCWMF**

NI 2022-06

**DESCRIPTION**

Construction of a second weigh scale and new scale house at the Oxford County Waste Management Facility (OCWMF) to weigh outgoing vehicles which will reduce customer wait times and onsite traffic backlogs. The second scale will also accommodate larger vehicles (53 ft trailers) and provide redundancy in the event one scale is offline as a result of equipment failure and/or maintenance

**Strategic Plan**

					
<b>WORKS WELL TOGETHER</b>	<b>WELL CONNECTED</b>	<b>SHAPES THE FUTURE</b>	<b>INFORMS &amp; ENGAGES</b>	<b>PERFORMS &amp; DELIVERS</b>	<b>POSITIVE IMPACT</b>
				5.i. 5.ii.	

**DISCUSSION**

**Background**

The OCWMF currently operates with one scale to process ingoing and outgoing vehicles and often results in onsite traffic backlogs and extended customer wait times. When the scale is inoperable due to calibration and/or mechanical issues flat rate tipping fees are applied which are based on average weights for various vehicle types (as per the County’s Fees and Charges By-law). The existing scale is also unable to accomodate larger 53 ft trailers that are typically used for transporting construction and demolition waste to the County’s Processor and requires use of an external third party scale for weighing.

Detailed design of a second scale and new scale house is currently underway as part of the approved 2021 approved Business Plan and is proposed for construction in 2022.

The current Waste Management staff compliment includes one full-time and two part-time scale operators. The full time scale operator typically works Monday to Friday and the two part-time scale operators provide relief for vacation and sick time as well as Saturday coverage.

**Comments**

The proposed second scale will be used primarily to process outgoing traffic largely during high traffic periods experienced typically from March to November each year as well larger 53 ft trailers. During lower traffic periods one scale can be used as a backup in the event of the other scale being inoperable due to mechanical and/or calibration issues.

A new scale house is also proposed to accommodate bi-directional traffic and dual kiosks.

**Conclusions**

The implementation of a second scale will reduce customer wait times, minimize onsite traffic backlogs, and provide equipment redundancy. Decreased wait times will provide economic benefit for commercial customers and reduce greenhouse gas emissions caused from extended vehicle idling. Minimizing scale downtime will ensure tipping fees are based on actual quantities and reduce the potential for under or overcharging customers when off-line flat rates are applied.

**BUDGET REQUIREMENTS**

	One-time	Base	Total Budget
<b>Revenues</b>			
Reserve: Landfill and Waste Management Diversion Fund	\$272,250	-	\$272,250
<b>Total Revenues</b>	<b>272,250</b>	-	<b>272,250</b>
<b>Salaries and Benefits</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>Capital</b>			
Scale and scalehouse construction	250,000	-	250,000
Scalehouse design	20,000	-	20,000
Furnishings for scalehouse operator	1,500	-	1,500
Computer equipment for scalehouse operator	750	-	750
<b>Total capital</b>	<b>272,250</b>	-	<b>272,250</b>
<b>County Levy</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>2022 Budget Impact<sup>1</sup></b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

<sup>1</sup> Initiative planned to start June 1, 2022

Services Overview

Full-Time Equivalents

1.0 FTE




→0.0

Service	Service Description	2020 Service Level	Service Type
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  \$39,000 of Commercial Tree Harvesting revenue	Environmental

Key Performance Indicators

	2018 Actual	2019 Actual	2020 Actual	2021 Forecast	2022 Budget	Target
Number of Notices of Intent (harvesting)	83	70	43	40	60	n/a
Annual tree plantings	3,420	2,300	4,538	14,000	15,000	↑
Number of general tree and weed inquiries	80	94	84	80	80	n/a
Invasive species control coverage area (acreage)	40	56	41	75	60	↑
Number of new wetland cells constructed (in partnership with Ducks Unlimited)	7	11	9	3	3	↑

Goals and Objectives

Description	2022	2023	2024	Strategic Plan	Other Plan Alignment
<p><b>Ongoing Implementation of Forestry Management Plan</b> Multi-year implementation plan focused on tree planning, wetland rehabilitation (Holbrook Landfill – 2022), invasive species management (Lakeside - 2022, Beachville – 2022, Hall Tract – 2022, Drumbo Tract – 2022, tree salvaging and commercial harvesting (Zenda tract, pine plantation, 2022; Sweaburg Swamp, white cedar, 2022; Tavistock Lagoons Phase II, ash/beech salvage and single tree selection, 2022).</p>	●	●	●	 Shapes the Future 3.ii. 3.iii.	Community Sustainability Plan
<p><b>Hodges Wetland Complex (Phase 4)</b> Final phase of wetland construction that includes: three (3) additional wetland cells (2022); improving year-round access to the banks of cedar creek in conjunction with trail development (2022); reed canary grass and residual Phragmites eradication adjacent to new wetland cells (2022); post-plant inspection of seedling trees (2022,2025) and maintenance as needed.</p>	●			 Works Together 1.ii.	Forestry Management Plan
<p><b>Strik Drain-Wetland</b> Municipal drain improvement from the western extent of Old Stage Road to the northwest corner of the Sweaburg Swamp property, involving creation of a wetland on a previously non-forested section to improve the local ecological conditions (peat bog, woodlands and grasslands, etc.).</p>	●	●		 Shapes the Future 3.iii.	Community Sustainability Plan

Operating Budget

	2021	2021	LESS:	2022	2022	2022	2022	2022	2022	\$ OVER	% OVER
	2021	REVISED	2021 ONE	BASE	ONE	SERVICE	NEW	2022	2022	2021	2021
	FORECAST	BUDGET*	TIME	BUDGET	TIME	LEVEL	INITIATIVES	OTHER	REQUESTED	BUDGET	BUDGET
<b>REVENUES</b>											
<b>GENERAL REVENUES</b>											
OTHER REVENUE	(15,000)	(15,000)	-	(5,000)	-	-	-	-	(20,000)	(5,000)	33.3%
<b>TOTAL GENERAL REVENUES</b>	(15,000)	(15,000)	-	(5,000)	-	-	-	-	(20,000)	(5,000)	33.3%
<b>OTHER REVENUES</b>											
RESERVE TRANSFER	(16,250)	(16,250)	16,250	-	(23,700)	-	-	-	(23,700)	(7,450)	45.8%
<b>TOTAL OTHER REVENUES</b>	(16,250)	(16,250)	16,250	-	(23,700)	-	-	-	(23,700)	(7,450)	45.8%
<b>TOTAL REVENUES</b>	<b>(31,250)</b>	<b>(31,250)</b>	<b>16,250</b>	<b>(5,000)</b>	<b>(23,700)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(43,700)</b>	<b>(12,450)</b>	<b>39.8%</b>
<b>EXPENSES</b>											
<b>SALARIES AND BENEFITS</b>											
SALARIES	82,201	82,207	-	5,437	-	-	-	-	87,644	5,437	6.6%
BENEFITS	26,003	24,709	-	2,379	-	-	-	-	27,088	2,379	9.6%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>108,204</b>	<b>106,916</b>	<b>-</b>	<b>7,816</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>114,732</b>	<b>7,816</b>	<b>7.3%</b>
<b>OPERATING EXPENSES</b>											
MATERIALS	15,348	15,260	-	(5,220)	-	-	-	-	10,040	(5,220)	(34.2%)
CONTRACTED SERVICES	70,750	70,750	(16,250)	(16,500)	23,700	-	-	-	61,700	(9,050)	(12.8%)
RENTS AND FINANCIAL EXPENSES	-	-	-	4,000	-	-	-	-	4,000	4,000	-
<b>TOTAL OPERATING EXPENSES</b>	<b>86,098</b>	<b>86,010</b>	<b>(16,250)</b>	<b>(17,720)</b>	<b>23,700</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>75,740</b>	<b>(10,270)</b>	<b>(11.9%)</b>
<b>INTERDEPARTMENTAL CHARGES</b>											
INTERDEPARTMENTAL CHARGES	12,396	12,913	-	(120)	-	-	-	-	12,793	(120)	(0.9%)
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>12,396</b>	<b>12,913</b>	<b>-</b>	<b>(120)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12,793</b>	<b>(120)</b>	<b>(0.9%)</b>
<b>TOTAL EXPENSES</b>	<b>206,698</b>	<b>205,839</b>	<b>(16,250)</b>	<b>(10,024)</b>	<b>23,700</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>203,265</b>	<b>(2,574)</b>	<b>(1.3%)</b>
<b>TOTAL</b>	<b>175,448</b>	<b>174,589</b>	<b>-</b>	<b>(15,024)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>159,565</b>	<b>(15,024)</b>	<b>(8.6%)</b>

\* Includes in-year approved transfer and account reclassifications

Budget Impact Details


	REF	BASE BUDGET	CAPITAL/ ONE TIME	EXPENSES	REVENUES	TAXATION
2021 REVISED BUDGET		189,589	16,250	205,839	31,250	174,589
LESS: 2021 ONE-TIME ITEMS		-	(16,250)	(16,250)	(16,250)	-
BASE BUDGET IMPACT		(10,024)	-	(10,024)	5,000	(15,024)
ONE-TIME ITEMS						
WDL-Increased Tree Planting		-	23,700	23,700	23,700	-
		-	23,700	23,700	23,700	-
<b>TOTAL</b>		<b>(10,024)</b>	<b>7,450</b>	<b>(2,574)</b>	<b>12,450</b>	<b>(15,024)</b>
2022 APPROVED BUDGET		179,565	23,700	203,265	43,700	159,565

Services Overview

Full-Time Equivalents

57.3 FTE

→0.0






Service	Service Description	2020 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><b>17</b> Municipal Drinking Water Systems operated and maintained</p> <p><b>10,758</b> Mega-litres of drinking water supplied</p> <p><b>4,133</b> Regulatory drinking water quality tests performed to ensure compliance with rigorous provincial health standards</p>	
Municipal Wastewater Collection and Treatment	An external service that collects and treats wastewater from customers, including disposal management of wastewater biosolids.	<p><b>11</b> Municipal Wastewater Systems operated and maintained</p> <p><b>14,663</b> Mega-litres of wastewater treated</p> <p><b>4,368</b> Tests of treated wastewater effluent performed to ensure regulatory compliance</p>	

Key Performance Indicators



	2018 Actual	2019 Actual	2020 Actual	2021 Forecast	2022 Budget	Target
Number of watermain breaks	21	42	32	30	30	0
Number of wastewater overflows/spills	5	3	1	4	4	0
Number of boil water advisories issued	2	1	1	2	2	0
Integrated water supply, treatment and distribution operating costs per megalitre of municipal drinking water	\$1,156	\$1,170	\$1,128	\$1,150	\$1,150	↓
Integrated wastewater collection, treatment and disposal cost per megalitre of municipal wastewater <sup>1</sup>	\$642	\$713	\$1,148 <sup>1</sup>	\$700	\$700	↓

<sup>1</sup> 2020 includes removal and disposal of Tavistock biosolids (operational cleanout of the lagoons)

Goals and Objectives

Description	2022	2023	2024	Strategic Plan	Other Plan Alignment
<p><b>SCADA Master Plan Implementation</b> 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>	●	●	●	 Performs & Delivers Results 5.ii.	SCADA Master Plan
<p><b>Water and Wastewater Master Servicing Plan</b> Develop, evaluate and select preferred long term water and wastewater servicing strategies to support existing servicing needs and accommodate future projected population and employment growth to the year 2043. The Master Plan will further inform the 2024 Development Charges Background Study of growth related water and wastewater capital projects.</p>	●	●		 Works Together 1.ii.	Asset Management Plan
<p><b>Drinking Water Quality Improvements</b> Evaluation and implementation of water treatment technologies at various treatment facilities for parameters such as iron, sodium and manganese, etc.</p>	●	●	●	 Performs & Delivers Results 5.ii.	Community Sustainability Plan
<p><b>Drumbo Wastewater Treatment Plant Expansion</b> Construction of the expanded wastewater treatment facility to accommodate future growth and improve wastewater effluent quality.</p>	●			 Shapes the Future 3.iii.	Asset Management Plan
<p><b>Groundwater Water Modelling</b> Completion of updated groundwater modelling of existing supply wells that utilize outdated wellhead protection area delineations.</p>	●	●		 Shapes the Future 3.iii.	Community Sustainability Plan



Description	2022	2023	2024	Strategic Plan	Other Plan Alignment
<p><b>Tillsonburg Wastewater Treatment Plant Upgrades</b> Upgrading both primary and secondary clarifiers and head works to eliminate treatment process constraints and optimize wastewater treatment plant performance.</p>	●	●	●	 Shapes the Future 3.iii.	Asset Management Plan
<p><b>Tavistock New Well Supply Class EA Study</b> Schedule C Class Environmental Assessment Study to assess and determine the optimum location for a new well in Tavistock for water supply redundancy and to support future growth and development.</p>	●			 Works Together 1.ii.	Community Sustainability Plan

Wastewater - Operating Budget

	2021	2021	LESS:	2022	2022	2022	2022	2022	2022	\$ OVER	% OVER
	2021	REVISED	2021 ONE	2022	2022	2022	2022	2022	2022	2021	2021
	FORECAST	BUDGET*	TIME	BASE	ONE	SERVICE	NEW	2022	2022	BUDGET	BUDGET
				BUDGET	TIME	LEVEL	INITIATIVES	OTHER	BUDGET	BUDGET	BUDGET
<b>REVENUES</b>											
<b>GENERAL REVENUES</b>											
PROVINCIAL GRANTS	(54,845)	-	-	-	-	-	-	-	-	-	-
WATER AND WASTEWATER RATES	(19,028,058)	(19,235,025)	-	65,105	-	-	-	-	(19,169,920)	65,105	(0.3%)
USER FEES AND CHARGES	(2,013,285)	(1,720,692)	-	(141,241)	-	-	-	-	(1,861,933)	(141,241)	8.2%
<b>TOTAL GENERAL REVENUES</b>	<b>(21,096,188)</b>	<b>(20,955,717)</b>	-	<b>(76,136)</b>	-	-	-	-	<b>(21,031,853)</b>	<b>(76,136)</b>	<b>0.4%</b>
<b>OTHER REVENUES</b>											
RESERVE TRANSFER	(773,673)	(14,959)	-	(12,592)	(300)	(160,249)	-	-	(188,100)	(173,141)	1,157.4%
DEVELOPMENT CHARGES	(517,937)	(517,937)	-	14,661	-	-	-	-	(503,276)	14,661	(2.8%)
<b>TOTAL OTHER REVENUES</b>	<b>(1,291,610)</b>	<b>(532,896)</b>	-	<b>2,069</b>	<b>(300)</b>	<b>(160,249)</b>	-	-	<b>(691,376)</b>	<b>(158,480)</b>	<b>29.7%</b>
<b>CAPITAL REVENUES</b>											
CAPITAL RESERVE TRANSFER	(12,659,464)	(15,214,489)	-	4,464,799	(1,300)	-	-	-	(10,750,990)	4,463,499	(29.3%)
PROCEEDS FROM DEBENTURES	(3,250,000)	(3,250,000)	-	(422,000)	-	-	-	-	(3,672,000)	(422,000)	13.0%
DEVELOPMENT CHARGES	(2,190,393)	(5,123,506)	-	2,958,023	-	-	-	-	(2,165,483)	2,958,023	(57.7%)
CAPITAL CONTRIBUTIONS	(1,051,195)	(903,545)	-	(326,455)	-	-	-	-	(1,230,000)	(326,455)	36.1%
<b>TOTAL CAPITAL REVENUES</b>	<b>(19,151,052)</b>	<b>(24,491,540)</b>	-	<b>6,674,367</b>	<b>(1,300)</b>	-	-	-	<b>(17,818,473)</b>	<b>6,673,067</b>	<b>(27.2%)</b>
<b>TOTAL REVENUES</b>	<b>(41,538,850)</b>	<b>(45,980,153)</b>	-	<b>6,600,300</b>	<b>(1,600)</b>	<b>(160,249)</b>	-	-	<b>(39,541,702)</b>	<b>6,438,451</b>	<b>(14.0%)</b>
<b>EXPENSES</b>											
<b>SALARIES AND BENEFITS</b>											
SALARIES	2,170,316	2,109,332	-	16,473	-	-	-	-	2,125,805	16,473	0.8%
BENEFITS	620,520	912,260	-	75,040	-	-	-	-	987,300	75,040	8.2%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>2,790,836</b>	<b>3,021,592</b>	-	<b>91,513</b>	-	-	-	-	<b>3,113,105</b>	<b>91,513</b>	<b>3.0%</b>
<b>OPERATING EXPENSES</b>											
MATERIALS	1,744,315	1,654,050	-	346,620	300	250	-	-	2,001,220	347,170	21.0%
CONTRACTED SERVICES	3,269,214	2,895,475	-	377,250	-	160,000	-	-	3,432,725	537,250	18.6%
RENTS AND FINANCIAL EXPENSES	2,550	2,550	-	(450)	-	-	-	-	2,100	(450)	(17.6%)
<b>TOTAL OPERATING EXPENSES</b>	<b>5,016,079</b>	<b>4,552,075</b>	-	<b>723,420</b>	<b>300</b>	<b>160,250</b>	-	-	<b>5,436,045</b>	<b>883,970</b>	<b>19.4%</b>
<b>DEBT REPAYMENT</b>											
PRINCIPAL REPAYMENT	2,439,540	2,277,040	-	304,217	-	-	-	-	2,581,257	304,217	13.4%
INTEREST REPAYMENT	713,589	671,277	-	(18,128)	-	-	-	-	653,149	(18,128)	(2.7%)
<b>TOTAL DEBT REPAYMENT</b>	<b>3,153,129</b>	<b>2,948,317</b>	-	<b>286,089</b>	-	-	-	-	<b>3,234,406</b>	<b>286,089</b>	<b>9.7%</b>
<b>CAPITAL</b>											
MAJOR INFRASTRUCTURE	18,393,004	23,764,403	-	(6,443,830)	-	-	-	-	17,320,573	(6,443,830)	(27.1%)
VEHICLES	25,250	22,500	(22,500)	-	-	-	-	-	-	(22,500)	(100.0%)
FURNISHINGS AND EQUIPMENT	732,798	704,637	(1,000)	(207,037)	1,300	-	-	-	497,900	(206,737)	(29.3%)
<b>TOTAL CAPITAL</b>	<b>19,151,052</b>	<b>24,491,540</b>	<b>(23,500)</b>	<b>(6,650,867)</b>	<b>1,300</b>	-	-	-	<b>17,818,473</b>	<b>(6,673,067)</b>	<b>(27.2%)</b>
<b>RESERVE TRANSFERS</b>											
CONTRIBUTIONS TO RESERVES	65,225	-	-	-	-	-	-	-	-	-	-
CONTRIBUTIONS TO CAPITAL RESERVES	7,453,918	7,363,279	-	(1,365,589)	-	-	-	-	5,997,690	(1,365,589)	(18.5%)
DEVELOPMENT CHARGES EXEMPTIONS	398,200	-	-	205,000	-	-	-	-	205,000	205,000	-

	2021	2021	LESS:	2022	2022	2022	2022		2022	\$ OVER	% OVER
	2021	REVISED	2021 ONE	BASE	ONE	SERVICE	NEW	2022	2022	2021	2021
	FORECAST	BUDGET*	TIME	BUDGET	TIME	LEVEL	INITIATIVES	OTHER	REQUESTED	BUDGET	BUDGET
TOTAL RESERVE TRANSFERS	7,917,343	7,363,279	-	(1,160,589)	-	-	-	-	6,202,690	(1,160,589)	(15.8%)
INTERDEPARTMENTAL CHARGES											
INTERDEPARTMENTAL CHARGES	3,326,687	3,421,251	-	90,333	-	-	-	-	3,511,584	90,333	2.6%
DEPARTMENTAL CHARGES	183,724	182,098	-	43,302	-	(1)	-	-	225,399	43,301	23.8%
TOTAL INTERDEPARTMENTAL CHARGES	3,510,411	3,603,349	-	133,635	-	(1)	-	-	3,736,983	133,634	3.7%
TOTAL EXPENSES	41,538,850	45,980,152	(23,500)	(6,576,799)	1,600	160,249	-	-	39,541,702	(6,438,450)	(14.0%)
TOTAL	-	(1)	(23,500)	23,501	-	-	-	-	-	1	(100.0%)

\* Includes in-year approved transfer and account reclassifications

### Wastewater - Budget Impact Details

	REF	BASE BUDGET	CAPITAL/ ONE TIME	EXPENSES	REVENUES	
2021 REVISED BUDGET		21,488,612	24,491,540	45,980,152	45,980,152	-
LESS: 2021 ONE-TIME ITEMS		-	(23,500)	(23,500)	(23,500)	-
BASE BUDGET IMPACT		74,068	(6,650,867)	(6,576,799)	(6,576,799)	-
ONE-TIME ITEMS						
WW-Laptop/docking station Upgrade		-	1,300	1,300	1,300	-
		-	1,300	1,300	1,300	-
SERVICE LEVEL						
WW-County to Maintain WDSK Trunk Sewers		130,000	-	130,000	130,000	-
WW-Mobile Phones for WWW Coordinators		250	300	550	550	-
WW-TBRUG I&I Flushing Program and Manhole Inspections		30,000	-	30,000	30,000	-
		160,250	300	160,550	160,550	-
TOTAL		234,318	(6,672,767)	(6,438,449)	(6,438,449)	-
2022 APPROVED BUDGET		21,722,930	17,818,773	39,541,703	39,541,703	-

Water - Operating Budget

	2021	2021	LESS:	2022	2022	2022	2022	2022	2022	\$ OVER	% OVER
	2021	REVISED	2021 ONE	2022	2022	2022	2022	2022	2022	2021	2021
	FORECAST	BUDGET*	TIME	BASE	ONE	SERVICE	NEW	OTHER	REQUESTED	BUDGET	BUDGET
				BUDGET	TIME	LEVEL	INITIATIVES		BUDGET		
<b>REVENUES</b>											
<b>GENERAL REVENUES</b>											
PROVINCIAL GRANTS	(54,000)	-	-	-	-	-	-	-	-	-	-
WATER AND WASTEWATER RATES	(18,465,377)	(18,857,862)	-	37,562	-	-	-	-	(18,820,300)	37,562	(0.2%)
USER FEES AND CHARGES	(596,800)	(411,871)	-	(28,631)	-	-	-	-	(440,502)	(28,631)	7.0%
<b>TOTAL GENERAL REVENUES</b>	<b>(19,116,177)</b>	<b>(19,269,733)</b>	-	<b>8,931</b>	-	-	-	-	<b>(19,260,802)</b>	<b>8,931</b>	<b>(0.0%)</b>
<b>OTHER REVENUES</b>											
RESERVE TRANSFER	(589,205)	(347,275)	-	48,963	(15,800)	(45,251)	-	-	(359,363)	(12,088)	3.5%
DEVELOPMENT CHARGES	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL OTHER REVENUES</b>	<b>(589,205)</b>	<b>(347,275)</b>	-	<b>48,963</b>	<b>(15,800)</b>	<b>(45,251)</b>	-	-	<b>(359,363)</b>	<b>(12,088)</b>	<b>3.5%</b>
<b>CAPITAL REVENUES</b>											
CAPITAL RESERVE TRANSFER	(7,692,763)	(9,383,854)	-	(2,574,136)	-	-	-	-	(11,957,990)	(2,574,136)	27.4%
PROCEEDS FROM DEBENTURES	-	-	-	(1,483,000)	-	-	-	-	(1,483,000)	(1,483,000)	-
DEVELOPMENT CHARGES	(866,067)	(5,523,150)	-	4,711,540	-	-	-	-	(811,610)	4,711,540	(85.3%)
CAPITAL CONTRIBUTIONS	(109,344)	-	-	(42,500)	-	-	-	-	(42,500)	(42,500)	-
<b>TOTAL CAPITAL REVENUES</b>	<b>(8,668,174)</b>	<b>(14,907,004)</b>	-	<b>611,904</b>	-	-	-	-	<b>(14,295,100)</b>	<b>611,904</b>	<b>(4.1%)</b>
<b>TOTAL REVENUES</b>	<b>(28,373,556)</b>	<b>(34,524,012)</b>	-	<b>669,798</b>	<b>(15,800)</b>	<b>(45,251)</b>	-	-	<b>(33,915,265)</b>	<b>608,747</b>	<b>(1.8%)</b>
<b>EXPENSES</b>											
<b>SALARIES AND BENEFITS</b>											
SALARIES	2,547,083	2,450,196	-	58,453	-	-	-	-	2,508,649	58,453	2.4%
BENEFITS	832,089	988,403	-	78,199	-	-	-	-	1,066,602	78,199	7.9%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>3,379,172</b>	<b>3,438,599</b>	-	<b>136,652</b>	-	-	-	-	<b>3,575,251</b>	<b>136,652</b>	<b>4.0%</b>
<b>OPERATING EXPENSES</b>											
MATERIALS	1,488,694	1,397,350	(5,000)	37,880	300	250	-	-	1,430,780	33,430	2.4%
CONTRACTED SERVICES	4,242,140	4,285,950	(10,000)	49,550	15,500	45,000	-	-	4,386,000	100,050	2.3%
RENTS AND FINANCIAL EXPENSES	1,000	2,000	-	(1,000)	-	-	-	-	1,000	(1,000)	(50.0%)
<b>TOTAL OPERATING EXPENSES</b>	<b>5,731,834</b>	<b>5,685,300</b>	<b>(15,000)</b>	<b>86,430</b>	<b>15,800</b>	<b>45,250</b>	-	-	<b>5,817,780</b>	<b>132,480</b>	<b>2.3%</b>
<b>DEBT REPAYMENT</b>											
PRINCIPAL REPAYMENT	390,749	390,749	-	1,657	-	-	-	-	392,406	1,657	0.4%
INTEREST REPAYMENT	138,991	138,991	-	(15,781)	-	-	-	-	123,210	(15,781)	(11.4%)
<b>TOTAL DEBT REPAYMENT</b>	<b>529,740</b>	<b>529,740</b>	-	<b>(14,124)</b>	-	-	-	-	<b>515,616</b>	<b>(14,124)</b>	<b>(2.7%)</b>
<b>CAPITAL</b>											
MAJOR INFRASTRUCTURE	8,106,920	14,283,504	-	(733,404)	-	-	-	-	13,550,100	(733,404)	(5.1%)
VEHICLES	25,250	22,500	(22,500)	-	-	-	-	-	-	(22,500)	(100.0%)
FURNISHINGS AND EQUIPMENT	536,004	601,000	(1,000)	145,000	-	-	-	-	745,000	144,000	24.0%
<b>TOTAL CAPITAL</b>	<b>8,668,174</b>	<b>14,907,004</b>	<b>(23,500)</b>	<b>(588,404)</b>	-	-	-	-	<b>14,295,100</b>	<b>(611,904)</b>	<b>(4.1%)</b>
<b>RESERVE TRANSFERS</b>											
CONTRIBUTIONS TO RESERVES	73,402	-	-	-	-	-	-	-	-	-	-
CONTRIBUTIONS TO CAPITAL RESERVES	6,676,783	6,593,261	-	(372,993)	-	-	-	-	6,220,268	(372,993)	(5.7%)
DEVELOPMENT CHARGES EXEMPTIONS	173,600	-	-	111,000	-	-	-	-	111,000	111,000	-

	2021	2021	LESS:	2022	2022	2022	2022		2022	\$ OVER	% OVER
	2021	REVISED	2021 ONE	BASE	ONE	SERVICE	NEW	2022	2022	2021	2021
	FORECAST	BUDGET*	TIME	BUDGET	TIME	LEVEL	INITIATIVES	OTHER	REQUESTED	BUDGET	BUDGET
TOTAL RESERVE TRANSFERS	6,923,785	6,593,261	-	(261,993)	-	-	-	-	6,331,268	(261,993)	(4.0%)
INTERDEPARTMENTAL CHARGES											
INTERDEPARTMENTAL CHARGES	2,957,127	3,188,013	-	(33,165)	-	-	-	-	3,154,848	(33,165)	(1.0%)
DEPARTMENTAL CHARGES	183,724	182,096	1	43,304	-	1	-	-	225,402	43,306	23.8%
TOTAL INTERDEPARTMENTAL CHARGES	3,140,851	3,370,109	1	10,139	-	1	-	-	3,380,250	10,141	0.3%
TOTAL EXPENSES	28,373,556	34,524,013	(38,499)	(631,300)	15,800	45,251	-	-	33,915,265	(608,748)	(1.8%)
TOTAL	-	1	(38,499)	38,498	-	-	-	-	-	(1)	(100.0%)

\* Includes in-year approved transfer and account reclassifications

### Water - Budget Impact Details

	REF	BASE BUDGET	CAPITAL/ ONE TIME	EXPENSES	REVENUES	
2021 REVISED BUDGET		19,602,007	14,922,004	34,524,011	34,524,011	-
LESS: 2021 ONE-TIME ITEMS		-	(38,499)	(38,499)	(38,499)	-
BASE BUDGET IMPACT		(42,894)	(588,404)	(631,298)	(631,298)	-
ONE-TIME ITEMS						
W-TBURG Hydrant Reflectors		-	15,500	15,500	15,500	-
		-	15,500	15,500	15,500	-
SERVICE LEVEL						
W-Mobile Phones for WWW Coordinators		250	300	550	550	-
W-TBURG Additional FTEs (2 Students)		25,000	-	25,000	25,000	-
W-WDSK Large Meter Calibration Program		20,000	-	20,000	20,000	-
		45,250	300	45,550	45,550	-
TOTAL		2,356	(611,103)	(608,747)	(608,747)	-
2022 APPROVED BUDGET		19,604,363	14,310,901	33,915,264	33,915,264	-

Capital Budget

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2022 REQUEST**	2023	2024-2031
<b>BUILDING</b>							
911280 – Woodstock Wastewater	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$229,000	229,000	-	-
911282 – Ingersoll Wastewater	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$86,000	86,000	-	-
911283 – Norwich Wastewater	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$2,500	2,500	-	-
911286 – Thamesford Wastewater	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$12,500	12,500	-	-
911261 – Woodstock Water	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$10,000	10,000	-	-
911262 – Tillsonburg Water	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$60,000	60,000	-	-
911272 – Ingersoll Water	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$50,500	50,500	-	-
911272 – Ingersoll Water	59 George Johnson Boulevard Storage Building Replacement	Replacement	Poor	\$475,000	475,000	-	-
911264 – Township Water	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$95,000	95,000	-	-
<b>COMPUTER EQUIPMENT</b>							
250000 - Wastewater General Computer Equipment	Laptop for Wastewater Foreman	Expansion	N/A	\$1,300	1,300	-	-
<b>EQUIPMENT</b>							
250000 - Wastewater General	Sewer By-law Samplers (2)	Replacement	Poor	\$18,000	18,000	-	-
250100 - Woodstock Wastewater	Replacement of General Operating Equipment	Replacement	Poor	\$205,000	205,000	-	-
250100 - Tillsonburg Wastewater	Replacement of General Operating Equipment	Replacement	Poor	\$40,000	40,000	-	-
250400 - Norwich Wastewater	Replacement of General Operating Equipment	Replacement	Poor	\$48,600	48,600	-	-
250500 - Tavistock Wastewater	Replacement of General Operating Equipment	Replacement	Poor	\$61,000	61,000	-	-
250600 - Plattsville Wastewater	Replacement of General Operating Equipment	Replacement	Poor	\$63,000	63,000	-	-
250700 - Thamesford Wastewater	Replacement of General Operating Equipment	Replacement	Poor	\$51,000	51,000	-	-
250800 - Drumbo Wastewater	Replacement of General Operating Equipment	Replacement	Poor	\$10,000	10,000	-	-
260100 - Woodstock Water	Replacement of General Operating Equipment	Replacement	Poor	\$30,000	30,000	-	-
260200 - Tillsonburg Water	Replacement of General Operating Equipment	Replacement	Poor	\$225,000	225,000	-	-
260300 - Ingersoll Water	Replacement of General Operating Equipment	Replacement	Poor	\$250,000	250,000	-	-
260400 - Townships Water	Replacement of General Operating Equipment	Replacement	Poor	\$240,000	240,000	-	-
<b>FURNISHINGS</b>							
911008 - Green Initiatives Wastewater	Various projects as identified in the Updated Energy Management Plan (PW 2019-33)	Non-infrastructure solutions	N/A	\$84,000	84,000	-	-
911007 - Green Initiatives Water	Various projects as identified in the Updated Energy Management Plan (PW 2019-33)	Non-infrastructure solutions	N/A	\$22,000	22,000	-	-
<b>STUDIES</b>							
900016 - SCADA Master Plan	Various projects as identified in the Water and Wastewater SCADA Master Plan (Report No. PW 2019-43)	Expansion	N/A	\$19,574,000	724,000	1,202,000	17,648,000
900018 - Water Model	Completion of the migration of the existing hydraulic water models to new platform with extended capabilities (Tavistock, Plattsville, Thamesford, Embro, Innerkip, Drumbo, Mount Elgin)	Non-infrastructure solutions	N/A	\$115,000	115,000	-	-
900025 - Water and Wastewater Master Plan	20 year Master Plan for W&WW infrastructure to address existing and future servicing needs of the communities of Oxford County	Non-infrastructure solutions	N/A	\$440,000	300,000	140,000	-
<b>WASTEWATER</b>							

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2022 REQUEST**	2023	2024-2031
950150 - Woodstock Northeast Industrial Park	Infrastructure servicing to Northeast Industrial Park	Expansion	N/A	\$5,781,000	296,000	-	5,485,000
950151 - Woodstock Pattullo Industrial Park	Infrastructure servicing to Pattullo Industrial Park	Expansion	N/A	\$3,772,000	3,672,000	100,000	-
950158 - Woodstock - City Projects	Replacement of aging sewers in conjunction with City road reconstruction projects (Duke, Givins, Park Row, Beale, Canterbury)	Replacement	Poor	\$1,320,000	1,320,000	-	-
950163 - Woodstock Lansdowne Pumping Station	New sewage pumping station to service development	Expansion	N/A	\$3,125,000	125,000	2,500,000	500,000
950165 Woodstock - Sanitary Oversizing	Cost sharing with Developers for oversized infrastructure	Expansion	N/A	\$100,000	100,000	-	-
950174 - Woodstock Linear Replacement on County Roads	Sewer replacement on County Road 54 Huron St (Ingersoll to Adelaide) 2022 Design for Sewer Replacement on County Road 54 Wilson St (Adelaide to Tracks)	Replacement	Poor	\$510,000	510,000	-	-
950200 - Tillsonburg Wastewater Treatment Plant Upgrade	Upgrade of the Tillsonburg Wastewater Treatment Plant	Expansion	N/A	\$11,070,000	4,055,000	7,015,000	-
950216 - Tillsonburg Cranberry Road Services Extension	Design for wastewater services along Cranberry Road	Expansion	N/A	\$892,000	65,000	-	827,000
950226 - Tillsonburg Town Projects	Replacement of aging sewers in conjunction with Town road reconstruction projects (Lindsay, Francis, Stoney Creek) Design for 2023 replacements (Woodcock and Pheasant)	Replacement	Poor	\$812,000	812,000	-	-
950229 - Tillsonburg Linear Replacement on County Roads	North Street (CR 20) linear patch	Renewal	Poor	\$8,000	8,000	-	-
950330 - Ingersoll Town Projects	Replacement of aging sewers in conjunction with Town road reconstruction projects (Cherry St)	Replacement	Poor	\$980,000	980,000	-	-
950332 - Ingersoll Relining	Relining of Charles St W sewer to extend useful life	Renewal	Poor	\$150,000	150,000	-	-
950412 - Norwich Lagoon Expansion	Class EA Study and Design for Capacity Expansion of Norwich Lagoon	Expansion	N/A	\$7,715,000	715,000	4,000,000	3,000,000
950450 - Norwich Sanitary Replacements	Sanitary sewer replacements on Victoria St and other areas	Replacement	Poor	\$1,000,000	1,000,000	-	-
950513 - Tavistock William Street Sewage Pumping Station Rehabilitation	William St Sewage Pumping Station Class EA Study	Expansion	N/A	\$430,000	130,000	300,000	-
950550 - Tavistock Sanitary Replacements	Sanitary sewer replacements on John Street North	Replacement	Poor	\$100,000	100,000	-	-
950610 - Plattsville Feasibility Study	Review of wastewater servicing opportunities and constraints	Non-infrastructure solutions	N/A	\$10,000	10,000	-	-
950718 - Thamesford Wastewater Treatment Plant Pretreatment / Screening	Design of headworks screening required for treatment process enhancements	Expansion	N/A	\$3,850,000	350,000	3,500,000	-
950810 - Drumbo Wastewater Treatment Plant Capacity Expansion	Expansion of the Drumbo Wastewater Treatment Plant	Expansion	N/A	\$4,692,710	4,692,710	-	-
950811 - Drumbo Feasibility Study	Review of wastewater servicing opportunities and constraints	Non-infrastructure solutions	N/A	\$10,000	10,000	-	-
950905 - Mount Elgin Wastewater Treatment Plant Capacity Expansion	Design of Wastewater Treatment Plant (Phase 3) for future development	Expansion	N/A	\$1,050,000	150,000	900,000	-

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2022 REQUEST**	2023	2024-2031
<b>WATER</b>							
960135 - Woodstock Northeast Industrial Park	Infrastructure servicing to Northeast Industrial Park	Expansion	N/A	\$1,701,000	137,000	-	1,564,000
960141 - Woodstock City Projects	Replacement of aging watermains in conjunction with City road reconstruction projects (Duke, Givins, Park Row, Beal, Canterbury) Replacement Valves	Replacement	Poor	\$1,420,000	1,420,000	-	-
960149 - Woodstock City Projects Oversizing	Cost sharing with Developers for oversized infrastructure	Expansion	N/A	\$20,000	20,000	-	-
960153 - Woodstock Linear Replacement on County Roads	Watermain replacements on County Road 54 Wilson St (Adelaide to Tracks) 2022 Design for watermain replacement on County Road 54 Wilson St (Adelaide to Tracks)	Replacement	Poor	\$725,000	725,000	-	-
960159 - Woodstock Thornton Feedermain Replacement	Feedermain project to provide increased water transmission redundancy and security of supply	Replacement	Poor	\$11,050,000	350,000	-	10,700,000
960170 - Woodstock County Road 4 & Lansdowne Watermain	Extension of watermain to service development.	Expansion	N/A	\$3,500,000	3,500,000	-	-
960171 - Woodstock County Road 17 Watermain	Extension of water distribution system	Expansion	N/A	\$4,000,000	4,000,000	-	-
960200 - Tillsonburg Well 7A	Class EA Study for water quality improvements - Well 7A	Non-infrastructure solutions	N/A	\$185,000	85,000	100,000	-
960201 - Tillsonburg Well 3 Upgrade	Design for Water Treatment enhancements	Renewal	Poor	\$415,000	115,000	300,000	-
960213 - Tillsonburg Cranberry Road Services Extension	2022 Design for water services along Cranberry Road	Expansion	N/A	\$1,232,000	65,000	-	1,167,000
960214 - Tillsonburg Boosted Pressure Zone	Extension of water distribution system with high pressure watermain	Expansion	N/A	\$100,000	100,000	-	-
960235 - Tillsonburg Town Projects	Replacement of aging watermains in conjunction with Town road reconstruction projects (Lindsay and Francis) Design for 2023 replacements (Woodcock and Pheasant)	Replacement	Poor	\$972,000	972,000	-	-
960307 - Groundwater Model	Updating groundwater models for various municipal Well Head Protection Areas	Non-infrastructure solutions	N/A	\$260,000	160,000	100,000	-
960315 - Ingersoll Linear Replacement on County Roads	Watermain replacements on King St W	Replacement	Poor	\$550,000	550,000	-	-
960325 - Ingersoll Town Projects	Replacement of aging watermains in conjunction with Town road reconstruction projects (Thames St S and Cherry St)	Replacement	Poor	\$1,060,000	1,060,000	-	-
960335 - Ingersoll Cast Iron Pipe Replacements	Design for cast iron pipe replacements (Wonham St, Pemberton St, Charles St W)	Replacement	Poor	\$2,200,000	200,000	2,000,000	-
960341 - Ingersoll Tower Paint/Repair	Construction of Ingersoll Tower paint and repairs	Renewal	Poor	\$2,305,000	2,295,000	-	10,000
960400 - Township Distribution Replacements	Watermain replacements on Victoria St, Norwich Watermain replacements on John St, Tavistock	Replacement	Poor	\$950,000	950,000	-	-
960422 - Township Water Quality Improvements	Class EA Study for water quality improvements - Well 6 Brownsville	Non-infrastructure solutions	N/A	\$185,000	85,000	100,000	-



PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2022 REQUEST**	2023	2024-2031
960441 - Norwich Tower Paint/Repair	2022 design for Norwich Tower paint and repairs	Renewal	Fair	\$2,530,000	20,000	2,500,000	10,000
				\$105,236,110	\$39,568,110	\$24,757,000	\$40,911,000

\*\* The 2022 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.

Wastewater – Detailed System Reports

**General**

	2021	2021	2022	\$ OVER	% OVER
	2021	REVISED	2022	2021	2021
	FORECAST	BUDGET*	BUDGET	BUDGET	BUDGET
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
PROVINCIAL GRANTS	(52,845)	-	-	-	-
USER FEES AND CHARGES	(8,750)	(7,750)	(7,500)	250	(3.2%)
<b>TOTAL GENERAL REVENUES</b>	<b>(61,595)</b>	<b>(7,750)</b>	<b>(7,500)</b>	<b>250</b>	<b>(3.2%)</b>
<b>CAPITAL REVENUES</b>					
CAPITAL RESERVE TRANSFER	(758,013)	(1,256,029)	(1,307,276)	(51,247)	4.1%
DEVELOPMENT CHARGES	(97,112)	(175,474)	(401,024)	(225,550)	128.5%
<b>TOTAL CAPITAL REVENUES</b>	<b>(855,125)</b>	<b>(1,431,503)</b>	<b>(1,708,300)</b>	<b>(276,797)</b>	<b>19.3%</b>
<b>TOTAL REVENUES</b>	<b>(916,720)</b>	<b>(1,439,253)</b>	<b>(1,715,800)</b>	<b>(276,547)</b>	<b>19.2%</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	511,863	422,413	409,168	(13,245)	(3.1%)
BENEFITS	145,150	440,338	472,595	32,257	7.3%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>657,013</b>	<b>862,751</b>	<b>881,763</b>	<b>19,012</b>	<b>2.2%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	173,311	160,690	170,060	9,370	5.8%
CONTRACTED SERVICES	124,550	70,950	41,300	(29,650)	(41.8%)
<b>TOTAL OPERATING EXPENSES</b>	<b>297,861</b>	<b>231,640</b>	<b>211,360</b>	<b>(20,280)</b>	<b>(8.8%)</b>
<b>CAPITAL</b>					
MAJOR INFRASTRUCTURE	801,400	1,381,003	1,689,000	307,997	22.3%
VEHICLES	25,250	22,500	-	(22,500)	(100.0%)
FURNISHINGS AND EQUIPMENT	28,475	28,000	19,300	(8,700)	(31.1%)
<b>TOTAL CAPITAL</b>	<b>855,125</b>	<b>1,431,503</b>	<b>1,708,300</b>	<b>276,797</b>	<b>19.3%</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	804,445	826,756	892,889	66,133	8.0%
DEPARTMENTAL CHARGES	(1,697,724)	(1,913,397)	(1,978,512)	(65,115)	3.4%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>(893,279)</b>	<b>(1,086,641)</b>	<b>(1,085,623)</b>	<b>1,018</b>	<b>(0.1%)</b>
<b>TOTAL EXPENSES</b>	<b>916,720</b>	<b>1,439,253</b>	<b>1,715,800</b>	<b>276,547</b>	<b>19.2%</b>
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Woodstock**

		2021	2022	\$ OVER	% OVER
	2021	REVISED	REQUESTED	2021	2021
	FORECAST	BUDGET*	BUDGET	BUDGET	BUDGET
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
WATER AND WASTEWATER RATES	(6,561,600)	(6,589,289)	(6,686,900)	(97,611)	1.5%
USER FEES AND CHARGES	(392,821)	(261,090)	(276,809)	(15,719)	6.0%
<b>TOTAL GENERAL REVENUES</b>	<b>(6,954,421)</b>	<b>(6,850,379)</b>	<b>(6,963,709)</b>	<b>(113,330)</b>	<b>1.7%</b>
<b>OTHER REVENUES</b>					
RESERVE TRANSFER	(160,232)	-	(130,268)	(130,268)	-
DEVELOPMENT CHARGES	-	-	-	-	-
<b>TOTAL OTHER REVENUES</b>	<b>(160,232)</b>	<b>-</b>	<b>(130,268)</b>	<b>(130,268)</b>	<b>-</b>
<b>CAPITAL REVENUES</b>					
CAPITAL RESERVE TRANSFER	(3,220,043)	(4,228,825)	(2,860,000)	1,368,825	(32.4%)
PROCEEDS FROM DEBENTURES	-	-	(3,672,000)	(3,672,000)	-
DEVELOPMENT CHARGES	(276,083)	(324,065)	(225,000)	99,065	(30.6%)
<b>TOTAL CAPITAL REVENUES</b>	<b>(3,496,126)</b>	<b>(4,552,890)</b>	<b>(6,757,000)</b>	<b>(2,204,110)</b>	<b>48.4%</b>
<b>TOTAL REVENUES</b>	<b>(10,610,779)</b>	<b>(11,403,269)</b>	<b>(13,850,977)</b>	<b>(2,447,708)</b>	<b>21.5%</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	531,218	629,135	591,445	(37,690)	(6.0%)
BENEFITS	156,544	181,143	175,169	(5,974)	(3.3%)
<b>TOTAL SALARIES AND BENEFITS</b>	<b>687,762</b>	<b>810,278</b>	<b>766,614</b>	<b>(43,664)</b>	<b>(5.4%)</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	513,255	515,040	764,030	248,990	48.3%
CONTRACTED SERVICES	1,340,654	1,110,800	1,536,500	425,700	38.3%
<b>TOTAL OPERATING EXPENSES</b>	<b>1,853,909</b>	<b>1,625,840</b>	<b>2,300,530</b>	<b>674,690</b>	<b>41.5%</b>
<b>DEBT REPAYMENT</b>					
PRINCIPAL REPAYMENT	370,215	370,214	375,553	5,339	1.4%
INTEREST REPAYMENT	165,023	165,022	149,440	(15,582)	(9.4%)
<b>TOTAL DEBT REPAYMENT</b>	<b>535,238</b>	<b>535,236</b>	<b>524,993</b>	<b>(10,243)</b>	<b>(1.9%)</b>
<b>CAPITAL</b>					
MAJOR INFRASTRUCTURE	3,289,000	4,356,890	6,552,000	2,195,110	50.4%
FURNISHINGS AND EQUIPMENT	207,126	196,000	205,000	9,000	4.6%
<b>TOTAL CAPITAL</b>	<b>3,496,126</b>	<b>4,552,890</b>	<b>6,757,000</b>	<b>2,204,110</b>	<b>48.4%</b>
<b>RESERVE TRANSFERS</b>					
CONTRIBUTIONS TO CAPITAL RESERVES	1,976,102	1,888,771	1,320,649	(568,122)	(30.1%)
DEVELOPMENT CHARGES EXEMPTIONS	250,000	-	175,000	175,000	-
<b>TOTAL RESERVE TRANSFERS</b>	<b>2,226,102</b>	<b>1,888,771</b>	<b>1,495,649</b>	<b>(393,122)</b>	<b>(20.8%)</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	950,406	1,028,008	996,815	(31,193)	(3.0%)
DEPARTMENTAL CHARGES	861,236	962,246	1,009,376	47,130	4.9%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>1,811,642</b>	<b>1,990,254</b>	<b>2,006,191</b>	<b>15,937</b>	<b>0.8%</b>
<b>TOTAL EXPENSES</b>	<b>10,610,779</b>	<b>11,403,269</b>	<b>13,850,977</b>	<b>2,447,708</b>	<b>21.5%</b>
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Ingersoll

	2021	2021	2022	\$ OVER	% OVER
	2021	REVISED	REQUESTED	2021	2021
	FORECAST	BUDGET*	BUDGET	BUDGET	BUDGET
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
WATER AND WASTEWATER RATES	(4,202,855)	(4,545,387)	(4,094,210)	451,177	(9.9%)
USER FEES AND CHARGES	(180,090)	(148,476)	(182,283)	(33,807)	22.8%
<b>TOTAL GENERAL REVENUES</b>	<b>(4,382,945)</b>	<b>(4,693,863)</b>	<b>(4,276,493)</b>	<b>417,370</b>	<b>(8.9%)</b>
<b>OTHER REVENUES</b>					
RESERVE TRANSFER	(270,529)	-	(86)	(86)	-
DEVELOPMENT CHARGES	(317,746)	(317,746)	(310,862)	6,884	(2.2%)
<b>TOTAL OTHER REVENUES</b>	<b>(588,275)</b>	<b>(317,746)</b>	<b>(310,948)</b>	<b>6,798</b>	<b>(2.1%)</b>
<b>CAPITAL REVENUES</b>					
CAPITAL RESERVE TRANSFER	(947,062)	(1,040,657)	(1,216,000)	(175,343)	16.8%
CAPITAL CONTRIBUTIONS	(88,945)	(45,000)	-	45,000	(100.0%)
<b>TOTAL CAPITAL REVENUES</b>	<b>(1,036,007)</b>	<b>(1,085,657)</b>	<b>(1,216,000)</b>	<b>(130,343)</b>	<b>12.0%</b>
<b>TOTAL REVENUES</b>	<b>(6,007,227)</b>	<b>(6,097,266)</b>	<b>(5,803,441)</b>	<b>293,825</b>	<b>(4.8%)</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	365,085	367,719	404,215	36,496	9.9%
BENEFITS	102,808	96,960	120,779	23,819	24.6%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>467,893</b>	<b>464,679</b>	<b>524,994</b>	<b>60,315</b>	<b>13.0%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	268,184	267,160	283,040	15,880	5.9%
CONTRACTED SERVICES	298,550	324,250	326,150	1,900	0.6%
RENTS AND FINANCIAL EXPENSES	1,750	1,750	1,500	(250)	(14.3%)
<b>TOTAL OPERATING EXPENSES</b>	<b>568,484</b>	<b>593,160</b>	<b>610,690</b>	<b>17,530</b>	<b>3.0%</b>
<b>DEBT REPAYMENT</b>					
PRINCIPAL REPAYMENT	550,542	550,542	559,223	8,681	1.6%
INTEREST REPAYMENT	272,755	272,756	254,458	(18,298)	(6.7%)
<b>TOTAL DEBT REPAYMENT</b>	<b>823,297</b>	<b>823,298</b>	<b>813,681</b>	<b>(9,617)</b>	<b>(1.2%)</b>
<b>CAPITAL</b>					
MAJOR INFRASTRUCTURE	943,000	988,657	1,216,000	227,343	23.0%
FURNISHINGS AND EQUIPMENT	93,007	97,000	-	(97,000)	(100.0%)
<b>TOTAL CAPITAL</b>	<b>1,036,007</b>	<b>1,085,657</b>	<b>1,216,000</b>	<b>130,343</b>	<b>12.0%</b>
<b>RESERVE TRANSFERS</b>					
CONTRIBUTIONS TO CAPITAL RESERVES	2,416,068	2,416,068	1,839,727	(576,341)	(23.9%)
<b>TOTAL RESERVE TRANSFERS</b>	<b>2,416,068</b>	<b>2,416,068</b>	<b>1,839,727</b>	<b>(576,341)</b>	<b>(23.9%)</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	399,808	385,949	452,005	66,056	17.1%
DEPARTMENTAL CHARGES	295,670	328,455	346,344	17,889	5.4%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>695,478</b>	<b>714,404</b>	<b>798,349</b>	<b>83,945</b>	<b>11.8%</b>
<b>TOTAL EXPENSES</b>	<b>6,007,227</b>	<b>6,097,266</b>	<b>5,803,441</b>	<b>(293,825)</b>	<b>(4.8%)</b>
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Tillsonburg**

	2021	2021	2022	\$ OVER	% OVER
	2021	REVISED	REQUESTED	2021	2021
	FORECAST	BUDGET*	BUDGET	BUDGET	BUDGET
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
PROVINCIAL GRANTS	(2,000)	-	-	-	-
WATER AND WASTEWATER RATES	(3,493,100)	(3,422,515)	(3,468,210)	(45,695)	1.3%
USER FEES AND CHARGES	(116,059)	(116,059)	(184,681)	(68,622)	59.1%
<b>TOTAL GENERAL REVENUES</b>	<b>(3,611,159)</b>	<b>(3,538,574)</b>	<b>(3,652,891)</b>	<b>(114,317)</b>	<b>3.2%</b>
<b>OTHER REVENUES</b>					
RESERVE TRANSFER	-	-	(30,106)	(30,106)	-
<b>CAPITAL REVENUES</b>					
CAPITAL RESERVE TRANSFER	(5,720,493)	(5,898,556)	(3,994,881)	1,903,675	(32.3%)
DEVELOPMENT CHARGES	(1,356,318)	(1,356,318)	(797,619)	558,699	(41.2%)
CAPITAL CONTRIBUTIONS	(582,750)	(591,045)	(272,500)	318,545	(53.9%)
<b>TOTAL CAPITAL REVENUES</b>	<b>(7,659,561)</b>	<b>(7,845,919)</b>	<b>(5,065,000)</b>	<b>2,780,919</b>	<b>(35.4%)</b>
<b>TOTAL REVENUES</b>	<b>(11,270,720)</b>	<b>(11,384,493)</b>	<b>(8,747,997)</b>	<b>2,636,496</b>	<b>(23.2%)</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	315,767	291,049	328,227	37,178	12.8%
BENEFITS	89,926	79,834	98,302	18,468	23.1%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>405,693</b>	<b>370,883</b>	<b>426,529</b>	<b>55,646</b>	<b>15.0%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	244,899	231,170	261,910	30,740	13.3%
CONTRACTED SERVICES	959,010	947,800	963,600	15,800	1.7%
RENTS AND FINANCIAL EXPENSES	800	800	600	(200)	(25.0%)
<b>TOTAL OPERATING EXPENSES</b>	<b>1,204,709</b>	<b>1,179,770</b>	<b>1,226,110</b>	<b>46,340</b>	<b>3.9%</b>
<b>DEBT REPAYMENT</b>					
PRINCIPAL REPAYMENT	37,905	37,904	64,665	26,761	70.6%
INTEREST REPAYMENT	16,334	16,334	23,287	6,953	42.6%
<b>TOTAL DEBT REPAYMENT</b>	<b>54,239</b>	<b>54,238</b>	<b>87,952</b>	<b>33,714</b>	<b>62.2%</b>
<b>CAPITAL</b>					
MAJOR INFRASTRUCTURE	7,555,561	7,741,919	5,025,000	(2,716,919)	(35.1%)
FURNISHINGS AND EQUIPMENT	104,000	104,000	40,000	(64,000)	(61.5%)
<b>TOTAL CAPITAL</b>	<b>7,659,561</b>	<b>7,845,919</b>	<b>5,065,000</b>	<b>(2,780,919)</b>	<b>(35.4%)</b>
<b>RESERVE TRANSFERS</b>					
CONTRIBUTIONS TO RESERVES	27,696	-	-	-	-
CONTRIBUTIONS TO CAPITAL RESERVES	1,109,607	1,109,607	1,064,258	(45,349)	(4.1%)
DEVELOPMENT CHARGES EXEMPTIONS	25,000	-	25,000	25,000	-
<b>TOTAL RESERVE TRANSFERS</b>	<b>1,162,303</b>	<b>1,109,607</b>	<b>1,089,258</b>	<b>(20,349)</b>	<b>(1.8%)</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	422,074	401,283	428,939	27,656	6.9%
DEPARTMENTAL CHARGES	362,141	422,793	424,209	1,416	0.3%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>784,215</b>	<b>824,076</b>	<b>853,148</b>	<b>29,072</b>	<b>3.5%</b>

	2021	2021	2022	\$ OVER	% OVER
	2021	REVISED	REQUESTED	2021	2021
	FORECAST	BUDGET*	BUDGET	BUDGET	BUDGET
TOTAL EXPENSES	11,270,720	11,384,493	8,747,997	(2,636,496)	(23.2%)
TOTAL	-	-	-	-	-

**Norwich**

	2021	2021	2022	\$ OVER	% OVER
	2021	REVISED	2022	2021	2021
	FORECAST	BUDGET*	REQUESTED	BUDGET	BUDGET
			BUDGET		
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
WATER AND WASTEWATER RATES	(801,500)	(811,860)	(828,200)	(16,340)	2.0%
USER FEES AND CHARGES	(128,927)	(126,928)	(23,078)	103,850	(81.8%)
<b>TOTAL GENERAL REVENUES</b>	<b>(930,427)</b>	<b>(938,788)</b>	<b>(851,278)</b>	<b>87,510</b>	<b>(9.3%)</b>
<b>OTHER REVENUES</b>					
RESERVE TRANSFER	-	-	(22)	(22)	-
<b>CAPITAL REVENUES</b>					
CAPITAL RESERVE TRANSFER	(93,500)	(177,500)	(231,100)	(53,600)	30.2%
DEVELOPMENT CHARGES	(115,000)	(100,000)	(715,000)	(615,000)	615.0%
CAPITAL CONTRIBUTIONS	-	-	(820,000)	(820,000)	-
<b>TOTAL CAPITAL REVENUES</b>	<b>(208,500)</b>	<b>(277,500)</b>	<b>(1,766,100)</b>	<b>(1,488,600)</b>	<b>536.4%</b>
<b>TOTAL REVENUES</b>	<b>(1,138,927)</b>	<b>(1,216,288)</b>	<b>(2,617,400)</b>	<b>(1,401,112)</b>	<b>115.2%</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	67,403	69,915	66,022	(3,893)	(5.6%)
BENEFITS	19,129	20,340	19,684	(656)	(3.2%)
<b>TOTAL SALARIES AND BENEFITS</b>	<b>86,532</b>	<b>90,255</b>	<b>85,706</b>	<b>(4,549)</b>	<b>(5.0%)</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	53,431	53,140	59,920	6,780	12.8%
CONTRACTED SERVICES	90,523	92,700	99,100	6,400	6.9%
<b>TOTAL OPERATING EXPENSES</b>	<b>143,954</b>	<b>145,840</b>	<b>159,020</b>	<b>13,180</b>	<b>9.0%</b>
<b>DEBT REPAYMENT</b>					
PRINCIPAL REPAYMENT	99,998	99,998	942	(99,056)	(99.1%)
INTEREST REPAYMENT	4,929	4,930	136	(4,794)	(97.2%)
<b>TOTAL DEBT REPAYMENT</b>	<b>104,927</b>	<b>104,928</b>	<b>1,078</b>	<b>(103,850)</b>	<b>(99.0%)</b>
<b>CAPITAL</b>					
MAJOR INFRASTRUCTURE	149,500	218,500	1,717,500	1,499,000	686.0%
FURNISHINGS AND EQUIPMENT	59,000	59,000	48,600	(10,400)	(17.6%)
<b>TOTAL CAPITAL</b>	<b>208,500</b>	<b>277,500</b>	<b>1,766,100</b>	<b>1,488,600</b>	<b>536.4%</b>
<b>RESERVE TRANSFERS</b>					
CONTRIBUTIONS TO RESERVES	24,976	-	-	-	-
CONTRIBUTIONS TO CAPITAL RESERVES	405,085	405,085	432,675	27,590	6.8%
DEVELOPMENT CHARGES EXEMPTIONS	5,000	-	5,000	5,000	-
<b>TOTAL RESERVE TRANSFERS</b>	<b>435,061</b>	<b>405,085</b>	<b>437,675</b>	<b>32,590</b>	<b>8.0%</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	84,529	108,241	79,470	(28,771)	(26.6%)
DEPARTMENTAL CHARGES	75,424	84,439	88,351	3,912	4.6%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>159,953</b>	<b>192,680</b>	<b>167,821</b>	<b>(24,859)</b>	<b>(12.9%)</b>
<b>TOTAL EXPENSES</b>	<b>1,138,927</b>	<b>1,216,288</b>	<b>2,617,400</b>	<b>1,401,112</b>	<b>115.2%</b>
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Tavistock**

	2021	2021	2022	\$ OVER	% OVER
	2021	REVISED	REQUESTED	2021	2021
	FORECAST	BUDGET*	BUDGET	BUDGET	BUDGET
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
WATER AND WASTEWATER RATES	(1,415,400)	(1,349,549)	(1,521,100)	(171,551)	12.7%
USER FEES AND CHARGES	(566,000)	(436,000)	(566,000)	(130,000)	29.8%
<b>TOTAL GENERAL REVENUES</b>	<b>(1,981,400)</b>	<b>(1,785,549)</b>	<b>(2,087,100)</b>	<b>(301,551)</b>	<b>16.9%</b>
<b>OTHER REVENUES</b>					
RESERVE TRANSFER	(34,366)	-	(20)	(20)	-
DEVELOPMENT CHARGES	(167,171)	(167,171)	(167,171)	-	-
<b>TOTAL OTHER REVENUES</b>	<b>(201,537)</b>	<b>(167,171)</b>	<b>(167,191)</b>	<b>(20)</b>	<b>0.0%</b>
<b>CAPITAL REVENUES</b>					
CAPITAL RESERVE TRANSFER	(136,348)	(484,726)	(291,000)	193,726	(40.0%)
PROCEEDS FROM DEBENTURES	(3,250,000)	(3,250,000)	-	3,250,000	(100.0%)
<b>TOTAL CAPITAL REVENUES</b>	<b>(3,386,348)</b>	<b>(3,734,726)</b>	<b>(291,000)</b>	<b>3,443,726</b>	<b>(92.2%)</b>
<b>TOTAL REVENUES</b>	<b>(5,569,285)</b>	<b>(5,687,446)</b>	<b>(2,545,291)</b>	<b>3,142,155</b>	<b>(55.2%)</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	79,586	79,994	82,947	2,953	3.7%
BENEFITS	22,679	23,763	25,980	2,217	9.3%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>102,265</b>	<b>103,757</b>	<b>108,927</b>	<b>5,170</b>	<b>5.0%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	138,951	137,590	145,600	8,010	5.8%
CONTRACTED SERVICES	104,206	89,750	102,350	12,600	14.0%
<b>TOTAL OPERATING EXPENSES</b>	<b>243,157</b>	<b>227,340</b>	<b>247,950</b>	<b>20,610</b>	<b>9.1%</b>
<b>DEBT REPAYMENT</b>					
PRINCIPAL REPAYMENT	547,387	384,887	720,047	335,160	87.1%
INTEREST REPAYMENT	137,436	95,124	140,850	45,726	48.1%
<b>TOTAL DEBT REPAYMENT</b>	<b>684,823</b>	<b>480,011</b>	<b>860,897</b>	<b>380,886</b>	<b>79.3%</b>
<b>CAPITAL</b>					
MAJOR INFRASTRUCTURE	3,329,500	3,690,726	230,000	(3,460,726)	(93.8%)
FURNISHINGS AND EQUIPMENT	56,848	44,000	61,000	17,000	38.6%
<b>TOTAL CAPITAL</b>	<b>3,386,348</b>	<b>3,734,726</b>	<b>291,000</b>	<b>(3,443,726)</b>	<b>(92.2%)</b>
<b>RESERVE TRANSFERS</b>					
CONTRIBUTIONS TO CAPITAL RESERVES	716,053	716,053	621,531	(94,522)	(13.2%)
DEVELOPMENT CHARGES EXEMPTIONS	32,500	-	-	-	-
<b>TOTAL RESERVE TRANSFERS</b>	<b>748,553</b>	<b>716,053</b>	<b>621,531</b>	<b>(94,522)</b>	<b>(13.2%)</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	336,790	351,152	336,093	(15,059)	(4.3%)
DEPARTMENTAL CHARGES	67,349	74,407	78,893	4,486	6.0%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>404,139</b>	<b>425,559</b>	<b>414,986</b>	<b>(10,573)</b>	<b>(2.5%)</b>
<b>TOTAL EXPENSES</b>	<b>5,569,285</b>	<b>5,687,446</b>	<b>2,545,291</b>	<b>(3,142,155)</b>	<b>(55.2%)</b>
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



**Plattsville**

	2021	2021	2022	\$ OVER	% OVER
	2021	REVISED	REQUESTED	2021	2021
	FORECAST	BUDGET*	BUDGET	BUDGET	BUDGET
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
WATER AND WASTEWATER RATES	(550,300)	(544,845)	(552,300)	(7,455)	1.4%
USER FEES AND CHARGES	(10,000)	(10,000)	(10,008)	(8)	0.1%
<b>TOTAL GENERAL REVENUES</b>	<b>(560,300)</b>	<b>(554,845)</b>	<b>(562,308)</b>	<b>(7,463)</b>	<b>1.3%</b>
<b>OTHER REVENUES</b>					
RESERVE TRANSFER	(102,936)	(14,959)	(27,560)	(12,601)	84.2%
DEVELOPMENT CHARGES	(33,020)	(33,020)	(25,243)	7,777	(23.6%)
<b>TOTAL OTHER REVENUES</b>	<b>(135,956)</b>	<b>(47,979)</b>	<b>(52,803)</b>	<b>(4,824)</b>	<b>10.1%</b>
<b>CAPITAL REVENUES</b>					
CAPITAL RESERVE TRANSFER	(52,285)	(176,000)	(103,000)	73,000	(41.5%)
<b>TOTAL CAPITAL REVENUES</b>	<b>(52,285)</b>	<b>(176,000)</b>	<b>(103,000)</b>	<b>73,000</b>	<b>(41.5%)</b>
<b>TOTAL REVENUES</b>	<b>(748,541)</b>	<b>(778,824)</b>	<b>(718,111)</b>	<b>60,713</b>	<b>(7.8%)</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	45,584	37,405	44,151	6,746	18.0%
BENEFITS	13,167	10,763	13,777	3,014	28.0%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>58,751</b>	<b>48,168</b>	<b>57,928</b>	<b>9,760</b>	<b>20.3%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	66,645	65,220	70,960	5,740	8.8%
CONTRACTED SERVICES	37,749	44,475	48,225	3,750	8.4%
<b>TOTAL OPERATING EXPENSES</b>	<b>104,394</b>	<b>109,695</b>	<b>119,185</b>	<b>9,490</b>	<b>8.7%</b>
<b>DEBT REPAYMENT</b>					
PRINCIPAL REPAYMENT	243,639	243,639	253,361	9,722	4.0%
INTEREST REPAYMENT	41,275	41,275	31,553	(9,722)	(23.6%)
<b>TOTAL DEBT REPAYMENT</b>	<b>284,914</b>	<b>284,914</b>	<b>284,914</b>	<b>-</b>	<b>-</b>
<b>CAPITAL</b>					
MAJOR INFRASTRUCTURE	21,000	150,000	40,000	(110,000)	(73.3%)
FURNISHINGS AND EQUIPMENT	31,285	26,000	63,000	37,000	142.3%
<b>TOTAL CAPITAL</b>	<b>52,285</b>	<b>176,000</b>	<b>103,000</b>	<b>(73,000)</b>	<b>(41.5%)</b>
<b>RESERVE TRANSFERS</b>					
CONTRIBUTIONS TO RESERVES	10,911	-	-	-	-
DEVELOPMENT CHARGES EXEMPTIONS	85,500	-	-	-	-
<b>TOTAL RESERVE TRANSFERS</b>	<b>96,411</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	118,492	122,777	114,084	(8,693)	(7.1%)
DEPARTMENTAL CHARGES	33,294	37,270	39,000	1,730	4.6%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>151,786</b>	<b>160,047</b>	<b>153,084</b>	<b>(6,963)</b>	<b>(4.4%)</b>
<b>TOTAL EXPENSES</b>	<b>748,541</b>	<b>778,824</b>	<b>718,111</b>	<b>(60,713)</b>	<b>(7.8%)</b>
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Thamesford

	2021	2021	2022	\$ OVER	% OVER
	2021	REVISED	2022	2021	2021
	FORECAST	BUDGET*	BUDGET	BUDGET	BUDGET
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
WATER AND WASTEWATER RATES	(840,000)	(838,984)	(849,400)	(10,416)	1.2%
USER FEES AND CHARGES	(4,399)	(4,399)	(4,398)	1	(0.0%)
<b>TOTAL GENERAL REVENUES</b>	<b>(844,399)</b>	<b>(843,383)</b>	<b>(853,798)</b>	<b>(10,415)</b>	<b>1.2%</b>
<b>OTHER REVENUES</b>					
RESERVE TRANSFER	(127,306)	-	(16)	(16)	-
<b>TOTAL OTHER REVENUES</b>	<b>(127,306)</b>	<b>-</b>	<b>(16)</b>	<b>(16)</b>	<b>-</b>
<b>CAPITAL REVENUES</b>					
CAPITAL RESERVE TRANSFER	(114,697)	(121,137)	(413,500)	(292,363)	241.3%
<b>TOTAL CAPITAL REVENUES</b>	<b>(114,697)</b>	<b>(121,137)</b>	<b>(413,500)</b>	<b>(292,363)</b>	<b>241.3%</b>
<b>TOTAL REVENUES</b>	<b>(1,086,402)</b>	<b>(964,520)</b>	<b>(1,267,314)</b>	<b>(302,794)</b>	<b>31.4%</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	110,940	78,697	71,992	(6,705)	(8.5%)
BENEFITS	31,319	20,605	22,292	1,687	8.2%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>142,259</b>	<b>99,302</b>	<b>94,284</b>	<b>(5,018)</b>	<b>(5.1%)</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	102,434	84,200	87,810	3,610	4.3%
CONTRACTED SERVICES	157,263	79,500	145,200	65,700	82.6%
<b>TOTAL OPERATING EXPENSES</b>	<b>259,697</b>	<b>163,700</b>	<b>233,010</b>	<b>69,310</b>	<b>42.3%</b>
<b>DEBT REPAYMENT</b>					
PRINCIPAL REPAYMENT	42,754	42,754	42,780	26	0.1%
INTEREST REPAYMENT	27,448	27,448	25,435	(2,013)	(7.3%)
<b>TOTAL DEBT REPAYMENT</b>	<b>70,202</b>	<b>70,202</b>	<b>68,215</b>	<b>(1,987)</b>	<b>(2.8%)</b>
<b>CAPITAL</b>					
MAJOR INFRASTRUCTURE	32,000	39,500	362,500	323,000	817.7%
FURNISHINGS AND EQUIPMENT	82,697	81,637	51,000	(30,637)	(37.5%)
<b>TOTAL CAPITAL</b>	<b>114,697</b>	<b>121,137</b>	<b>413,500</b>	<b>292,363</b>	<b>241.3%</b>
<b>RESERVE TRANSFERS</b>					
CONTRIBUTIONS TO CAPITAL RESERVES	390,128	390,128	339,811	(50,317)	(12.9%)
<b>TOTAL RESERVE TRANSFERS</b>	<b>390,128</b>	<b>390,128</b>	<b>339,811</b>	<b>(50,317)</b>	<b>(12.9%)</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	54,826	62,119	54,544	(7,575)	(12.2%)
DEPARTMENTAL CHARGES	54,593	57,931	63,950	6,019	10.4%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>109,419</b>	<b>120,050</b>	<b>118,494</b>	<b>(1,556)</b>	<b>(1.3%)</b>
<b>TOTAL EXPENSES</b>	<b>1,086,402</b>	<b>964,519</b>	<b>1,267,314</b>	<b>302,795</b>	<b>31.4%</b>
<b>TOTAL</b>	<b>-</b>	<b>(1)</b>	<b>-</b>	<b>1</b>	<b>(100.0%)</b>

**Drumbo**

	2021	2021	2022	\$ OVER	% OVER
	2021	REVISED	REQUESTED	2021	2021
	FORECAST	BUDGET*	BUDGET	BUDGET	BUDGET
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
WATER AND WASTEWATER RATES	(370,800)	(363,378)	(366,000)	(2,622)	0.7%
USER FEES AND CHARGES	(2,250)	(6,000)	(6,000)	-	-
<b>TOTAL GENERAL REVENUES</b>	<b>(373,050)</b>	<b>(369,378)</b>	<b>(372,000)</b>	<b>(2,622)</b>	<b>0.7%</b>
<b>OTHER REVENUES</b>					
RESERVE TRANSFER	-	-	(6)	(6)	-
<b>TOTAL OTHER REVENUES</b>	<b>-</b>	<b>-</b>	<b>(6)</b>	<b>(6)</b>	<b>-</b>
<b>CAPITAL REVENUES</b>					
CAPITAL RESERVE TRANSFER	(1,412,823)	(1,562,561)	(184,233)	1,378,328	(88.2%)
DEVELOPMENT CHARGES	(345,880)	(3,167,649)	(26,840)	3,140,809	(99.2%)
<b>TOTAL CAPITAL REVENUES</b>	<b>(1,758,703)</b>	<b>(4,730,210)</b>	<b>(211,073)</b>	<b>4,519,137</b>	<b>(95.5%)</b>
<b>TOTAL REVENUES</b>	<b>(2,131,753)</b>	<b>(5,099,588)</b>	<b>(583,079)</b>	<b>4,516,509</b>	<b>(88.6%)</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	64,432	58,015	57,538	(477)	(0.8%)
BENEFITS	18,196	17,252	18,044	792	4.6%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>82,628</b>	<b>75,267</b>	<b>75,582</b>	<b>315</b>	<b>0.4%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	45,053	44,130	46,370	2,240	5.1%
CONTRACTED SERVICES	48,080	52,250	73,450	21,200	40.6%
<b>TOTAL OPERATING EXPENSES</b>	<b>93,133</b>	<b>96,380</b>	<b>119,820</b>	<b>23,440</b>	<b>24.3%</b>
<b>CAPITAL</b>					
MAJOR INFRASTRUCTURE	1,719,543	4,691,210	201,073	(4,490,137)	(95.7%)
FURNISHINGS AND EQUIPMENT	39,160	39,000	10,000	(29,000)	(74.4%)
<b>TOTAL CAPITAL</b>	<b>1,758,703</b>	<b>4,730,210</b>	<b>211,073</b>	<b>(4,519,137)</b>	<b>(95.5%)</b>
<b>RESERVE TRANSFERS</b>					
CONTRIBUTIONS TO RESERVES	1,642	-	-	-	-
CONTRIBUTIONS TO CAPITAL RESERVES	142,472	139,164	118,761	(20,403)	(14.7%)
<b>TOTAL RESERVE TRANSFERS</b>	<b>144,114</b>	<b>139,164</b>	<b>118,761</b>	<b>(20,403)</b>	<b>(14.7%)</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	33,456	36,577	34,744	(1,833)	(5.0%)
DEPARTMENTAL CHARGES	19,719	21,990	23,099	1,109	5.0%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>53,175</b>	<b>58,567</b>	<b>57,843</b>	<b>(724)</b>	<b>(1.2%)</b>
<b>TOTAL EXPENSES</b>	<b>2,131,753</b>	<b>5,099,588</b>	<b>583,079</b>	<b>(4,516,509)</b>	<b>(88.6%)</b>
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Mt. Elgin**

	2021	2021	2022	\$ OVER	% OVER
	2021	REVISED	REQUESTED	2021	2021
	FORECAST	BUDGET*	BUDGET	BUDGET	BUDGET
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
WATER AND WASTEWATER RATES	(188,403)	(188,403)	(196,300)	(7,897)	4.2%
USER FEES AND CHARGES	(85,142)	(85,141)	(83,666)	1,475	(1.7%)
<b>TOTAL GENERAL REVENUES</b>	<b>(273,545)</b>	<b>(273,544)</b>	<b>(279,966)</b>	<b>(6,422)</b>	<b>2.3%</b>
<b>OTHER REVENUES</b>					
RESERVE TRANSFER	(30,435)	-	(3)	(3)	-
<b>TOTAL OTHER REVENUES</b>	<b>(30,435)</b>	<b>-</b>	<b>(3)</b>	<b>(3)</b>	<b>-</b>
<b>CAPITAL REVENUES</b>					
CAPITAL RESERVE TRANSFER	(50,000)	(115,234)	(150,000)	(34,766)	30.2%
CAPITAL CONTRIBUTIONS	(117,000)	(130,000)	-	130,000	(100.0%)
<b>TOTAL CAPITAL REVENUES</b>	<b>(167,000)</b>	<b>(245,234)</b>	<b>(150,000)</b>	<b>95,234</b>	<b>(38.8%)</b>
<b>TOTAL REVENUES</b>	<b>(470,980)</b>	<b>(518,778)</b>	<b>(429,969)</b>	<b>88,809</b>	<b>(17.1%)</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	32,220	28,256	28,904	648	2.3%
BENEFITS	9,122	8,169	8,766	597	7.3%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>41,342</b>	<b>36,425</b>	<b>37,670</b>	<b>1,245</b>	<b>3.4%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	20,294	19,200	25,080	5,880	30.6%
CONTRACTED SERVICES	19,421	21,000	26,100	5,100	24.3%
<b>TOTAL OPERATING EXPENSES</b>	<b>39,715</b>	<b>40,200</b>	<b>51,180</b>	<b>10,980</b>	<b>27.3%</b>
<b>DEBT REPAYMENT</b>					
PRINCIPAL REPAYMENT	68,214	68,214	69,201	987	1.4%
INTEREST REPAYMENT	11,428	11,427	8,965	(2,462)	(21.5%)
<b>TOTAL DEBT REPAYMENT</b>	<b>79,642</b>	<b>79,641</b>	<b>78,166</b>	<b>(1,475)</b>	<b>(1.9%)</b>
<b>CAPITAL</b>					
MAJOR INFRASTRUCTURE	157,000	235,234	150,000	(85,234)	(36.2%)
FURNISHINGS AND EQUIPMENT	10,000	10,000	-	(10,000)	(100.0%)
<b>TOTAL CAPITAL</b>	<b>167,000</b>	<b>245,234</b>	<b>150,000</b>	<b>(95,234)</b>	<b>(38.8%)</b>
<b>RESERVE TRANSFERS</b>					
CONTRIBUTIONS TO CAPITAL RESERVES	80,877	80,877	49,808	(31,069)	(38.4%)
DEVELOPMENT CHARGES EXEMPTIONS	200	-	-	-	-
<b>TOTAL RESERVE TRANSFERS</b>	<b>81,077</b>	<b>80,877</b>	<b>49,808</b>	<b>(31,069)</b>	<b>(38.4%)</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	52,140	25,438	51,356	25,918	101.9%
DEPARTMENTAL CHARGES	10,064	10,963	11,789	826	7.5%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>62,204</b>	<b>36,401</b>	<b>63,145</b>	<b>26,744</b>	<b>73.5%</b>
<b>TOTAL EXPENSES</b>	<b>470,980</b>	<b>518,778</b>	<b>429,969</b>	<b>(88,809)</b>	<b>(17.1%)</b>
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Embro**

	2021	2021	2022	\$ OVER	% OVER
	2021	REVISED	REQUESTED	2021	2021
	FORECAST	BUDGET*	BUDGET	BUDGET	BUDGET
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
WATER AND WASTEWATER RATES	(279,500)	(272,428)	(284,800)	(12,372)	4.5%
USER FEES AND CHARGES	(247,412)	(247,413)	(246,075)	1,338	(0.5%)
<b>TOTAL GENERAL REVENUES</b>	<b>(526,912)</b>	<b>(519,841)</b>	<b>(530,875)</b>	<b>(11,034)</b>	<b>2.1%</b>
<b>OTHER REVENUES</b>					
RESERVE TRANSFER	(18,728)	-	(5)	(5)	-
<b>TOTAL OTHER REVENUES</b>	<b>(18,728)</b>	<b>-</b>	<b>(5)</b>	<b>(5)</b>	<b>-</b>
<b>CAPITAL REVENUES</b>					
CAPITAL RESERVE TRANSFER	(10,600)	(10,000)	-	10,000	(100.0%)
CAPITAL CONTRIBUTIONS	(62,500)	(62,500)	(62,500)	-	-
<b>TOTAL CAPITAL REVENUES</b>	<b>(73,100)</b>	<b>(72,500)</b>	<b>(62,500)</b>	<b>10,000</b>	<b>(13.8%)</b>
<b>TOTAL REVENUES</b>	<b>(618,740)</b>	<b>(592,341)</b>	<b>(593,380)</b>	<b>(1,039)</b>	<b>0.2%</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	18,423	22,100	19,210	(2,890)	(13.1%)
BENEFITS	5,244	6,171	5,537	(634)	(10.3%)
<b>TOTAL SALARIES AND BENEFITS</b>	<b>23,667</b>	<b>28,271</b>	<b>24,747</b>	<b>(3,524)</b>	<b>(12.5%)</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	57,522	27,920	33,030	5,110	18.3%
CONTRACTED SERVICES	30,513	27,650	29,600	1,950	7.1%
<b>TOTAL OPERATING EXPENSES</b>	<b>88,035</b>	<b>55,570</b>	<b>62,630</b>	<b>7,060</b>	<b>12.7%</b>
<b>DEBT REPAYMENT</b>					
PRINCIPAL REPAYMENT	228,244	228,245	235,441	7,196	3.2%
INTEREST REPAYMENT	17,668	17,668	9,134	(8,534)	(48.3%)
<b>TOTAL DEBT REPAYMENT</b>	<b>245,912</b>	<b>245,913</b>	<b>244,575</b>	<b>(1,338)</b>	<b>(0.5%)</b>
<b>CAPITAL</b>					
MAJOR INFRASTRUCTURE	62,500	62,500	62,500	-	-
FURNISHINGS AND EQUIPMENT	10,600	10,000	-	(10,000)	(100.0%)
<b>TOTAL CAPITAL</b>	<b>73,100</b>	<b>72,500</b>	<b>62,500</b>	<b>(10,000)</b>	<b>(13.8%)</b>
<b>RESERVE TRANSFERS</b>					
CONTRIBUTIONS TO CAPITAL RESERVES	117,509	117,509	121,781	4,272	3.6%
<b>TOTAL RESERVE TRANSFERS</b>	<b>117,509</b>	<b>117,509</b>	<b>121,781</b>	<b>4,272</b>	<b>3.6%</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	28,353	34,344	28,005	(6,339)	(18.5%)
DEPARTMENTAL CHARGES	42,164	38,234	49,142	10,908	28.5%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>70,517</b>	<b>72,578</b>	<b>77,147</b>	<b>4,569</b>	<b>6.3%</b>
<b>TOTAL EXPENSES</b>	<b>618,740</b>	<b>592,341</b>	<b>593,380</b>	<b>1,039</b>	<b>0.2%</b>
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Innerkip

	2021	2021	2022	\$ OVER	% OVER
	2021	REVISED	REQUESTED	2021	2021
	FORECAST	BUDGET*	BUDGET	BUDGET	BUDGET
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
WATER AND WASTEWATER RATES	(324,600)	(308,387)	(322,500)	(14,113)	4.6%
USER FEES AND CHARGES	(271,435)	(271,436)	(271,435)	1	(0.0%)
<b>TOTAL GENERAL REVENUES</b>	<b>(596,035)</b>	<b>(579,823)</b>	<b>(593,935)</b>	<b>(14,112)</b>	<b>2.4%</b>
<b>OTHER REVENUES</b>					
RESERVE TRANSFER	(29,141)	-	(8)	(8)	-
<b>TOTAL OTHER REVENUES</b>	<b>(29,141)</b>	<b>-</b>	<b>(8)</b>	<b>(8)</b>	<b>-</b>
<b>CAPITAL REVENUES</b>					
CAPITAL RESERVE TRANSFER	(143,600)	(143,264)	-	143,264	(100.0%)
CAPITAL CONTRIBUTIONS	(200,000)	(75,000)	(75,000)	-	-
<b>TOTAL CAPITAL REVENUES</b>	<b>(343,600)</b>	<b>(218,264)</b>	<b>(75,000)</b>	<b>143,264</b>	<b>(65.6%)</b>
<b>TOTAL REVENUES</b>	<b>(968,776)</b>	<b>(798,087)</b>	<b>(668,943)</b>	<b>129,144</b>	<b>(16.2%)</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	27,795	24,634	21,986	(2,648)	(10.7%)
BENEFITS	7,236	6,922	6,375	(547)	(7.9%)
<b>TOTAL SALARIES AND BENEFITS</b>	<b>35,031</b>	<b>31,556</b>	<b>28,361</b>	<b>(3,195)</b>	<b>(10.1%)</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	60,336	48,590	53,410	4,820	9.9%
CONTRACTED SERVICES	58,695	34,350	41,150	6,800	19.8%
<b>TOTAL OPERATING EXPENSES</b>	<b>119,031</b>	<b>82,940</b>	<b>94,560</b>	<b>11,620</b>	<b>14.0%</b>
<b>DEBT REPAYMENT</b>					
PRINCIPAL REPAYMENT	250,642	250,643	260,044	9,401	3.8%
INTEREST REPAYMENT	19,293	19,293	9,891	(9,402)	(48.7%)
<b>TOTAL DEBT REPAYMENT</b>	<b>269,935</b>	<b>269,936</b>	<b>269,935</b>	<b>(1)</b>	<b>(0.0%)</b>
<b>CAPITAL</b>					
MAJOR INFRASTRUCTURE	333,000	208,264	75,000	(133,264)	(64.0%)
FURNISHINGS AND EQUIPMENT	10,600	10,000	-	(10,000)	(100.0%)
<b>TOTAL CAPITAL</b>	<b>343,600</b>	<b>218,264</b>	<b>75,000</b>	<b>(143,264)</b>	<b>(65.6%)</b>
<b>RESERVE TRANSFERS</b>					
CONTRIBUTIONS TO CAPITAL RESERVES	100,017	100,017	88,689	(11,328)	(11.3%)
<b>TOTAL RESERVE TRANSFERS</b>	<b>100,017</b>	<b>100,017</b>	<b>88,689</b>	<b>(11,328)</b>	<b>(11.3%)</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	41,368	38,607	42,640	4,033	10.4%
DEPARTMENTAL CHARGES	59,794	56,767	69,758	12,991	22.9%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>101,162</b>	<b>95,374</b>	<b>112,398</b>	<b>17,024</b>	<b>17.8%</b>
<b>TOTAL EXPENSES</b>	<b>968,776</b>	<b>798,087</b>	<b>668,943</b>	<b>(129,144)</b>	<b>(16.2%)</b>
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Water – Detailed System Reports

General

	2021	2021	2022	\$ OVER	% OVER
	2021	REVISED	REQUESTED	2021	2021
	FORECAST	BUDGET*	BUDGET	BUDGET	BUDGET
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
PROVINCIAL GRANTS	(54,000)	-	-	-	-
USER FEES AND CHARGES	(110,891)	(81,385)	(103,398)	(22,013)	27.0%
<b>TOTAL GENERAL REVENUES</b>	<b>(164,891)</b>	<b>(81,385)</b>	<b>(103,398)</b>	<b>(22,013)</b>	<b>27.0%</b>
<b>OTHER REVENUES</b>					
RESERVE TRANSFER	(240,651)	(347,275)	(298,312)	48,963	(14.1%)
<b>TOTAL OTHER REVENUES</b>	<b>(240,651)</b>	<b>(347,275)</b>	<b>(298,312)</b>	<b>48,963</b>	<b>(14.1%)</b>
<b>CAPITAL REVENUES</b>					
CAPITAL RESERVE TRANSFER	(122,550)	(121,000)	(75,390)	45,610	(37.7%)
DEVELOPMENT CHARGES	(8,200)	(8,356)	(61,610)	(53,254)	637.3%
<b>TOTAL CAPITAL REVENUES</b>	<b>(130,750)</b>	<b>(129,356)</b>	<b>(137,000)</b>	<b>(7,644)</b>	<b>5.9%</b>
<b>TOTAL REVENUES</b>	<b>(536,292)</b>	<b>(558,016)</b>	<b>(538,710)</b>	<b>19,306</b>	<b>(3.5%)</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	1,130,546	1,094,392	1,141,149	46,757	4.3%
BENEFITS	441,889	637,787	694,300	56,513	8.9%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>1,572,435</b>	<b>1,732,179</b>	<b>1,835,449</b>	<b>103,270</b>	<b>6.0%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	542,370	506,475	485,150	(21,325)	(4.2%)
CONTRACTED SERVICES	253,350	265,300	181,500	(83,800)	(31.6%)
RENTS AND FINANCIAL EXPENSES	1,000	2,000	1,000	(1,000)	(50.0%)
<b>TOTAL OPERATING EXPENSES</b>	<b>796,720</b>	<b>773,775</b>	<b>667,650</b>	<b>(106,125)</b>	<b>(13.7%)</b>
<b>CAPITAL</b>					
MAJOR INFRASTRUCTURE	104,500	105,856	137,000	31,144	29.4%
VEHICLES	25,250	22,500	-	(22,500)	(100.0%)
FURNISHINGS AND EQUIPMENT	1,000	1,000	-	(1,000)	(100.0%)
<b>TOTAL CAPITAL</b>	<b>130,750</b>	<b>129,356</b>	<b>137,000</b>	<b>7,644</b>	<b>5.9%</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	1,089,396	1,101,021	1,260,332	159,311	14.5%
DEPARTMENTAL CHARGES	(3,053,009)	(3,178,315)	(3,361,721)	(183,406)	5.8%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>(1,963,613)</b>	<b>(2,077,294)</b>	<b>(2,101,389)</b>	<b>(24,095)</b>	<b>1.2%</b>
<b>TOTAL EXPENSES</b>	<b>536,292</b>	<b>558,016</b>	<b>538,710</b>	<b>(19,306)</b>	<b>(3.5%)</b>
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Woodstock**

	2021	2021	2022	\$ OVER	% OVER
	2021	REVISED	2022	2021	2021
	FORECAST	BUDGET*	BUDGET	BUDGET	BUDGET
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
WATER AND WASTEWATER RATES	(7,624,698)	(7,783,402)	(7,914,800)	(131,398)	1.7%
USER FEES AND CHARGES	(176,497)	(35,234)	(38,234)	(3,000)	8.5%
<b>TOTAL GENERAL REVENUES</b>	<b>(7,801,195)</b>	<b>(7,818,636)</b>	<b>(7,953,034)</b>	<b>(134,398)</b>	<b>1.7%</b>
<b>OTHER REVENUES</b>					
RESERVE TRANSFER	(295,482)	-	(20,251)	(20,251)	-
<b>CAPITAL REVENUES</b>					
CAPITAL RESERVE TRANSFER	(3,024,024)	(3,994,000)	(3,699,600)	294,400	(7.4%)
DEVELOPMENT CHARGES	(756,000)	(3,802,000)	(720,000)	3,082,000	(81.1%)
CAPITAL CONTRIBUTIONS	-	-	(10,000)	(10,000)	-
<b>TOTAL CAPITAL REVENUES</b>	<b>(3,780,024)</b>	<b>(7,796,000)</b>	<b>(4,429,600)</b>	<b>3,366,400</b>	<b>(43.2%)</b>
<b>TOTAL REVENUES</b>	<b>(11,876,701)</b>	<b>(15,614,636)</b>	<b>(12,402,885)</b>	<b>3,211,751</b>	<b>(20.6%)</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	236,767	212,639	218,904	6,265	2.9%
BENEFITS	65,352	57,090	61,186	4,096	7.2%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>302,119</b>	<b>269,729</b>	<b>280,090</b>	<b>10,361</b>	<b>3.8%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	257,975	216,140	230,050	13,910	6.4%
CONTRACTED SERVICES	1,983,619	1,978,350	2,015,000	36,650	1.9%
<b>TOTAL OPERATING EXPENSES</b>	<b>2,241,594</b>	<b>2,194,490</b>	<b>2,245,050</b>	<b>50,560</b>	<b>2.3%</b>
<b>DEBT REPAYMENT</b>					
PRINCIPAL REPAYMENT	183,239	183,239	183,298	59	0.0%
INTEREST REPAYMENT	118,436	118,436	109,805	(8,631)	(7.3%)
<b>TOTAL DEBT REPAYMENT</b>	<b>301,675</b>	<b>301,675</b>	<b>293,103</b>	<b>(8,572)</b>	<b>(2.8%)</b>
<b>CAPITAL</b>					
MAJOR INFRASTRUCTURE	3,750,020	7,751,000	4,399,600	(3,351,400)	(43.2%)
FURNISHINGS AND EQUIPMENT	30,004	45,000	30,000	(15,000)	(33.3%)
<b>TOTAL CAPITAL</b>	<b>3,780,024</b>	<b>7,796,000</b>	<b>4,429,600</b>	<b>(3,366,400)</b>	<b>(43.2%)</b>
<b>RESERVE TRANSFERS</b>					
CONTRIBUTIONS TO RESERVES	22,638	-	-	-	-
CONTRIBUTIONS TO CAPITAL RESERVES	2,838,766	2,755,244	2,673,784	(81,460)	(3.0%)
DEVELOPMENT CHARGES EXEMPTIONS	141,000	-	100,000	100,000	-
<b>TOTAL RESERVE TRANSFERS</b>	<b>3,002,404</b>	<b>2,755,244</b>	<b>2,773,784</b>	<b>18,540</b>	<b>0.7%</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	772,170	763,602	744,683	(18,919)	(2.5%)
DEPARTMENTAL CHARGES	1,476,715	1,533,896	1,636,575	102,679	6.7%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>2,248,885</b>	<b>2,297,498</b>	<b>2,381,258</b>	<b>83,760</b>	<b>3.6%</b>
<b>TOTAL EXPENSES</b>	<b>11,876,701</b>	<b>15,614,636</b>	<b>12,402,885</b>	<b>(3,211,751)</b>	<b>(20.6%)</b>
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



Ingersoll

	2021	2021	2022	\$ OVER	% OVER
	2021	REVISED	REQUESTED	2021	2021
	FORECAST	BUDGET*	BUDGET	BUDGET	BUDGET
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
WATER AND WASTEWATER RATES	(3,157,669)	(3,311,942)	(2,948,100)	363,842	(11.0%)
USER FEES AND CHARGES	(63,679)	(63,679)	(66,819)	(3,140)	4.9%
<b>TOTAL GENERAL REVENUES</b>	<b>(3,221,348)</b>	<b>(3,375,621)</b>	<b>(3,014,919)</b>	<b>360,702</b>	<b>(10.7%)</b>
<b>OTHER REVENUES</b>					
RESERVE TRANSFER	(23,316)	-	(83)	(83)	-
<b>TOTAL OTHER REVENUES</b>	<b>(23,316)</b>	<b>-</b>	<b>(83)</b>	<b>(83)</b>	<b>-</b>
<b>CAPITAL REVENUES</b>					
CAPITAL RESERVE TRANSFER	(1,573,000)	(1,765,177)	(5,040,500)	(3,275,323)	185.6%
<b>TOTAL CAPITAL REVENUES</b>	<b>(1,573,000)</b>	<b>(1,765,177)</b>	<b>(5,040,500)</b>	<b>(3,275,323)</b>	<b>185.6%</b>
<b>TOTAL REVENUES</b>	<b>(4,817,664)</b>	<b>(5,140,798)</b>	<b>(8,055,502)</b>	<b>(2,914,704)</b>	<b>56.7%</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	397,100	378,899	383,024	4,125	1.1%
BENEFITS	109,628	108,035	116,980	8,945	8.3%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>506,728</b>	<b>486,934</b>	<b>500,004</b>	<b>13,070</b>	<b>2.7%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	192,555	203,590	225,550	21,960	10.8%
CONTRACTED SERVICES	247,983	264,450	280,100	15,650	5.9%
<b>TOTAL OPERATING EXPENSES</b>	<b>440,538</b>	<b>468,040</b>	<b>505,650</b>	<b>37,610</b>	<b>8.0%</b>
<b>DEBT REPAYMENT</b>					
PRINCIPAL REPAYMENT	56,304	56,304	57,301	997	1.8%
INTEREST REPAYMENT	8,244	8,244	6,217	(2,027)	(24.6%)
<b>TOTAL DEBT REPAYMENT</b>	<b>64,548</b>	<b>64,548</b>	<b>63,518</b>	<b>(1,030)</b>	<b>(1.6%)</b>
<b>CAPITAL</b>					
MAJOR INFRASTRUCTURE	1,328,000	1,520,177	4,790,500	3,270,323	215.1%
FURNISHINGS AND EQUIPMENT	245,000	245,000	250,000	5,000	2.0%
<b>TOTAL CAPITAL</b>	<b>1,573,000</b>	<b>1,765,177</b>	<b>5,040,500</b>	<b>3,275,323</b>	<b>185.6%</b>
<b>RESERVE TRANSFERS</b>					
CONTRIBUTIONS TO RESERVES	6,107	-	-	-	-
CONTRIBUTIONS TO CAPITAL RESERVES	1,431,087	1,431,087	1,041,261	(389,826)	(27.2%)
<b>TOTAL RESERVE TRANSFERS</b>	<b>1,437,194</b>	<b>1,431,087</b>	<b>1,041,261</b>	<b>(389,826)</b>	<b>(27.2%)</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	309,160	412,359	365,407	(46,952)	(11.4%)
DEPARTMENTAL CHARGES	486,496	512,653	539,162	26,509	5.2%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>795,656</b>	<b>925,012</b>	<b>904,569</b>	<b>(20,443)</b>	<b>(2.2%)</b>
<b>TOTAL EXPENSES</b>	<b>4,817,664</b>	<b>5,140,798</b>	<b>8,055,502</b>	<b>2,914,704</b>	<b>56.7%</b>
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Tillsonburg**

	2021	2021	2022	\$ OVER	% OVER
	2021	REVISED	2022	2021	2021
	FORECAST	BUDGET*	REQUESTED	BUDGET	BUDGET
		BUDGET*	BUDGET	BUDGET	BUDGET
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
WATER AND WASTEWATER RATES	(3,716,617)	(3,783,808)	(3,839,200)	(55,392)	1.5%
USER FEES AND CHARGES	(14,120)	(11,120)	(10,098)	1,022	(9.2%)
<b>TOTAL GENERAL REVENUES</b>	<b>(3,730,737)</b>	<b>(3,794,928)</b>	<b>(3,849,298)</b>	<b>(54,370)</b>	<b>1.4%</b>
<b>OTHER REVENUES</b>					
RESERVE TRANSFER	(29,756)	-	(40,605)	(40,605)	-
<b>CAPITAL REVENUES</b>					
CAPITAL RESERVE TRANSFER	(1,490,956)	(1,669,995)	(1,709,500)	(39,505)	2.4%
DEVELOPMENT CHARGES	(123,200)	(122,894)	-	122,894	(100.0%)
CAPITAL CONTRIBUTIONS	(71,844)	-	(32,500)	(32,500)	-
<b>TOTAL CAPITAL REVENUES</b>	<b>(1,686,000)</b>	<b>(1,792,889)</b>	<b>(1,742,000)</b>	<b>50,889</b>	<b>(2.8%)</b>
<b>TOTAL REVENUES</b>	<b>(5,446,493)</b>	<b>(5,587,817)</b>	<b>(5,631,903)</b>	<b>(44,086)</b>	<b>0.8%</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	132,684	152,583	140,175	(12,408)	(8.1%)
BENEFITS	37,136	42,057	40,932	(1,125)	(2.7%)
<b>TOTAL SALARIES AND BENEFITS</b>	<b>169,820</b>	<b>194,640</b>	<b>181,107</b>	<b>(13,533)</b>	<b>(7.0%)</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	101,619	100,910	108,310	7,400	7.3%
CONTRACTED SERVICES	1,310,311	1,310,100	1,402,900	92,800	7.1%
<b>TOTAL OPERATING EXPENSES</b>	<b>1,411,930</b>	<b>1,411,010</b>	<b>1,511,210</b>	<b>100,200</b>	<b>7.1%</b>
<b>DEBT REPAYMENT</b>					
PRINCIPAL REPAYMENT	13,400	13,400	8,835	(4,565)	(34.1%)
INTEREST REPAYMENT	1,664	1,664	1,707	43	2.6%
<b>TOTAL DEBT REPAYMENT</b>	<b>15,064</b>	<b>15,064</b>	<b>10,542</b>	<b>(4,522)</b>	<b>(30.0%)</b>
<b>CAPITAL</b>					
MAJOR INFRASTRUCTURE	1,601,000	1,707,889	1,517,000	(190,889)	(11.2%)
FURNISHINGS AND EQUIPMENT	85,000	85,000	225,000	140,000	164.7%
<b>TOTAL CAPITAL</b>	<b>1,686,000</b>	<b>1,792,889</b>	<b>1,742,000</b>	<b>(50,889)</b>	<b>(2.8%)</b>
<b>RESERVE TRANSFERS</b>					
CONTRIBUTIONS TO RESERVES	14,542	-	-	-	-
CONTRIBUTIONS TO CAPITAL RESERVES	1,251,818	1,251,818	1,205,249	(46,569)	(3.7%)
DEVELOPMENT CHARGES EXEMPTIONS	10,000	-	10,000	10,000	-
<b>TOTAL RESERVE TRANSFERS</b>	<b>1,276,360</b>	<b>1,251,818</b>	<b>1,215,249</b>	<b>(36,569)</b>	<b>(2.9%)</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	270,701	291,347	288,426	(2,921)	(1.0%)
DEPARTMENTAL CHARGES	616,618	631,050	683,369	52,319	8.3%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>887,319</b>	<b>922,397</b>	<b>971,795</b>	<b>49,398</b>	<b>5.4%</b>
<b>TOTAL EXPENSES</b>	<b>5,446,493</b>	<b>5,587,818</b>	<b>5,631,903</b>	<b>44,085</b>	<b>0.8%</b>
<b>TOTAL</b>	<b>-</b>	<b>1</b>	<b>-</b>	<b>(1)</b>	<b>(100.0%)</b>

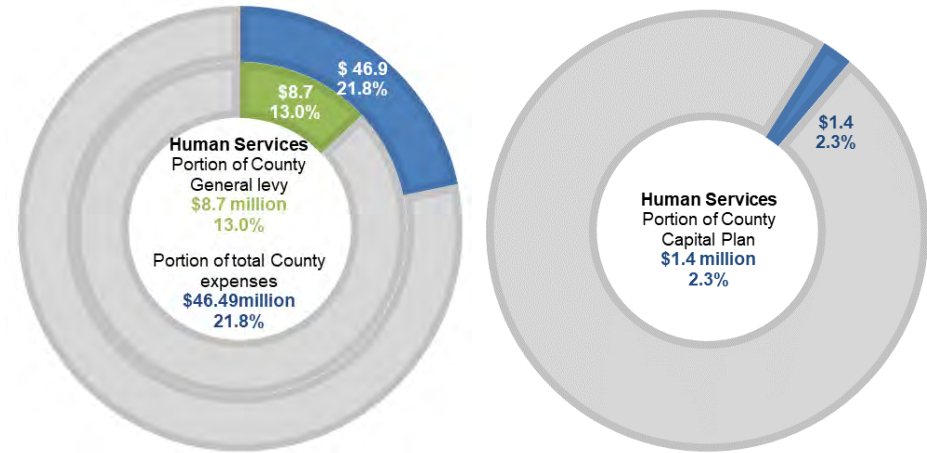
**Township**

	2021	2021	2022	\$ OVER	% OVER
	2021	REVISED	2022	2021	2021
	FORECAST	BUDGET*	REQUESTED	BUDGET	BUDGET
		BUDGET*	BUDGET	BUDGET	BUDGET
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
WATER AND WASTEWATER RATES	(3,966,393)	(3,978,710)	(4,118,200)	(139,490)	3.5%
USER FEES AND CHARGES	(231,613)	(220,453)	(221,953)	(1,500)	0.7%
<b>TOTAL GENERAL REVENUES</b>	<b>(4,198,006)</b>	<b>(4,199,163)</b>	<b>(4,340,153)</b>	<b>(140,990)</b>	<b>3.4%</b>
<b>OTHER REVENUES</b>					
RESERVE TRANSFER	-	-	(112)	(112)	-
<b>CAPITAL REVENUES</b>					
CAPITAL RESERVE TRANSFER	(1,482,233)	(1,833,682)	(1,433,000)	400,682	(21.9%)
DEVELOPMENT CHARGES	21,333	(1,589,900)	(1,513,000)	76,900	(4.8%)
CAPITAL CONTRIBUTIONS	(37,500)	-	-	-	-
<b>TOTAL CAPITAL REVENUES</b>	<b>(1,498,400)</b>	<b>(3,423,582)</b>	<b>(2,946,000)</b>	<b>477,582</b>	<b>(13.9%)</b>
<b>TOTAL REVENUES</b>	<b>(5,696,406)</b>	<b>(7,622,745)</b>	<b>(7,286,265)</b>	<b>336,480</b>	<b>(4.4%)</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	649,986	611,683	625,397	13,714	2.2%
BENEFITS	178,084	143,434	153,204	9,770	6.8%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>828,070</b>	<b>755,117</b>	<b>778,601</b>	<b>23,484</b>	<b>3.1%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	394,175	370,235	381,720	11,485	3.1%
CONTRACTED SERVICES	446,877	467,750	506,500	38,750	8.3%
<b>TOTAL OPERATING EXPENSES</b>	<b>841,052</b>	<b>837,985</b>	<b>888,220</b>	<b>50,235</b>	<b>6.0%</b>
<b>DEBT REPAYMENT</b>					
PRINCIPAL REPAYMENT	137,806	137,806	142,972	5,166	3.7%
INTEREST REPAYMENT	10,647	10,647	5,481	(5,166)	(48.5%)
<b>TOTAL DEBT REPAYMENT</b>	<b>148,453</b>	<b>148,453</b>	<b>148,453</b>	<b>-</b>	<b>-</b>
<b>CAPITAL</b>					
MAJOR INFRASTRUCTURE	1,323,400	3,198,582	2,706,000	(492,582)	(15.4%)
FURNISHINGS AND EQUIPMENT	175,000	225,000	240,000	15,000	6.7%
<b>TOTAL CAPITAL</b>	<b>1,498,400</b>	<b>3,423,582</b>	<b>2,946,000</b>	<b>(477,582)</b>	<b>(13.9%)</b>
<b>RESERVE TRANSFERS</b>					
CONTRIBUTIONS TO RESERVES	30,115	-	-	-	-
CONTRIBUTIONS TO CAPITAL RESERVES	1,155,112	1,155,112	1,299,974	144,862	12.5%
DEVELOPMENT CHARGES EXEMPTIONS	22,600	-	1,000	1,000	-
<b>TOTAL RESERVE TRANSFERS</b>	<b>1,207,827</b>	<b>1,155,112</b>	<b>1,300,974</b>	<b>145,862</b>	<b>12.6%</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	515,700	619,684	496,000	(123,684)	(20.0%)
DEPARTMENTAL CHARGES	656,904	682,812	728,017	45,205	6.6%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>1,172,604</b>	<b>1,302,496</b>	<b>1,224,017</b>	<b>(78,479)</b>	<b>(6.0%)</b>
<b>TOTAL EXPENSES</b>	<b>5,696,406</b>	<b>7,622,745</b>	<b>7,286,265</b>	<b>(336,480)</b>	<b>(4.4%)</b>
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



# Human Services 2022 Business Plan & Budget

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






	Division	Division Description	Services	2022 FTE
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"> <li>Ontario Works</li> <li>Housing with Related Supports</li> <li>Discretionary Benefits</li> </ul>	31.0
	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"> <li>Licensed Child Care Service System Management</li> <li>Child Care Subsidy</li> <li>EarlyON Child and Family Centres</li> <li>Special Needs Resourcing (SNR)</li> </ul>	14.2
	Housing	Housing 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"> <li>Shelter (Direct Delivered)</li> <li>Shelter (Subsidy)</li> </ul>	1.1
<b>Total</b>				<b>46.3</b>

5 Year Projected Budget

	2022	2023	2024	2025	2026
	REQUESTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
<b>REVENUES</b>					
GENERAL REVENUES	(32,112,484)	(31,087,551)	(30,743,441)	(30,377,156)	(30,139,393)
OTHER REVENUES	(4,699,096)	-	-	-	-
CAPITAL REVENUES	(1,440,374)	(1,716,239)	(1,673,300)	(1,505,707)	(779,100)
<b>TOTAL REVENUES</b>	<b>(38,251,954)</b>	<b>(32,803,790)</b>	<b>(32,416,741)</b>	<b>(31,882,863)</b>	<b>(30,918,493)</b>
<b>EXPENSES</b>					
SALARIES AND BENEFITS	4,582,584	4,584,194	4,704,335	4,516,825	4,495,669
OPERATING EXPENSES	37,844,464	32,174,652	32,220,720	32,610,033	32,680,525
DEBT REPAYMENT	275,818	276,273	179,198	179,197	-
CAPITAL	1,440,374	1,716,239	1,673,300	1,505,707	779,100
RESERVE TRANSFERS	1,325,000	1,400,000	1,475,000	1,585,000	1,600,000
INTERDEPARTMENTAL CHARGES	1,467,054	1,482,045	1,529,358	1,583,653	1,619,806
<b>TOTAL EXPENSES</b>	<b>46,935,294</b>	<b>41,633,403</b>	<b>41,781,911</b>	<b>41,980,415</b>	<b>41,175,100</b>
<b>TOTAL</b>	<b>8,683,340</b>	<b>8,829,613</b>	<b>9,365,170</b>	<b>10,097,552</b>	<b>10,256,607</b>

Services Overview

Full-Time Equivalents 31.0 FTE 






Service	Service Description	2020 Service Level	Service Type
Ontario Works	Financial Assistance of Basic Needs and shelter costs for those eligible Oxford residents.	<b>\$11,071,800</b> Payment (\$ of financial assistance)	
Housing with Related Supports	Provision of housing for people who require assistance with the activities of daily living, with financial subsidy.	<b>\$291,934</b> Payment (\$ of financial assistance)	
Discretionary Benefits	Provision of funeral costs, health, mobility and assistive devices for those eligible Oxford residents.	<b>\$370,939</b> Payment (\$ of financial assistance)	

(3.0) FTE Full-time - Not replacing retirement and resignation vacancies of Support Clerks and Client Service Worker.

Key Performance Indicators

	2018 Actual	2019 Actual	2020 Actual	2021 Forecast	2022 Budget	Target
Average employment earnings per case	\$746.33	\$829.00	\$839.00	\$791.91	\$817.85	↑
% of cases with earnings	16.95%	17.88%	11.75%	11.36%	11.37%	↑
# of Ontario Works cases	1,384	1,355	1,234	986	998	N/A
% of terminations exiting to employment	16.16%	28.52%	27.24%	22.9%	24.2%	↑
# of people assisted with discretionary funds	1,992	2,623	2,543	2,670	2,804	↑
# of residents assisted with Housing with Related Supports financial assistance.	55	54	62	65	65	↑

Goals and Objectives

Description	2022	2023	2024	Strategic Plan	Other Plan Alignment
<p><b>Enhanced Collaboration with community partners and local Employers</b>            Continue to work with local employers seeking employees from the Human Services programs. Utilizing all available funding supports to assist the clients to obtain and maintain successful employment opportunities.</p> <p>Enhance collaborations and integration with community partners further preparing for life stabilization work with clients served.</p>	●	●	●	 Works Together 1.i.	Zero Poverty
<p><b>Online Discretionary Benefits Application</b>            Develop an online discretionary benefits application and process allowing for less staff resource and gain efficiencies to provide support to as many eligible people as possible.</p>	●			 Performs & Delivers Results 5.ii.	Zero Poverty
<p><b>Social Assistance Modernization</b>            Continue to work with the province regarding the modernization of the Ontario Works program.</p> <p>Implement the Renewal and Recovery processes prioritizing life stabilization activities.</p>	●	●	●	 Performs & Delivers Results 5.i. 5.ii.	Zero Poverty
<p><b>Centralized Intake</b>            Implementation of centralized intake process for Ontario Works.</p>	●	●		 Performs & Delivers Results 5.i. 5.ii.	Zero Poverty
<p><b>Housing with Related Supports Financial Review</b>            Continue to review the Housing with Related Supports program with respect to increasing support costs.</p>	●	●	●	 Well Connected 2.ii.	Zero Poverty







Operating Budget

	2021	2021	LESS:	2022	2022	2022	2022	2022	2022	\$ OVER	% OVER
	2021	REVISED	2021 ONE	BASE	ONE	SERVICE	NEW	2022	2022	2021	2021
	FORECAST	BUDGET*	TIME	BUDGET	TIME	LEVEL	INITIATIVES	OTHER	REQUESTED	BUDGET	BUDGET
<b>REVENUES</b>											
<b>GENERAL REVENUES</b>											
PROVINCIAL GRANTS	(16,323,615)	(16,323,615)	-	413,873	-	-	-	-	(15,909,742)	413,873	(2.5%)
USER FEES AND CHARGES	(297,400)	(297,400)	-	20,372	-	-	-	-	(277,028)	20,372	(6.9%)
<b>TOTAL GENERAL REVENUES</b>	<b>(16,621,015)</b>	<b>(16,621,015)</b>	-	<b>434,245</b>	-	-	-	-	<b>(16,186,770)</b>	<b>434,245</b>	<b>(2.6%)</b>
<b>TOTAL REVENUES</b>	<b>(16,621,015)</b>	<b>(16,621,015)</b>	-	<b>434,245</b>	-	-	-	-	<b>(16,186,770)</b>	<b>434,245</b>	<b>(2.6%)</b>
<b>EXPENSES</b>											
<b>SALARIES AND BENEFITS</b>											
SALARIES	2,496,418	2,496,418	-	(98,557)	-	-	-	-	2,397,861	(98,557)	(3.9%)
BENEFITS	798,138	798,138	-	6,289	-	-	-	-	804,427	6,289	0.8%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>3,294,556</b>	<b>3,294,556</b>	-	<b>(92,268)</b>	-	-	-	-	<b>3,202,288</b>	<b>(92,268)</b>	<b>(2.8%)</b>
<b>OPERATING EXPENSES</b>											
MATERIALS	974,656	954,968	5,950	40,046	-	-	-	-	1,000,964	45,996	4.8%
CONTRACTED SERVICES	8,924	8,000	-	1,000	-	-	-	-	9,000	1,000	12.5%
RENTS AND FINANCIAL EXPENSES	46,000	46,000	-	14,400	-	-	-	-	60,400	14,400	31.3%
EXTERNAL TRANSFERS	13,561,700	13,561,700	-	(446,129)	-	-	-	-	13,115,571	(446,129)	(3.3%)
<b>TOTAL OPERATING EXPENSES</b>	<b>14,591,280</b>	<b>14,570,668</b>	<b>5,950</b>	<b>(390,683)</b>	-	-	-	-	<b>14,185,935</b>	<b>(384,733)</b>	<b>(2.6%)</b>
<b>INTERDEPARTMENTAL CHARGES</b>											
INTERDEPARTMENTAL CHARGES	742,439	742,456	-	54,642	-	-	-	-	797,098	54,642	7.4%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>742,439</b>	<b>742,456</b>	-	<b>54,642</b>	-	-	-	-	<b>797,098</b>	<b>54,642</b>	<b>7.4%</b>
<b>TOTAL EXPENSES</b>	<b>18,628,275</b>	<b>18,607,680</b>	<b>5,950</b>	<b>(428,309)</b>	-	-	-	-	<b>18,185,321</b>	<b>(422,359)</b>	<b>(2.3%)</b>
<b>TOTAL</b>	<b>2,007,260</b>	<b>1,986,665</b>	<b>5,950</b>	<b>5,936</b>	-	-	-	-	<b>1,998,551</b>	<b>11,886</b>	<b>0.6%</b>

\* Includes in-year approved transfer and account reclassifications

Services Overview

Full-Time Equivalents 14.2 FTE  1.0

Service	Service Description	2020 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.	2,322 Child Care Spaces 10 Licensed Operators	
Child Care Subsidy	A service that provides funding to child care service providers to support affordable child care options for families in Oxford County.	802 Children Served	
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.	New program service delivery effective 2021	
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.	137 Children Served	






- 1.0 FTE Family Resource Coordinator Full-time** - The Family Resource Coordinator will work to leverage and further develop the partnership that EarlyON Child and Family Centres have with different community services to develop specific strategies and/or targeted approaches to support identified priorities. **FTE 2022-04**

Key Performance Indicators

	2018 Actual	2019 Actual	2020 Actual	2021 Forecast	2022 Budget	Target
Total # of purchase of service licensed child care spaces	2,039	2,263	2,296	2,367	2,421	↑
Total # child care purchase of service contracts	9	9	9	10	10	N/A
Total # of licensed home child care providers	12	15	8	8	12	↑
Total # children served through SNR	N/A	N/A	137	187	192	↑
% of licensed child care spaces occupied 0-4 years of age	78%	78%	59%	64%	65%	↑
% of licensed child care spaces occupied 5-12 years of age	38%	37%	25%	23%	30%	↑
Total # of children served through fee subsidy	976	982	802	726	740	↑
Total # children (0-6) served in EarlyON programs*	N/A	N/A	N/A	170	187	↑
Total # parents/caregivers served in EarlyON programs*	N/A	N/A	N/A	150	165	↑
Total # child visits in EarlyON programs*	N/A	N/A	N/A	652	717	↑
Total # parent/caregiver visits in EarlyON programs*	N/A	N/A	N/A	564	620	↑
Total # EarlyON program hours (virtual and in-person)*	N/A	N/A	N/A	300	750	↑

\*Oxford County assumed delivery of EarlyON programs in 2021.

Goals and Objectives

Description	2022	2023	2024	Strategic Plan	Other Plan Alignment
<p><b>Increase access to licensed child care spaces in Oxford County</b> Work with area service providers, local school boards and colleges, as well as licensed home child care agency to support the retention and recruitment of Registered Early Childhood Educators in order to increase licensed child care spaces in both rural and urban communities, based on identified community needs.</p>	●	●	●	 Shapes the Future 3.iii.	Child Care and Early Years Service System Plan
<p><b>Manage and support initiatives that work to reduce child care costs for families</b> Continue to monitor range of child care costs and explore options for maintaining or reducing fees, given available resources. Prepare and respond to upcoming changes to child care system through the National Child Care Strategy, and work to maintain flexibility with child care fee subsidy and cross-jurisdictional agreements.</p>	●	●	●	 Shapes the Future 3.iii.	Child Care and Early Years Service System Plan
<p><b>Develop and deliver EarlyON programs and services that are responsive to community need</b> Working collaboratively with broader community services, all programs are designed and delivered to meet the unique needs of parents, caregivers and young children to support their learning, development and well-being through mandatory core services which include supporting early learning and development, engaging parents and caregivers and making connections for families.</p>	●	●	●	 Performs & Delivers Results 5.ii.	Child Care and Early Years Service System Plan
<p><b>Coordinate service planning and create customized community connections</b> Integrate the child care and early years system within the broader context of local community services by leveraging partnerships to create customized community connections. Develop specific strategies and/or targeted approaches to support identified priorities. Increase awareness of the child care and early years system by promoting the supports, resources and programs that are available.</p>	●	●	●	 Informs & Engages 4.ii.	Child Care and Early Years Service System Plan
<p><b>Facilitate special needs resourcing supports</b> Ensure services and supports purchased through Special Needs Resourcing funding are in compliance with legislative and regulatory requirements and that minimum expenditures are met.</p>	●	●	●	 Performs & Delivers Results 5.ii.	Child Care and Early Years Service System Plan

Operating Budget

	2021	2021	LESS:	2022	2022	2022	2022	2022	2022	\$ OVER	% OVER
	2021	REVISED	2021 ONE	BASE	ONE	SERVICE	NEW	2022	2022	2021	2021
	FORECAST	BUDGET*	TIME	BUDGET	TIME	LEVEL	INITIATIVES	OTHER	BUDGET	BUDGET	BUDGET
<b>REVENUES</b>											
<b>GENERAL REVENUES</b>											
PROVINCIAL GRANTS	(10,133,271)	(9,362,940)	-	(13,987)	(9,800)	(73,229)	(7,823)	(11,690)	(9,479,469)	(116,529)	1.2%
<b>TOTAL GENERAL REVENUES</b>	(10,133,271)	(9,362,940)	-	(13,987)	(9,800)	(73,229)	(7,823)	(11,690)	(9,479,469)	(116,529)	1.2%
<b>CAPITAL REVENUES</b>											
PROVINCIAL GRANTS	-	-	-	-	(50,000)	-	-	-	(50,000)	(50,000)	-
CAPITAL RESERVE TRANSFER	(1,019,000)	(1,024,733)	-	1,024,733	-	-	-	-	-	1,024,733	(100.0%)
<b>TOTAL CAPITAL REVENUES</b>	(1,019,000)	(1,024,733)	-	1,024,733	(50,000)	-	-	-	(50,000)	974,733	(95.1%)
<b>TOTAL REVENUES</b>	<b>(11,152,271)</b>	<b>(10,387,673)</b>	<b>-</b>	<b>1,010,746</b>	<b>(59,800)</b>	<b>(73,229)</b>	<b>(7,823)</b>	<b>(11,690)</b>	<b>(9,529,469)</b>	<b>858,204</b>	<b>(8.3%)</b>
<b>EXPENSES</b>											
<b>SALARIES AND BENEFITS</b>											
SALARIES	749,717	875,904	-	(12,355)	-	53,981	-	-	917,530	41,626	4.8%
BENEFITS	254,179	302,620	-	2,570	-	19,248	-	-	324,438	21,818	7.2%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>1,003,896</b>	<b>1,178,524</b>	<b>-</b>	<b>(9,785)</b>	<b>-</b>	<b>73,229</b>	<b>-</b>	<b>-</b>	<b>1,241,968</b>	<b>63,444</b>	<b>5.4%</b>
<b>OPERATING EXPENSES</b>											
MATERIALS	548,320	427,518	-	(150,975)	-	-	-	-	276,543	(150,975)	(35.3%)
RENTS AND FINANCIAL EXPENSES	-	-	-	24,000	-	-	-	-	24,000	24,000	-
EXTERNAL TRANSFERS	9,428,624	8,661,822	-	46,207	-	-	-	-	8,708,029	46,207	0.5%
<b>TOTAL OPERATING EXPENSES</b>	<b>9,976,944</b>	<b>9,089,340</b>	<b>-</b>	<b>(80,768)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9,008,572</b>	<b>(80,768)</b>	<b>(0.9%)</b>
<b>CAPITAL</b>											
MAJOR INFRASTRUCTURE	1,019,000	1,024,733	-	(1,024,733)	-	-	-	-	-	(1,024,733)	(100.0%)
VEHICLES	-	-	-	-	50,000	-	-	-	50,000	50,000	-
<b>TOTAL CAPITAL</b>	<b>1,019,000</b>	<b>1,024,733</b>	<b>-</b>	<b>(1,024,733)</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50,000</b>	<b>(974,733)</b>	<b>(95.1%)</b>
<b>INTERDEPARTMENTAL CHARGES</b>											
INTERDEPARTMENTAL CHARGES	114,043	110,217	-	67,803	9,800	-	7,823	11,690	207,333	97,116	88.1%
DEPARTMENTAL CHARGES	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>114,043</b>	<b>110,217</b>	<b>-</b>	<b>67,803</b>	<b>9,800</b>	<b>-</b>	<b>7,823</b>	<b>11,690</b>	<b>207,333</b>	<b>97,116</b>	<b>88.1%</b>
<b>TOTAL EXPENSES</b>	<b>12,113,883</b>	<b>11,402,814</b>	<b>-</b>	<b>(1,047,483)</b>	<b>59,800</b>	<b>73,229</b>	<b>7,823</b>	<b>11,690</b>	<b>10,507,873</b>	<b>(894,941)</b>	<b>(7.8%)</b>
<b>TOTAL</b>	<b>961,612</b>	<b>1,015,141</b>	<b>-</b>	<b>(36,737)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>978,404</b>	<b>(36,737)</b>	<b>(3.6%)</b>

\* Includes in-year approved transfer and account reclassifications

Budget Impact Details

	REF	BASE BUDGET	CAPITAL/ ONE TIME	EXPENSES	REVENUES	TAXATION
<b>2021 REVISED BUDGET</b>		10,378,081	1,024,733	11,402,814	10,387,673	1,015,141
LESS: 2021 ONE-TIME ITEMS		-	-	-	-	-
<b>BASE BUDGET IMPACT</b>		(22,750)	(1,024,733)	(1,047,483)	(1,010,746)	(36,737)
<b>SERVICE LEVEL</b>						
CC-EarlyOn Family Resource Coordinator FTE	FTE2022-04	73,229	-	73,229	73,229	-
		73,229	-	73,229	73,229	-
<b>NEW INITIATIVES</b>						
CC-Mobile EarlyON Programs	NI2022-08	7,823	59,800	67,623	67,623	-
		7,823	59,800	67,623	67,623	-
<b>CARRYOVER/IN-YEAR APPROVAL (OTHER)</b>						
CC-75 Graham - EarlyOn	HS 2021-10	11,690	-	11,690	11,690	-
		11,690	-	11,690	11,690	-
<b>TOTAL</b>		69,992	(964,933)	(894,941)	(858,204)	(36,737)
<b>2022 APPROVED BUDGET</b>		10,448,073	59,800	10,507,873	9,529,469	978,404

Capital Budget

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2022 REQUEST	2023	2024-2031
<b>VEHICLES</b>							
310400 - Vehicles	Vehicle for Mobile EarlyON Programs	Expansion	N/A	\$50,000	50,000	-	-
				\$50,000	\$50,000	\$0	\$0

**FTE Change Proposal – Family Resource Coordinator**

FTE 2022-04

**DESCRIPTION**

<b>Type of FTE request</b>	<b>Service Level</b>
<b>Classification</b>	<b>Full-time - Permanent</b>
<b>Job Title</b>	<b>Family Resource Coordinator</b>
<b>FTE</b>	<b>1.0</b>

<b>Strategic Plan</b>	
	<b>Shapes the Future</b>
	3.iii.

EarlyON Child and Family Centres must continuously look for opportunities to facilitate stronger relationships within their local community and assist parents and caregivers in accessing services and supports that respond to a family’s unique needs.

**BACKGROUND**

**Background**

Oxford County assumed delivery of the EarlyON Child and Family Centres in January 2021. As part of the ongoing work to connect with the community and provide important support programs and services to families with young children, Human Service is adding a Family Resource Coordinator to the team.

Currently there are three facilitators providing virtual and in-person programs across Oxford County, and an additional three facilitators will be added before 2022 to ensure that we are able to sustain in-person programming in urban and rural communities going forward.

**Comments**

For EarlyON Child and Family Centres to be effective, supports for parents related to early learning and development must be developed with an understanding of the unique characteristics, needs and priorities of the community that is being served. The Family Resource Coordinator will work to leverage and further develop the partnerships that EarlyON Child and Family Centres have with different community services to develop specific strategies and/or targeted approaches to support identified priorities.

The Family Resource Coordinator will make connections with and offer targeted outreach opportunities to parents and caregivers not currently using Children and Family Centre Services (e.g., newcomers to Ontario, teen parents, low-income families, etc.). The addition of this position to the overall complement of staff will ensure that Oxford County is meeting the mandatory core services of the EarlyON Child and Family Centres.

### Conclusions

The addition of a Family Resource Coordinator, as part of the 100% provincially funded EarlyON Child and Family Centre programs and services, will allow for systems navigation and resource support for families across Oxford County.

### BUDGET REQUIREMENTS

	One-time	Base	Total Budget
<b>Revenues</b>			
Provincial Funding	-	\$73,229	\$73,229
Salaries and benefits	-	73,229	73,229
County Levy	\$-	\$-	\$-
<b>2022 Budget Impact<sup>1</sup></b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

<sup>1</sup> Position planned to start January 2022









**New Initiative – Mobile EarlyON Programs**

NI 2022-08

**DESCRIPTION**

EarlyON Child and Family Centres are expected to integrate programs and services into the larger community. In Oxford County, this also means that programs and services are delivered in rural communities across the county. To facilitate this condition, a dedicated vehicle is required to ensure that necessary staff, materials and resources can be transported to rural locations each weekday throughout the year.

**Strategic Plan**

					
<b>WORKS WELL TOGETHER</b>	<b>WELL CONNECTED</b>	<b>SHAPES THE FUTURE</b>	<b>INFORMS &amp; ENGAGES</b>	<b>PERFORMS &amp; DELIVERS</b>	<b>POSITIVE IMPACT</b>
				5.ii.	

**DISCUSSION**

**Background**

Oxford County assumed delivery of the EarlyON Child and Family Centres in January 2021. Since that time, and in response to COVID-19 restrictions, a modified model of program and service delivery has been delivered. As restrictions ease, and continued vaccination policies are introduced, the EarlyON Child and Family Centres will be expected to resume regular programming for families across Oxford County.

**Comments**

Oxford EarlyON Child and Family Centres are planning to offer weekly programs in rural locations across the county. In some areas, we may have access to limited storage. In others, we will need to transport learning materials, supplies and resources to support the mandatory core services outlined by the Ministry of Education. Access to a dedicated vehicle will allow for:

- Travel to and from rural locations to deliver programs and services five days per week,
- Transportation of necessary materials and resources required to deliver quality programming,
- Regular access to EarlyON Child and Family Centre programs and services for families living outside of urban centres, and
- Integration with broader community services to meet families in their communities.

**Conclusions**

Access to a dedicated vehicle for EarlyON Child and Family Centres will support efforts to provide high quality, accessible programming for children and families across Oxford County.



**BUDGET REQUIREMENTS**

	2022 One-time	2023 Base <sup>1</sup>	Total Budget
<b>Revenues</b>			
Provincial Funding	59,800	12,493	72,293
<b>Total revenues</b>	<b>59,800</b>	<b>12,493</b>	<b>72,293</b>
<b>Operating expenses</b>			
Rental Vehicle <sup>1</sup>	9,800	-	9,800
Licenses	-	123	123
Repairs and Maintenance	-	1,600	1,600
Fuel	-	770	770
Insurance	-	1,600	1,600
<b>Total operating expenses</b>	<b>9,800</b>	<b>4,093</b>	<b>13,893</b>
<b>Capital</b>			
Purchase of Vehicle	50,000	-	50,000
Contribution to Reserve	-	8,400	8,400
<b>Total capital</b>	<b>50,000</b>	<b>8,400</b>	<b>58,400</b>
<b>County Levy</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>2022 Budget Impact</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

<sup>1</sup> Rental vehicle until July 2022 is expected. 2022 Budget Impact total \$67,623 funded by provincial revenues; full year expense in 2023 of \$12,493 will be funded through provincial funding.

Services Overview




Full-Time Equivalents 1.1 FTE →0.0



Service	Service Description	2020 Service Level	Service Type
Shelter (Direct Delivered)	A service that provides units of shelter to eligible residents of Oxford County.	628 Housing units	
Shelter (Subsidy)	A service that provides subsidies to community partners delivering shelter to residents of Oxford County.	\$2,182,277 Housing subsidy payment	

Key Performance Indicators

	2018 Actual	2019 Actual	2020 Actual	2021 Forecast	2022 Budget	Target
# of clients served through consolidated homelessness prevention initiative	1,311	875	730	750	800	1,325
# of new clients housed (RGI, rent supplement programs)	270	175	134	155	165	300
# of new Affordable Housing units created (rental, ownership)	0	72	3	88	50	50
% of clients served / housed from waitlist	10%	7%	6%	6%	7%	15%

Goals and Objectives

Description	2022	2023	2024	Strategic Plan	Other Plan Alignment
<p><b>Support Affordable Housing Projects</b></p> <ul style="list-style-type: none"> <li>Complete 98 unit housing project, including 62 affordable units, at 1231 Nellis Street, Woodstock.</li> <li>Complete 30 unit housing project, including 22 affordable units, at 98 Mill Street, Plattsville.</li> <li>Complete 2 Habitat for Humanity units in Drumbo, and continue to support the development of Habitat for Humanity housing throughout the County.</li> <li>Complete the 8 unit housing project on the County owned property located at 738 Parkinson Road.</li> <li>Continue pursuing an affordable housing proposal at Parcel B, Woodingford Lodge, and release an RFP in 2022 to expend \$1.5 million in County Funding, in the event that funding is not received from CMHC.</li> <li>Pursue land banking and funding opportunities for future affordable housing projects.</li> <li>Advocate for additional funding and explore additional opportunities to provide more affordable housing units.</li> <li>Initiate a parking review, to determine if reduced parking standards can be considered for all affordable housing projects.</li> </ul>	●			 Works Together 1.i. 1.ii.	10 Year Shelter Plan
<p><b>Support the Emergency Housing System and Transitional Housing Opportunities</b></p> <p>Support the operations and changes of transitional housing developments to assist in providing more housing opportunities along the Housing Continuum.</p>	●	●	●	 Shapes the Future 3.ii.	10 Year Shelter Plan
<p><b>Promote Redevelopment and Review Existing Operating Agreements</b></p> <p>Continue to review operating agreements with social housing providers, with the goal to explore re-development opportunities that will support the development of additional affordable housing units.</p> <p>Continue to review existing County properties to determine if redevelopment opportunities are available.</p>	●	●	●	 Works Together 1.i. 1.ii.	10 Year Shelter Plan

Description	2022	2023	2024	Strategic Plan	Other Plan Alignment
<p><b>Collaborate with Community Partners and Advocate for Housing Opportunities</b>            Continue to collaborate with existing community partners in an effort to develop solutions to the existing housing crisis.</p> <p>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>	●	●	●	 Works Together 1.i 1.ii	10 Year Shelter Plan
<p><b>Complete the Enumeration and By Name List in coordination with community partners</b>            Collaborate with community partners to keep the enumeration statistics updated and accurate to be able to provide improved service to those experiencing homelessness.</p>	●	●	●	 Works Together 1.i 1.ii	

Operating Budget

	2021	2021	LESS:	2022	2022	2022	2022	2022	2022	\$ OVER	% OVER
	2021	REVISED	2021 ONE	BASE	ONE	SERVICE	NEW	2022	2022	2021	2021
	FORECAST	BUDGET*	TIME	BUDGET	TIME	LEVEL	INITIATIVES	OTHER	REQUESTED	BUDGET	BUDGET
<b>REVENUES</b>											
<b>GENERAL REVENUES</b>											
PROVINCIAL GRANTS	(8,455,031)	(4,329,303)	-	1,550,118	(35,000)	-	-	-	(2,814,185)	1,515,118	(35.0%)
FEDERAL GRANTS	(1,129,501)	(1,129,501)	-	87,364	-	-	-	-	(1,042,137)	87,364	(7.7%)
USER FEES AND CHARGES	(281,650)	(271,650)	-	(3,093)	-	-	-	(380)	(275,123)	(3,473)	1.3%
OTHER REVENUE	(2,236,070)	(2,236,070)	-	(32,730)	-	-	-	(46,000)	(2,314,800)	(78,730)	3.5%
<b>TOTAL GENERAL REVENUES</b>	<b>(12,102,252)</b>	<b>(7,966,524)</b>	<b>-</b>	<b>1,601,659</b>	<b>(35,000)</b>	<b>-</b>	<b>-</b>	<b>(46,380)</b>	<b>(6,446,245)</b>	<b>1,520,279</b>	<b>(19.1%)</b>
<b>OTHER REVENUES</b>											
RESERVE TRANSFER	(4,462,160)	(6,667,788)	100,000	3,658,692	(1,790,000)	-	-	-	(4,699,096)	1,968,692	(29.5%)
<b>TOTAL OTHER REVENUES</b>	<b>(4,462,160)</b>	<b>(6,667,788)</b>	<b>100,000</b>	<b>3,658,692</b>	<b>(1,790,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(4,699,096)</b>	<b>1,968,692</b>	<b>(29.5%)</b>
<b>CAPITAL REVENUES</b>											
PROVINCIAL GRANTS	(362,092)	(69,057)	-	69,057	-	-	-	-	-	69,057	(100.0%)
FEDERAL GRANTS	(201,880)	(204,000)	-	204,000	-	-	-	-	-	204,000	(100.0%)
PROVINCIAL GRANTS	(1,514,101)	(1,514,101)	-	1,514,101	-	-	-	-	-	1,514,101	(100.0%)
CAPITAL RESERVE TRANSFER	(707,974)	(1,012,587)	-	(377,787)	-	-	-	-	(1,390,374)	(377,787)	37.3%
<b>TOTAL CAPITAL REVENUES</b>	<b>(2,786,047)</b>	<b>(2,799,745)</b>	<b>-</b>	<b>1,409,371</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(1,390,374)</b>	<b>1,409,371</b>	<b>(50.3%)</b>
<b>TOTAL REVENUES</b>	<b>(19,350,459)</b>	<b>(17,434,057)</b>	<b>100,000</b>	<b>6,669,722</b>	<b>(1,825,000)</b>	<b>-</b>	<b>-</b>	<b>(46,380)</b>	<b>(12,535,715)</b>	<b>4,898,342</b>	<b>(28.1%)</b>
<b>EXPENSES</b>											
<b>SALARIES AND BENEFITS</b>											
SALARIES	-	-	-	107,927	-	-	-	-	107,927	107,927	-
BENEFITS	-	-	-	30,401	-	-	-	-	30,401	30,401	-
<b>TOTAL SALARIES AND BENEFITS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>138,328</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>138,328</b>	<b>138,328</b>	<b>-</b>
<b>OPERATING EXPENSES</b>											
MATERIALS	3,542,316	3,565,021	-	(1,401,387)	-	-	(6,475)	24,100	2,181,259	(1,383,762)	(38.8%)
CONTRACTED SERVICES	1,932,620	1,900,720	-	189,215	110,000	(30,000)	-	15,000	2,184,935	284,215	15.0%
EXTERNAL TRANSFERS	13,895,010	12,392,634	(100,000)	(3,723,871)	1,715,000	-	-	-	10,283,763	(2,108,871)	(17.0%)
<b>TOTAL OPERATING EXPENSES</b>	<b>19,369,946</b>	<b>17,858,375</b>	<b>(100,000)</b>	<b>(4,936,043)</b>	<b>1,825,000</b>	<b>(30,000)</b>	<b>(6,475)</b>	<b>39,100</b>	<b>14,649,957</b>	<b>(3,208,418)</b>	<b>(18.0%)</b>
<b>DEBT REPAYMENT</b>											
PRINCIPAL REPAYMENT	230,537	230,537	-	(4,052)	-	-	-	-	226,485	(4,052)	(1.8%)
INTEREST REPAYMENT	63,646	63,646	-	(14,313)	-	-	-	-	49,333	(14,313)	(22.5%)
<b>TOTAL DEBT REPAYMENT</b>	<b>294,183</b>	<b>294,183</b>	<b>-</b>	<b>(18,365)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>275,818</b>	<b>(18,365)</b>	<b>(6.2%)</b>
<b>CAPITAL</b>											
MAJOR INFRASTRUCTURE	1,551,300	1,551,300	-	(1,551,300)	-	-	-	-	-	(1,551,300)	(100.0%)
BUILDING	1,184,866	1,199,428	-	(36,254)	-	-	-	-	1,163,174	(36,254)	(3.0%)
FURNISHINGS AND EQUIPMENT	83,681	82,817	-	144,383	-	-	-	-	227,200	144,383	174.3%
<b>TOTAL CAPITAL</b>	<b>2,819,847</b>	<b>2,833,545</b>	<b>-</b>	<b>(1,443,171)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,390,374</b>	<b>(1,443,171)</b>	<b>(50.9%)</b>

	2021	2021	LESS:	2022	2022	2022	2022		2022	\$ OVER	% OVER
	2021	REVISED	2021 ONE	BASE	ONE	SERVICE	NEW	2022	REQUESTED	2021	2021
	FORECAST	BUDGET*	TIME	BUDGET	TIME	LEVEL	INITIATIVES	OTHER	BUDGET	BUDGET	BUDGET
<b>RESERVE TRANSFERS</b>											
CONTRIBUTIONS TO RESERVES	980,129	500,000	-	-	-	-	-	-	500,000	-	-
CONTRIBUTIONS TO CAPITAL RESERVES	750,000	750,000	-	-	-	60,000	-	15,000	825,000	75,000	10.0%
<b>TOTAL RESERVE TRANSFERS</b>	<b>1,730,129</b>	<b>1,250,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>60,000</b>	<b>-</b>	<b>15,000</b>	<b>1,325,000</b>	<b>75,000</b>	<b>6.0%</b>
<b>INTERDEPARTMENTAL CHARGES</b>											
INTERDEPARTMENTAL CHARGES	214,250	275,850	-	186,773	-	-	-	-	462,623	186,773	67.7%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>214,250</b>	<b>275,850</b>	<b>-</b>	<b>186,773</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>462,623</b>	<b>186,773</b>	<b>67.7%</b>
<b>TOTAL EXPENSES</b>	<b>24,428,355</b>	<b>22,511,953</b>	<b>(100,000)</b>	<b>(6,072,478)</b>	<b>1,825,000</b>	<b>30,000</b>	<b>(6,475)</b>	<b>54,100</b>	<b>18,242,100</b>	<b>(4,269,853)</b>	<b>(19.0%)</b>
<b>TOTAL</b>	<b>5,077,896</b>	<b>5,077,896</b>	<b>-</b>	<b>597,244</b>	<b>-</b>	<b>30,000</b>	<b>(6,475)</b>	<b>7,720</b>	<b>5,706,385</b>	<b>628,489</b>	<b>12.4%</b>

\* Includes in-year approved transfer and account reclassifications

Budget Impact Details

	REF	BASEBUDGET	CAPITAL/ ONETIME	EXPENSES	REVENUES	TAXATION
<b>2021 REVISED BUDGET</b>		19,578,408	2,933,545	22,511,953	17,434,057	5,077,896
LESS: 2021 ONE-TIME ITEMS		-	(100,000)	(100,000)	(100,000)	-
<b>BASE BUDGET IMPACT</b>		(4,629,307)	(1,443,171)	(6,072,478)	(6,669,722)	597,244
<b>ONE-TIME ITEMS</b>						
HSG-Land/Redevelopment Study		-	75,000	75,000	75,000	-
HS-Housing Investment	NM02-211129	-	1,500,000	1,500,000	1,500,000	-
		-	<b>1,575,000</b>	<b>1,575,000</b>	<b>1,575,000</b>	-
<b>SERVICE LEVEL</b>						
HSG-Social Housing Facilities Capital Increase (AMP)		60,000	-	60,000	-	60,000
		<b>60,000</b>	-	<b>60,000</b>	-	<b>60,000</b>
<b>INTERDEPARTMENTAL INITIATIVES</b>						
HSG-Impact of Facilities maintenance scheduler FTE		(30,000)	-	(30,000)	-	(30,000)
HSG-Impact of Facilities automated utility data collection new initiative		(6,475)	-	(6,475)	-	(6,475)
		<b>(36,475)</b>	-	<b>(36,475)</b>	-	<b>(36,475)</b>
<b>CARRYOVER/IN-YEAR APPROVAL (OTHER)</b>						
HSG-Affordable Housing Project Woodstock	21Budget	28,300	-	28,300	22,000	6,300
HSG-Social Housing Revitalization Pilot	NI2020-05	-	115,000	115,000	115,000	-
HSG-Habitat for Humanity	21Budget	-	100,000	100,000	100,000	-
HSG-738 Parkinson Expansion	HS 2021-07	25,800	-	25,800	24,380	1,420
		<b>54,100</b>	<b>215,000</b>	<b>269,100</b>	<b>261,380</b>	<b>7,720</b>
<b>MODERNIZATION FUNDING (OTHER)</b>						
HSG-Optimization Review - Subsidized Housing Operations	CS 2021-38	-	35,000	35,000	35,000	-
		-	<b>35,000</b>	<b>35,000</b>	<b>35,000</b>	-
<b>TOTAL</b>		<b>(4,551,682)</b>	<b>281,829</b>	<b>(4,269,853)</b>	<b>(4,898,342)</b>	<b>628,489</b>
<b>2022 APPROVED BUDGET</b>		<b>15,026,726</b>	<b>3,215,374</b>	<b>18,242,100</b>	<b>12,535,715</b>	<b>5,706,385</b>

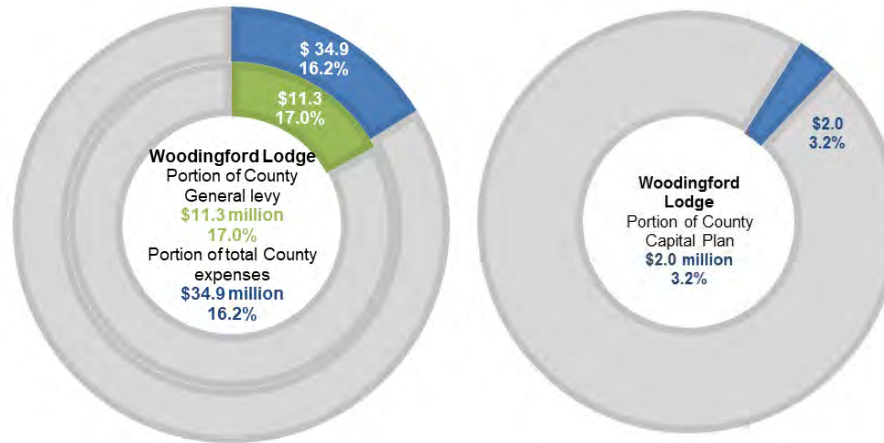


Capital Budget

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2022 REQUEST	2023	2024-2031
<b>BUILDING</b>							
360425 - 16 George St	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$5,000	5,000	-	-
360435 - 70 Maria St	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$20,000	20,000	-	-
360440 - 111 Brock St	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$5,000	5,000	-	-
360452 - 221 Thames St	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$50,000	50,000	-	-
360453 - 272 Harris St	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$40,000	40,000	-	-
360454 - 178 Earl St	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$65,000	65,000	-	-
360455 - 135 Carroll	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$195,000	195,000	-	-
360456 - 329 Tunis	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$41,000	41,000	-	-
360461 - 57 Rolph St	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$129,674	129,674	-	-
360462 - 174 Lisgar	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$18,000	18,000	-	-
360463 - 215 Lisgar	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$35,000	35,000	-	-
360464 - Earle St	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$72,000	72,000	-	-
360465 - Verna Dr	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$88,000	88,000	-	-
360472 - 816 Alice St	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$37,000	37,000	-	-
360475 - 742 Pavey	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$37,500	37,500	-	-
360476 - 82 Finkle	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$5,000	5,000	-	-
360477 - 161 Fyfe Ave	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$105,000	105,000	-	-
360478 - 738 Parkinson Rd	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$215,000	215,000	-	-
<b>FURNISHINGS</b>							
360000 - Furnishings	Appliances at various Social Housing Buildings	Replacement	Poor	\$34,300	34,300	-	-
360462 - 174 Lisgar	Replacement of Kitchen appliances	Replacement	Poor	\$30,100	30,100	-	-
360463 - 215 Lisgar	Replacement of Kitchen appliances	Replacement	Poor	\$30,800	30,800	-	-
360464 - Earle St	Replacement of Kitchen range hoods	Replacement	Poor	\$32,000	32,000	-	-
360474 - Karn Ave	Replacement of Kitchen range hoods	Replacement	Poor	\$100,000	100,000	-	-
				\$1,390,374	\$1,390,374	\$0	\$0



# Woodingford Lodge 2022 Business Plan & Budget



Division	Division Description	Services	2022 FTE Base	2022 FTE Temp
Woodingford Lodge Director of Woodingford Lodge	Woodingford Lodge	<ul style="list-style-type: none"> <li>Long Term Care</li> </ul>	215.4	4.2
<b>Total</b>			<b>215.4</b>	<b>4.2</b>

5 Year Projected Budget

	2022	2023	2024	2025	2026
	REQUESTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
<b>REVENUES</b>					
GENERAL REVENUES	(21,540,822)	(21,498,777)	(22,180,515)	(22,439,761)	(22,502,603)
CAPITAL REVENUES	(2,030,372)	(2,056,905)	(1,600,177)	(358,950)	(377,938)
<b>TOTAL REVENUES</b>	<b>(23,571,194)</b>	<b>(23,555,682)</b>	<b>(23,780,692)</b>	<b>(22,798,711)</b>	<b>(22,880,541)</b>
<b>EXPENSES</b>					
SALARIES AND BENEFITS	23,496,398	21,980,287	21,916,888	22,339,412	22,741,931
OPERATING EXPENSES	5,134,935	4,841,600	4,926,860	5,009,905	5,222,669
DEBT REPAYMENT	2,086,186	2,049,557	776,033	740,857	706,018
CAPITAL	2,030,372	2,056,905	1,600,177	358,950	377,938
RESERVE TRANSFERS	568,848	604,074	636,500	661,500	686,500
INTERDEPARTMENTAL CHARGES	1,558,558	1,553,663	1,590,287	1,620,479	1,648,260
<b>TOTAL EXPENSES</b>	<b>34,875,297</b>	<b>33,086,086</b>	<b>31,446,745</b>	<b>30,731,103</b>	<b>31,383,316</b>
<b>TOTAL</b>	<b>11,304,103</b>	<b>9,530,404</b>	<b>7,666,053</b>	<b>7,932,392</b>	<b>8,502,775</b>

Services Overview

Full-Time Equivalents 215.4 FTE



Service	Service Description	2020 Service Level	Service Type
Long Term Care	A service that provides residents an available long term care bed based on eligibility for required care and while waitlisted the Family Transition Program provides individuals and family necessary supports.	228 of long term and short stay beds	Public Health & Safety

- 16.6 FTE Long-term Care Staffing Supplement Funding Full-time - To improve staffing levels in Ontario's long-term care sector [NI 2022-07](#)
- 0.7 FTE Maintenance Worker/ Housekeeping Part-time - To support routine & preventative maintenance, and enhanced infection control practices [COVID Funding](#)
- 4.2 FTE Screening and Swabbing Staff Part-time - To support routine & preventative maintenance, and enhanced infection control practices [COVID Funding](#)






Key Performance Indicators

	2018 Actual	2019 Actual	2020 Actual	2021 Forecast	2022 Budget	Target
Resident and family global satisfaction	90.0%	90.0%	90.1%	90.5%	100%	100%
Residents and families who would recommend living at Woodingford Lodge	90.0%	91%	91%	91%	100%	100%
Staff who indicate job satisfaction regarding work life*	N/A	N/A	N/A	N/A	75.8%	100%
Residents with documented end-of-life care plans	N/A	N/A	N/A	75%	100%	100%
Number of ministerial work and activity orders/cease of admission	0	0	0	0	0	0%
Residents with triggered pain indicators are treated with a holistic approach	100%	100%	100%	100%	100%	100%
Completed antibiotic stewardship monthly reviews	100%	100%	100%	100%	100%	100%
Anti-psychotic medication monthly reviews completed to ensure appropriate use with supportive diagnosis	100%	100%	100%	100%	100%	100%
Restraint usage per provincial baseline	<1%	<1%	<1%	<1%	<1%	<3%

Number of Family Transition Program referrals	6	46	37	20	50	75
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\* Based on the Employee Engagement Survey. Survey was last completed in 2017

## Goals and Objectives

Description	2022	2023	2024	Strategic Plan	Other Plan Alignment
<p><b>Policy Changes to Increase and Maximize Long Term Care Flexibility and Funding</b></p> <p>Review the current number of municipal long term care home beds in Oxford County to ensure the needs of the community are met. To maximize the services provided in each of the long term care homes to ensure resident experience; medication safety and safe care services are aligning.</p>	●	●	●	 Performs & Delivers Results 5.i.	
<p><b>Environmental Sustainability Initiatives</b></p> <p>Implement research based solutions to expand organic waste diversion beyond the resident nutritional services to include all areas of Woodingford Lodge.</p>	●	●	●	 Shapes the Future 3.iii.	Zero Waste Plan
<p><b>Commence Accreditation Program</b></p> <p>Identify and build on opportunities to formulate a leadership role in the development and enhancement of long term care services in Oxford County to improve connectivity and implement best practice standards.</p>	●	●	●	 Performs & Delivers Results 5.i.	Our People, Our Stength Plan
<p><b>Logistics and Fiscal Responsibility</b></p> <p>Implement and maintain an enhanced system of monitoring, distribution and procurement of all operational needs with support from the Manager of Strategic Initiative Advancement for departmental collaboration.</p>	●			 Shapes the Future 3.iii.	
<p><b>Infection Prevention and Control (IPAC)</b></p> <p>Providing enhanced education and stewardship through our IPAC Nurse Practitioner to maximize infectious control standards in our long term care homes and corporate departments to transfer knowledge obtained from their IPAC Community of Practice both provincially and nationally.</p>	●	●	●	 Performs & Delivers Results 5.i.	

Operating Budget

	2021	2021	LESS:	2022	2022	2022	2022	2022	2022	\$ OVER	% OVER
	2021	REVISED	2021 ONE	BASE	ONE	SERVICE	NEW	2022	2022	2021	2021
	FORECAST	BUDGET*	TIME	BUDGET	TIME	LEVEL	INITIATIVES	OTHER	BUDGET	BUDGET	BUDGET
<b>REVENUES</b>											
<b>GENERAL REVENUES</b>											
PROVINCIAL GRANTS	(13,709,401)	(12,946,628)	812,651	(357,267)	(672,201)	-	(2,252,577)	-	(15,416,022)	(2,469,394)	19.1%
USER FEES AND CHARGES	(6,116,197)	(6,113,241)	-	(11,559)	-	-	-	-	(6,124,800)	(11,559)	0.2%
<b>TOTAL GENERAL REVENUES</b>	<b>(19,825,598)</b>	<b>(19,059,869)</b>	<b>812,651</b>	<b>(368,826)</b>	<b>(672,201)</b>	<b>-</b>	<b>(2,252,577)</b>	<b>-</b>	<b>(21,540,822)</b>	<b>(2,480,953)</b>	<b>13.0%</b>
<b>CAPITAL REVENUES</b>											
PROVINCIAL GRANTS	(369,658)	(58,660)	58,660	-	(71,022)	-	-	-	(71,022)	(12,362)	21.1%
CAPITAL RESERVE TRANSFER	(771,040)	(1,269,705)	-	(689,645)	-	-	-	-	(1,959,350)	(689,645)	54.3%
<b>TOTAL CAPITAL REVENUES</b>	<b>(1,140,698)</b>	<b>(1,328,365)</b>	<b>-</b>	<b>(689,645)</b>	<b>(71,022)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(2,030,372)</b>	<b>(702,007)</b>	<b>52.8%</b>
<b>TOTAL REVENUES</b>	<b>(20,966,296)</b>	<b>(20,388,234)</b>	<b>871,311</b>	<b>(1,058,471)</b>	<b>(743,223)</b>	<b>-</b>	<b>(2,252,577)</b>	<b>-</b>	<b>(23,571,194)</b>	<b>(3,182,960)</b>	<b>15.6%</b>
<b>EXPENSES</b>											
<b>SALARIES AND BENEFITS</b>											
SALARIES	16,875,208	16,942,819	(479,779)	452,934	275,854	1	1,433,135	-	18,624,964	1,682,145	9.9%
BENEFITS	4,184,636	4,457,795	(81,309)	(30,273)	22,292	-	502,929	-	4,871,434	413,639	9.3%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>21,059,844</b>	<b>21,400,614</b>	<b>(561,088)</b>	<b>422,661</b>	<b>298,146</b>	<b>1</b>	<b>1,936,064</b>	<b>-</b>	<b>23,496,398</b>	<b>2,095,784</b>	<b>9.8%</b>
<b>OPERATING EXPENSES</b>											
MATERIALS	3,287,448	3,133,981	(172,976)	18,252	288,790	21,880	4,225	28,855	3,323,007	189,026	6.0%
CONTRACTED SERVICES	1,691,000	1,767,682	(79,563)	8,809	95,000	-	20,000	-	1,811,928	44,246	2.5%
<b>TOTAL OPERATING EXPENSES</b>	<b>4,978,448</b>	<b>4,901,663</b>	<b>(252,539)</b>	<b>27,061</b>	<b>383,790</b>	<b>21,880</b>	<b>24,225</b>	<b>28,855</b>	<b>5,134,935</b>	<b>233,272</b>	<b>4.8%</b>
<b>DEBT REPAYMENT</b>											
PRINCIPAL REPAYMENT	1,749,231	1,749,231	-	63,434	-	-	-	-	1,812,665	63,434	3.6%
INTEREST REPAYMENT	373,483	373,482	-	(99,961)	-	-	-	-	273,521	(99,961)	(26.8%)
<b>TOTAL DEBT REPAYMENT</b>	<b>2,122,714</b>	<b>2,122,713</b>	<b>-</b>	<b>(36,527)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,086,186</b>	<b>(36,527)</b>	<b>(1.7%)</b>
<b>CAPITAL</b>											
MAJOR INFRASTRUCTURE	-	400,000	-	(400,000)	-	-	-	-	-	(400,000)	(100.0%)
BUILDING	603,265	583,772	(58,660)	1,133,228	-	-	-	-	1,717,000	1,133,228	194.1%
FURNISHINGS AND EQUIPMENT	552,833	354,563	-	(112,213)	71,022	-	-	-	313,372	(41,191)	(11.6%)
<b>TOTAL CAPITAL</b>	<b>1,156,098</b>	<b>1,338,335</b>	<b>-</b>	<b>679,015</b>	<b>71,022</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,030,372</b>	<b>692,037</b>	<b>51.7%</b>
<b>RESERVE TRANSFERS</b>											
CONTRIBUTIONS TO CAPITAL RESERVES	583,576	583,576	-	(14,728)	-	-	-	-	568,848	(14,728)	(2.5%)
<b>TOTAL RESERVE TRANSFERS</b>	<b>583,576</b>	<b>583,576</b>	<b>-</b>	<b>(14,728)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>568,848</b>	<b>(14,728)</b>	<b>(2.5%)</b>
<b>INTERDEPARTMENTAL CHARGES</b>											
INTERDEPARTMENTAL CHARGES	1,386,215	1,386,426	-	172,132	-	-	-	-	1,558,558	172,132	12.4%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>1,386,215</b>	<b>1,386,426</b>	<b>-</b>	<b>172,132</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,558,558</b>	<b>172,132</b>	<b>12.4%</b>
<b>TOTAL EXPENSES</b>	<b>31,286,895</b>	<b>31,733,327</b>	<b>(872,287)</b>	<b>1,250,274</b>	<b>752,958</b>	<b>21,881</b>	<b>1,960,289</b>	<b>28,855</b>	<b>34,875,297</b>	<b>3,141,970</b>	<b>9.9%</b>
<b>TOTAL</b>	<b>10,320,599</b>	<b>11,345,093</b>	<b>(976)</b>	<b>191,803</b>	<b>9,735</b>	<b>21,881</b>	<b>(292,288)</b>	<b>28,855</b>	<b>11,304,103</b>	<b>(40,990)</b>	<b>(0.4%)</b>

\* Includes in-year approved transfer and account reclassifications

Budget Impact Details

	REF	BASE BUDGET	CAPITAL/ ONE TIME	EXPENSES	REVENUES	TAXATION
<b>2021 REVISED BUDGET</b>		29,581,365	2,151,962	31,733,327	20,388,234	11,345,093
LESS: 2021 ONE-TIME ITEMS		-	(872,287)	(872,287)	(871,311)	(976)
<b>BASE BUDGET IMPACT</b>		570,599	679,675	1,250,274	1,058,471	191,803
<b>COVID (ONE-TIME ITEMS)</b>						
WFL-COVID Additional Supplies		-	205,710	205,710	205,710	-
WFL-COVID Entrance Monitors & Swabbers	FTE Impact	-	201,684	201,684	201,684	(0)
WFL-Infection Prevention and Control Funding		-	43,733	43,733	43,733	-
WFL-Maintenance Worker and Housekeeping Aid	FTE Impact	-	52,789	52,789	52,789	0
		-	503,916	503,916	503,916	-
<b>SERVICE LEVEL</b>						
WFL-Medication Safety Tech Program (MST) - 3 Years		-	76,146	76,146	76,146	-
WFL-New Dietician increased supplements		16,000	-	16,000	-	16,000
WFL-Recreation Documentation Software		2,015	300	2,315	-	2,315
WFL-Skin & Wound Application Software		3,865	9,022	12,887	12,887	-
		21,880	85,468	107,348	89,033	18,315
<b>NEW INITIATIVES</b>						
WFL-Woodingford Accreditation	NI2022-09	30,000	-	30,000	30,000	-
WFL-Long-Term Care Staffing Supplement Funding	NI2022-07	1,936,065	30,574	1,966,639	2,253,151	(286,512)
		1,966,065	30,574	1,996,639	2,283,151	(286,512)
<b>INTERDEPARTMENTAL INITIATIVES</b>						
WFL-Impact of Facilities automated utility data collection new initiative		(5,775)	-	(5,775)	-	(5,775)
		(5,775)	-	(5,775)	-	(5,775)
<b>MODERNIZATION FUNDING (OTHER)</b>						
WFL-Automated Scheduling Solution for Long Term Care	CS 2021-38	28,855	38,000	66,855	24,700	42,155
WFL-Woodingford Nutritional Services	CS 2021-38	-	95,000	95,000	95,000	-
		28,855	133,000	161,855	119,700	42,155
<b>TOTAL</b>		2,581,624	560,346	3,141,970	3,182,960	(40,990)
<b>2022 APPROVED BUDGET</b>		32,162,989	2,712,308	34,875,297	23,571,194	11,304,103



Capital Budget

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2022 REQUEST	2023	2024-2031
<b>BUILDING</b>							
391000 - Woodingford Lodge Woodstock Buildings	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$1,650,000	1,650,000	-	-
392000 - Woodingford Lodge Ingersoll Buildings	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$46,000	46,000	-	-
393000 - Woodingford Lodge Tillsonburg Buildings	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$21,000	21,000	-	-
<b>EQUIPMENT</b>							
391000 - Equipment	Sanitizer, various dietary equipment, lifts, scrubbers, steam cleaner, Nexsys dispensing cabinets	Replacement	Fair	\$81,290	81,290	-	-
392000 - Equipment	Sanitizer, various dietary equipment, lifts, scrubbers, steam cleaner, Nexsys dispensing cabinets	Replacement	Fair	\$30,391	30,391	-	-
393000 - Equipment	Sanitizer, various dietary equipment, lifts, scrubbers, steam cleaner, Nexsys dispensing cabinets	Replacement	Fair	\$24,591	24,591	-	-
<b>FURNISHINGS</b>							
391000 - Furnishings	Various furnishings including chairs, bed & mattress replacements, bath furniture and appliances	Replacement	Fair	\$147,900	147,900	-	-
392000 - Furnishings	Various furnishings including chairs, bed & mattress replacements, bath furniture and appliances	Replacement	Fair	\$10,500	10,500	-	-
393000 - Furnishings	Various furnishings including chairs, bed & mattress replacements, bath furniture and appliances	Replacement	Fair	\$18,700	18,700	-	-
				\$2,030,372	\$2,030,372	\$0	\$0

Special Report – Per Diem

	2021	2021	2022	PER DIEM	PER DIEM	PER DIEM
	2021	REVISED	2022	2021	2021	2022
	FORECAST	BUDGET*	BUDGET	FORECAST	BUDGET	BUDGET
<b>NURSING AND PERSONAL</b>						
FUNDING						
MINISTRY	(9,547,640)	(9,370,269)	(11,696,450)	(114.73)	(112.60)	(140.55)
OTHER	(100,000)	(40,000)	(60,000)	(1.20)	(0.48)	(0.72)
<b>TOTAL FUNDING</b>	<b>(9,647,640)</b>	<b>(9,410,269)</b>	<b>(11,756,450)</b>	<b>(115.93)</b>	<b>(113.08)</b>	<b>(141.27)</b>
EXPENSES						
OPERATING EXPENSES	15,569,082	15,990,960	17,355,204	187.08	192.15	208.55
<b>TOTAL EXPENSES</b>	<b>15,569,082</b>	<b>15,990,960</b>	<b>17,355,204</b>	<b>187.08</b>	<b>192.15</b>	<b>208.55</b>
<b>TOTAL</b>	<b>5,921,442</b>	<b>6,580,691</b>	<b>5,598,754</b>	<b>71.15</b>	<b>79.08</b>	<b>67.28</b>
<b>PROGRAM SUPPORT AND SERVICES</b>						
FUNDING						
MINISTRY	(1,013,460)	(1,013,460)	(1,322,465)	(12.18)	(12.18)	(15.89)
OTHER	(39,500)	(30,900)	(36,000)	(0.47)	(0.37)	(0.43)
<b>TOTAL FUNDING</b>	<b>(1,052,960)</b>	<b>(1,044,360)</b>	<b>(1,358,465)</b>	<b>(12.65)</b>	<b>(12.55)</b>	<b>(16.32)</b>
EXPENSES						
OPERATING EXPENSES	1,085,937	1,215,935	1,512,582	13.05	14.61	18.18
<b>TOTAL EXPENSES</b>	<b>1,085,937</b>	<b>1,215,935</b>	<b>1,512,582</b>	<b>13.05</b>	<b>14.61</b>	<b>18.18</b>
<b>TOTAL</b>	<b>32,977</b>	<b>171,575</b>	<b>154,117</b>	<b>0.40</b>	<b>2.06</b>	<b>1.85</b>
<b>RAW FOOD</b>						
FUNDING						
MINISTRY	(793,908)	(793,908)	(793,908)	(9.54)	(9.54)	(9.54)
<b>TOTAL FUNDING</b>	<b>(793,908)</b>	<b>(793,908)</b>	<b>(793,908)</b>	<b>(9.54)</b>	<b>(9.54)</b>	<b>(9.54)</b>
EXPENSES						
OPERATING EXPENSES	852,147	840,322	846,178	10.24	10.10	10.17
<b>TOTAL EXPENSES</b>	<b>852,147</b>	<b>840,322</b>	<b>846,178</b>	<b>10.24</b>	<b>10.10</b>	<b>10.17</b>
<b>TOTAL</b>	<b>58,239</b>	<b>46,414</b>	<b>52,270</b>	<b>0.70</b>	<b>0.56</b>	<b>0.63</b>
<b>OTHER ACCOMMODATIONS</b>						
FUNDING						
MINISTRY	(140,868)	(95,040)	(159,305)	(1.69)	(1.14)	(1.91)
RESIDENT	(5,991,600)	(6,038,841)	(6,024,800)	(72.00)	(72.56)	(72.40)
OTHER	14,903	(3,500)	(4,000)	0.18	(0.04)	(0.05)
<b>TOTAL FUNDING</b>	<b>(6,117,565)</b>	<b>(6,137,381)</b>	<b>(6,188,105)</b>	<b>(73.51)</b>	<b>(73.75)</b>	<b>(74.36)</b>
EXPENSES						
OPERATING EXPENSES	9,164,093	9,422,381	10,478,881	110.12	113.22	125.92
<b>TOTAL EXPENSES</b>	<b>9,164,093</b>	<b>9,422,381</b>	<b>10,478,881</b>	<b>110.12</b>	<b>113.22</b>	<b>125.92</b>
<b>TOTAL</b>	<b>3,046,528</b>	<b>3,285,000</b>	<b>4,290,776</b>	<b>36.61</b>	<b>39.47</b>	<b>51.56</b>
<b>DEBT REPAYMENT</b>						
FUNDING						
MINISTRY	(861,300)	(861,300)	(861,300)	(10.35)	(10.35)	(10.35)

		2021		PER DIEM	PER DIEM	PER DIEM
	2021	REVISED	2022	2021	2021	2022
	FORECAST	BUDGET*	BUDGET	FORECAST	BUDGET	BUDGET
<b>TOTAL FUNDING</b>	(861,300)	(861,300)	(861,300)	(10.35)	(10.35)	(10.35)
<b>EXPENSES</b>						
OPERATING EXPENSES	2,122,714	2,122,713	2,086,186	25.51	25.51	25.07
<b>TOTAL EXPENSES</b>	2,122,714	2,122,713	2,086,186	25.51	25.51	25.07
<b>TOTAL</b>	1,261,414	1,261,413	1,224,886	15.16	15.16	14.72
<b>TOTAL (REGULAR OPERATIONS)</b>	<b>10,320,600</b>	<b>11,345,093</b>	<b>11,320,803</b>	<b>124.02</b>	<b>136.33</b>	<b>136.03</b>
<b>PANDEMIC</b>						
<b>FUNDING</b>						
MINISTRY	(1,682,540)	(812,651)	(533,916)	(20.22)	(9.77)	(6.42)
<b>TOTAL FUNDING</b>	(1,682,540)	(812,651)	(533,916)	(20.22)	(9.77)	(6.42)
<b>EXPENSES</b>						
OPERATING EXPENSES	1,682,539	812,651	503,916	20.22	9.77	6.06
<b>TOTAL EXPENSES</b>	1,682,539	812,651	503,916	20.22	9.77	6.06
<b>TOTAL</b>	(1)	-	(30,000)	(0.00)	-	(0.36)
<b>MODERNIZATION</b>						
<b>FUNDING</b>						
MINISTRY	(39,343)	(58,660)	(119,700)	(0.47)	(0.70)	(1.44)
<b>TOTAL FUNDING</b>	(39,343)	(58,660)	(119,700)	(0.47)	(0.70)	(1.44)
<b>EXPENSES</b>						
OPERATING EXPENSES	39,343	58,660	133,000	0.47	0.70	1.60
<b>TOTAL EXPENSES</b>	39,343	58,660	133,000	0.47	0.70	1.60
<b>TOTAL</b>	-	-	13,300	-	-	0.16
<b>GRAND TOTAL</b>	<b>10,320,599</b>	<b>11,345,093</b>	<b>11,304,103</b>	<b>124.02</b>	<b>136.33</b>	<b>135.83</b>







**New Initiative – Long-Term Care Staffing Supplement Funding**

NI 2022-07

**DESCRIPTION**

The Province of Ontario released long-term care staffing plan in December 2020 with commitments to improve staffing levels in Ontario’s long-term care sector. On October 25, 2021 they announced a funding commitment to implement the Plan. This New Initiative report provides County Council with the details of how Woodingford Lodge’s funding will be invested.

**Strategic Plan**

					
<b>WORKS WELL TOGETHER</b>	<b>WELL CONNECTED</b>	<b>SHAPES THE FUTURE</b>	<b>INFORMS &amp; ENGAGES</b>	<b>PERFORMS &amp; DELIVERS</b>	<b>POSITIVE IMPACT</b>
1.ii.		3.iii.		5.i.	6.i.

**DISCUSSION**

**Background**

The Government of Ontario released “A better place to live, a better place to work: Ontario’s long-term care staffing plan” in December 2020 with commitments to improve Ontario’s long-term care (LTC) sector by increasing staffing levels.

Two new policies were released on October 15, 2021, effective November 1, 2021 as part of the province’s \$4.9 billion commitment to hire more than 27,000 long-term care staff over four years and ensure that residents receive on average four hours of direct care per day by 2024-25.

Oxford County is eligible for an increase of approximately \$3.8M in base level staff funding by 2025 for the purpose of increasing direct care to an average of four hours per day per resident.

Two new distinct, protected funding lines have been created for:

- Registered Nurses (RNs) / Registered Practical Nurses (RPNs) / Personal Support Workers (PSWs); approximately \$3.5M by 2025
- Allied Health Professionals (AHPs); approximately \$315,000 by 2025

In addition, Oxford is eligible to receive \$30,575 in 2022 as part of the Supporting Professional Growth Fund as a one-time supplement to be spent on education and training.

### Comments

The goal of the Province's Long-Term Care Staffing Increase Funding is to support Long-Term Care home licensees to enable the hiring of more staff to increase direct hours of care provided to residents. Funding is to be used solely for the purpose of increasing direct care hours in accordance with Long-Term Care Staffing Increase Funding Policy.

The staff increases outlined in this report are eligible to be fully funded by the Ministry of Long-Term Care, in accordance with the Long-Term Care Home Funding Policy.

This New Initiative request positions Woodingford Lodge to attain the Province's goal of an average of four hours of care per resident per day by 2025. Implementation details for 2023 – 2025 increases in staffing supplements will be provided to County Council during each respective years' budget process, allowing staff to assess evolving needs on an annual basis.

Steps to implement the enhancements outlined in this report will be taken following Council approval. Staff expect many of the enhancements to begin throughout January 2022.

### RN / RPN / PSW funding line

The new funding will be restricted for the purpose of retaining and / or recruiting of RNs, RPNs, and PSWs to accomplish the increase in "direct resident care" time outlined in the Staffing Plan.

Eligible expenditures for RN / RPN / PSWs fall into one or more of the following:

- a) Salaries, wages, and benefits of RNs, RPNs and PSWs to accomplish the increase in direct resident care time.
- b) Salaries and wages, to top up hours for increase wages for existing staff (RNs, RPNs, PSWs), convert PT to FT positions or hire new RNs, RPNs, and PSWs to accomplish the increase in direct resident care time.
- c) Salaries, wages, and benefits for RNs, RPNs and PSWs recruited from an Agency to accomplish the increase in direct resident care time.

The amount in this funding line for 2022 is approximately \$1.6M or the following direct care enhancements:

Staffing	Benefits
Full-time RPN (2)	Increased direct care in Ingersoll and Tillsonburg Increased support for on-duty staff
Full-time RAI RPN (1)	Increased direct care in Ingersoll and Tillsonburg Increased quality assurance Increased optimization of available funding
Full-time PSW, converted from part-time (6) <i>2.6 FTE existing plus 3.4 FTE additional</i>	Increased direct care in Woodstock Increased staff retention Decreased turnover and associated costs
Full-time Behavioural Supports Ontario (BSO) RPN (1)	Increased direct care in all three locations Increased support for specialized needs Increased support for on-duty staff
Full-time Infection Prevention and Control (IPAC) RPN (1)	Increased direct care in all three locations Increased quality assurance Increased support for on-duty staff

#### Allied Health Professionals funding line

Eligible expenditures for AHPs fall into one or more of the following:

- a) Salaries, wages, and benefits including overtime of Allied Health Professionals who provide direct care to residents.
- b) Salaries and wages to top up hours for existing Allied Health Professionals, convert PT to FT positions or hire new Allied Health Professionals to accomplish the increase in direct resident care time.
- c) Salaries and wages related to the purpose of increasing wages for existing Allied Health Professionals, convert PT to FT positions or hire new Allied Health Professionals to accomplish the increase in direct resident care time.
- d) Salaries, wages, and benefits for Allied Health Professionals recruited from an Agency for accomplishing the increase in direct resident care time.

The amount in this funding line for 2022 is approximately \$300,000 for the following direct care enhancements:

Staffing	Benefits
Full-time Dietician, converted from part-time (1) <i>0.8 FTE existing plus 0.2 FTE additional</i>	Increased support for nutritional services at all three locations Increased support for the evolving complexity of customized dietary requirements
Full-time Nurse Practitioner (1)	Increased direct care at all three locations Increased support for on-duty staff Increased after-hours support
Full-time Social Worker (1)	Increased direct care at all three locations Increased support for specialized needs Increased support for on-duty staff
Full-time Recreation Aide, conversion from part-time (2)	Increased direct care at all three locations Increased consistency and continuity of recreational programming Increased support for on-duty staff

### Supporting Professional Growth Fund Funding Policy

In addition to funding supplemental direct care hours as outlined above, the Province announced a *Supporting Professional Growth Fund* to support ongoing education and training in Long-Term Care homes. The Fund will supplement current funding eligible to be spent on education and training of staff members, including backfilling of staff on training.

Oxford is eligible for approximately \$30,000 in one-time funding for 2022 which will primarily be used toward upskilling our Behavioural Supports team to support residents' mental health and wellbeing.

### Conclusions

We are encouraged by the Province's investment to increase base level funding for long-term care home staffing; not only does this provide for more direct hours of care for our residents, but it also enables enhanced peer support among staff. The Long-Term Care Home Staffing Supplement Funding is timely and allows us to pursue opportunities revealed during the unprecedented challenges during 2020 and 2021.

The holistic package enhancements contained in this report optimizes the 2022 funding allotment in order to take the necessary first steps to attain the Provincial target of four hours of direct care (per resident per day) by 2025.

**BUDGET REQUIREMENTS**

	One-time	Base	Total Budget
<b>Revenues</b>			
Provincial funding	30,575	1,949,208	1,979,783
<b>Total revenues</b>	<b>30,575</b>	<b>1,949,208</b>	<b>1,979,783</b>
<b>Salaries and benefits<sup>1</sup></b>	<b>\$-</b>	<b>\$1,949,208</b>	<b>\$1,949,208</b>
<b>Operating expenses</b>			
Training & Conferences	30,575	-	30,575
<b>Total operating expenses</b>	<b>30,575</b>	<b>-</b>	<b>30,575</b>
<b>County Levy</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>2022 Budget Impact<sup>1</sup></b>	<b>-</b>	<b>(\$286,512)</b>	<b>(\$286,512)</b>

<sup>1</sup> \$286,512 of existing staffing levels allocated to this program, resulting in a reduction to the general levy.

<sup>2</sup> Portion of the November and December 2021 can be rolled over into 2022 on a one-time basis

**STAFFING REQUIREMENTS**

Staff Requirements (FTE)	One-time	Base
<b>Registered Practical Nurse – Full-time</b>	0	10.0
<b>Registered Practical Nurse IPAC – Full-time</b>	0	1.0
<b>Personal Support Worker – Part-time to 6 Full-time positions</b>	0	3.4
<b>Dietician – Part-time to Full-time conversion</b>	0	0.2
<b>Nurse Practitioner – Full-time</b>	0	1.0
<b>Social Worker – Full-time</b>	0	1.0
<b>Total</b>	<b>0</b>	<b>16.6</b>









**New Initiative – Woodingford Lodge Accreditation**

NI 2022-09

**DESCRIPTION**

This New Initiative requests funding for Woodingford Lodge to pursue accreditation, unlocking access to annual provincial funding that we have not been utilizing. An initial, one-time investment of \$30,000 will provide an annual revenue of the same amount, therefore providing a return on investment within one year, and continuing to provide an additional source of revenue for as long as the provincial funding exists.

**Strategic Plan**

					
<b>WORKS WELL TOGETHER</b>	<b>WELL CONNECTED</b>	<b>SHAPES THE FUTURE</b>	<b>INFORMS &amp; ENGAGES</b>	<b>PERFORMS &amp; DELIVERS</b>	<b>POSITIVE IMPACT</b>
1.ii.		3.iii.		5.i. 5.ii.	6.i.

**DISCUSSION**

**Background**

The Ministry of Health and Long-Term Care updated its Quality Attainment Premium (QAP) Funding Policy in 2018 to better support the maintenance and improvement of quality in long-term care (LTC) homes.

As per the Policy approved in 2018, an LTC home shall retain the QAP funding for each applicable day only if the LTC home is accredited and provides the necessary documentation to the ministry to show that it is accredited by either Accreditation Canada or The Commission on Accreditation of Rehabilitation Facilities (CARF) Canada.

Woodingford Lodge has an impressive track record of providing high quality care. It is more than a Long-Term Care Home; it is a member of our community, providing human-centered care to some Oxford’s most vulnerable. We have a responsibility to maintain the high quality care residents have come to expect from us. This requires not only a commitment to enhancing our services from time-to-time or upgrading our facilities as needed, but it requires a commitment to fostering and maintaining a culture of continuous improvement.

Accreditation is a way for us to do this that is fully funded by the Province, provided we make the initial investment of \$30,000.

**Comments**

Why Seek Accreditation?

Accreditation is more important than ever for long-term care programs. More people are looking for accredited organizations as a sign of quality before choosing a service. Accreditation assures potential residents and their families that an organization is committed to encouraging feedback, continuously improving services, and serving the community.

For Woodingford Lodge as a provider, accreditation demonstrates our commitment to enhance performance, manage risk, and distinguish ourselves as an organization held to national and / or international standards.

#### Accreditation improves patient outcomes and mitigates risks.

More broadly, standardization of policies, processes, and practices, which can be achieved by participating in accreditation, results in better clinical outcomes and better treatment. A rigorous set of internationally recognized organization and program standards are applied during accreditation.

#### Accreditation identifies strengths and gaps in programs and processes.

It is more than a certificate on the wall or a sticker in the window. It is evidence that we strive to improve efficiency, fiscal health, and service delivery — creating a foundation for continuous quality improvement and consumer satisfaction. It's important to know which programs and processes work and which ones don't. That way, we can focus on what needs to be improved while keeping an eye on what works to make sure it keeps working in the future.

#### Accreditation promotes communication and staff empowerment across teams.

Accreditation will help us understand how teams and units connect across our organization and where there are gaps. The chosen accrediting body will assess our entire organization, including individual service areas, as well as the leadership team, Family Council and Committee of Management.

Accreditation gives each person a better understanding of how they contribute to the organization's mission.

It's important to know the role each person plays on a team; to have clarity of roles and responsibilities. When people and organizations communicate well, they can share best practices and find opportunities to make care better.

#### Accreditation fosters a culture of quality and safety.

Quality and safety affect our entire organization, so their improvement can have positive and far-reaching effects.

Our *employee* culture matters. It helps determine how our staff approach their jobs. A culture that's focused on quality and safety promotes an engaged atmosphere where communication and learning are key.

Our *resident* culture matters. It helps determine the quality of life that residents experience. An accredited facility has policies, processes, and practices in place that are efficient, reliable, and consistent.

Our *family* culture matters. It gives them a peace-of-mind that their loved ones are well-cared by for staff that are held to the highest of standards.

Accreditation can decrease risks and liability costs.

Safer care means fewer risks and adverse events. Insurers, third-party payers, and governmental regulators will see accredited homes as a better risk.

### Environmental Scan

An environmental scan of municipal Long-Term Care Home service providers was conducted by staff in preparation of this request. A significant number of municipal homes have been accredited for decades and speak not so much about access to funding as they do to the culture of continuous improvement it has fostered within their teams. They have become organizations that live and breathe safe, high quality care for their residents and are regularly reviewed by a third-party to ensure they maintain a high standard of care.

A long list of Ontario municipalities are accredited, including, but not limited to:

- Brant County
- Greater Sudbury
- Haldimand County
- Hastings County
- Kingston
- Lanark County
- Niagara Region
- Ottawa
- Simcoe
- Thunder Bay
- Timmins
- Toronto

### Timeline

The environmental scan revealed a range of durations to become an accredited organization, however, for organizations seeking accreditation for the first time, we estimate a 12-18 month journey, beginning early in 2022.

### Accreditation Bodies

There are two accreditation bodies that the Ministry of Health and Long-Term Care recognizes to be eligible for QAP Funding: Accreditation Canada and The Commission on Accreditation of Rehabilitation Facilities (CARF) Canada. Staff are in the process of interviewing both accreditation bodies to determine which is best for Woodingford. Both organizations offer initial consultations at no cost, and both offer accreditation advisory services, helping organizations through the accreditation process.

- Accreditation Canada: Accreditation Canada delivers a wide range of high-impact assessment programs for health and social service organizations, powered by Health Standards Organization, and customized to local needs. Accreditation Canada works with more than 900 expert peer surveyors with extensive health care and social services experience and trained in Accreditation Canada’s customized, continuous assessment program. For more than 60 years, Accreditation Canada has been working with health, social and community service organizations to advance quality and safety.
- CARF: CARF International, a group of companies that includes CARF Canada and CARF Europe, is an independent, nonprofit accreditor of health and human services. Through accreditation, CARF assists service providers in improving the quality of their services, demonstrating value, and meeting internationally recognized organizational and program standards.

The accreditation process applies sets of standards to service areas and business practices during an on-site survey. Accreditation, however, is an ongoing process, signaling to the public that a service provider is committed to continuously improving services, encouraging feedback, and serving the community. Accreditation also demonstrates a provider's commitment to enhance its performance, manage its risk, and distinguish its service delivery.

**Conclusions**

An initial investment of \$30,000 toward becoming an accredited Long-Term Care Home will yield a return on investment within one year, continuing to provide an annual revenue of \$30,000.

While the ROI has an incredibly short turnaround, the quality of care improvements, culture of continuous improvement, staff empowerment, and risk mitigation benefits that Woodingford will realize through the process of becoming accredited far outweigh the initial financial investment.

**BUDGET REQUIREMENTS**

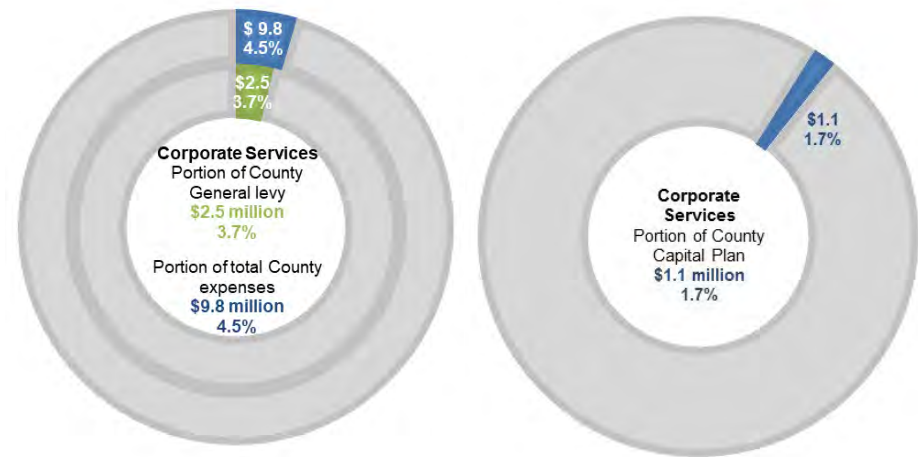
	<b>2022 One-time</b>	<b>2023 Base</b>
Provincial Funding	-	30,000
Provincial Funding – One-time	30,000	-
<b>Total revenues</b>	<b>30,000</b>	<b>30,000</b>
Accreditation Advisor	20,000	20,000
Application costs	5,000	5,000
Resident, Family, and Staff engagement	5,000	5,000
<b>Total operating expenses</b>	<b>30,000</b>	<b>30,000</b>
<b>County Levy</b>	<b>\$-</b>	<b>\$-</b>



# Corporate Services 2022 Business Plan & Budget



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



Division	Division Description	Services	2022 FTE
Corporate Services Director of Corporate Services	<b>Clerks</b> 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"> <li>Archives Outreach, and Programming</li> <li>Archives Reference and Information</li> <li>Archives Collections and Resource Management</li> <li>Council Support</li> <li>Records Management</li> <li>Risk Management</li> </ul>	4.0
	<b>Customer Service</b> Committed to supporting a culture of performance excellence and continuous improvement in meeting the needs of residents, stakeholders and employees of the County and Area Municipalities.	<ul style="list-style-type: none"> <li>Administrative Support</li> </ul>	4.7
	<b>Information Technology</b> Provides professional support services including: computer and other technology equipment related support for County Council, County departments, and staff. Provide network support and internet access to all County facilities, Area Municipal facilities, and community partners in Oxford County.	<ul style="list-style-type: none"> <li>IT Infrastructure</li> </ul>	11.0
	<b>Information Services</b> 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"> <li>Business Applications</li> </ul>	11.0

Division	Division Description	Services	2022 FTE
<b>Provincial Offences Administration</b>	Responsible for the delivery of the administrative, prosecutorial, and court support functions as prescribed under the <i>Provincial Offences Act</i> .	<ul style="list-style-type: none"> <li>▪ Court Administration and Prosecution</li> </ul>	4.5
<b>Finance</b>	Provides professional support services including: payroll, accounts receivable, accounts payable, budgeting, financial analysis, financial reporting and financial statement preparation.	<ul style="list-style-type: none"> <li>▪ Accounting</li> <li>▪ Fiscal Management</li> <li>▪ Treasury</li> </ul>	14.0
<b>Assessment Management</b>		<ul style="list-style-type: none"> <li>▪ Assessment Base Management</li> </ul>	0.0
<b>Total</b>			<b>49.2</b>

5 Year Projected Budget

	2022	2023	2024	2025	2026
	REQUESTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
<b>REVENUES</b>					
GENERAL REVENUES	(1,491,120)	(1,173,720)	(1,173,820)	(1,173,920)	(1,174,020)
OTHER REVENUES	(207,500)	(36,000)	(75,000)	-	(75,000)
INTERDEPARTMENTAL RECOVERIES	(4,514,781)	(4,624,329)	(4,727,772)	(4,809,925)	(4,888,894)
CAPITAL REVENUES	(1,103,096)	(205,460)	(177,140)	(328,960)	(140,140)
<b>TOTAL REVENUES</b>	<b>(7,316,497)</b>	<b>(6,039,509)</b>	<b>(6,153,732)</b>	<b>(6,312,805)</b>	<b>(6,278,054)</b>
<b>EXPENSES</b>					
SALARIES AND BENEFITS	5,145,785	5,323,739	5,470,122	5,601,693	5,714,851
OPERATING EXPENSES	2,751,601	2,270,652	2,419,482	2,262,412	2,359,512
CAPITAL	1,112,096	210,460	182,140	333,960	145,140
RESERVE TRANSFERS	220,365	220,365	220,365	220,365	220,365
INTERDEPARTMENTAL CHARGES	559,592	573,540	589,666	605,467	621,495
<b>TOTAL EXPENSES</b>	<b>9,789,439</b>	<b>8,598,756</b>	<b>8,881,775</b>	<b>9,023,897</b>	<b>9,061,363</b>
<b>TOTAL</b>	<b>2,472,942</b>	<b>2,559,247</b>	<b>2,728,043</b>	<b>2,711,092</b>	<b>2,783,309</b>

Services Overview

Service	Service Description	2020 Service Level	Service Type
Assessment Base Management		\$121,000 New and retained assessment annualized tax dollars (County and Area Municipal)	Support

Operating Budget

	2021	2021	LESS:	2022	2022	2022	2022	2022	2022	\$ OVER	% OVER
	FORECAST	REVISED BUDGET*	2021 ONE TIME	BASE BUDGET	ONE TIME	SERVICE LEVEL	NEW INITIATIVES	OTHER	REQUESTED BUDGET	2021 BUDGET	2021 BUDGET
<b>REVENUES</b>											
<b>OTHER REVENUES</b>											
RESERVE TRANSFER	-	(80,000)	80,000	-	(80,000)	-	-	-	(80,000)	-	-
<b>TOTAL OTHER REVENUES</b>	-	(80,000)	80,000	-	(80,000)	-	-	-	(80,000)	-	-
<b>TOTAL REVENUES</b>	-	(80,000)	80,000	-	(80,000)	-	-	-	(80,000)	-	-
<b>EXPENSES</b>											
<b>OPERATING EXPENSES</b>											
CONTRACTED SERVICES	100,000	180,000	(80,000)	-	80,000	-	-	-	180,000	-	-
<b>TOTAL OPERATING EXPENSES</b>	100,000	180,000	(80,000)	-	80,000	-	-	-	180,000	-	-
<b>TOTAL EXPENSES</b>	100,000	180,000	(80,000)	-	80,000	-	-	-	180,000	-	-
<b>TOTAL</b>	100,000	100,000	-	-	-	-	-	-	100,000	-	-

\* Includes in-year approved transfer and account reclassifications



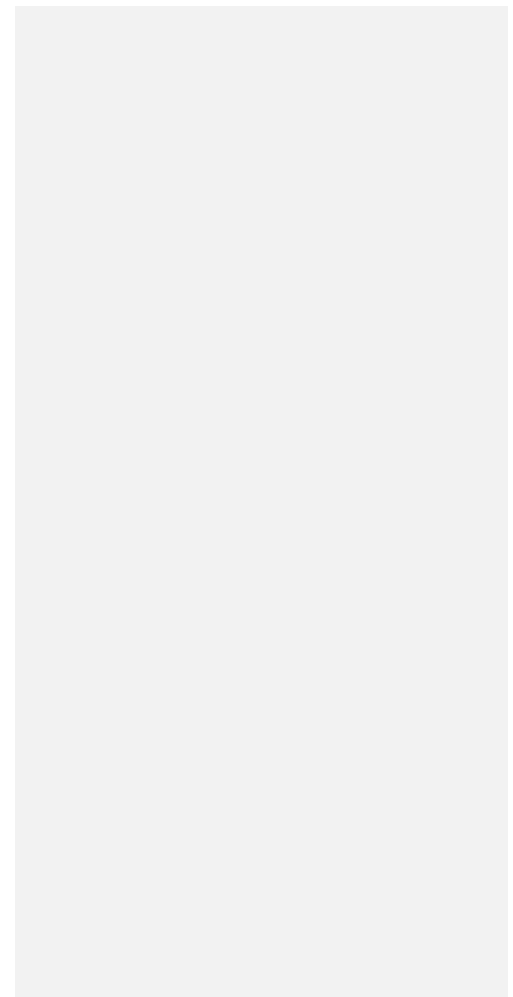
Budget Impact Details

	REF	BASE BUDGET	CAPITAL/ ONE TIME	EXPENSES	REVENUES	TAXATION
<b>2021 REVISED BUDGET</b>		100,000	80,000	180,000	80,000	100,000
LESS: 2021 ONE-TIME ITEMS		-	(80,000)	(80,000)	(80,000)	-
BASE BUDGET IMPACT		-	-	-	-	-
CARRYOVER/IN-YEAR APPROVAL (OTHER)						
AM-MTE-Assessment Roll Audit and Review	21Budget	-	80,000	80,000	80,000	-
		-	80,000	80,000	80,000	-
<b>TOTAL</b>		-	-	-	-	-
<b>2022 APPROVED BUDGET</b>		100,000	80,000	180,000	80,000	100,000

Services Overview

Full-Time Equivalents 4.0 FTE  0.0


Service	Service Description	2020 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.	11 Programmed activities	Information
Archives Reference and Information	An external service that provides access to the inactive historical records of the County of Oxford.	643 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.	1686 sq. ft of records managed	Support
Council Support	An internal service that supports County Council's lawful decision making for the County of Oxford.	24 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.	1637 sq. ft and 606,839 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.	1 Claims resolved	Support








Key Performance Indicators

	2018 Actual	2019 Actual	2020 Actual	2021 Forecast	2022 Budget	Target
Total fonds in ARCHEION	56	70	76	76	80	↑
Presentations: Education/youth groups and misc. service clubs / organizations	15	26	11	7	10	↑
Special projects: conservation and preservation of paper documents, photographs, and other media; transcriptions/digitization; preparation of special displays / online content	7	13	38	36	43	↑
Research inquiries: internal, telephone, mail/email, research, visitors, social media	857	950	643	655	730	↑
Instagram Followers	N/A	510	818	975	1,100	↑
Claims against the Municipality	5	5	7	4	4	↓
Claims Closed	4	4	1	1	4	↑
Total MFIPPA requests for reporting year	17	25	13	30	25	N/A
Total PHIPA requests for reporting year	36	45	50	48	50	N/A
Percentage of MFIPPA responses within statutory time frame	100%	100%	100%	100%	100%	100%
Records Managed (sq. ft)	1,499	1,779	1,637	1,660	1,650	↓
Records Managed (electronic)	520,163	544,806	606,839	670,000	730,000	↑

Goals and Objectives

Description	2022	2023	2024	Strategic Plan	Other Plan Alignment
<b>New Council Orientation</b> Work collaboratively with Area Municipalities on a Joint Council Orientation Session.	●			 Works Together 1.ii.	

	2022	2023	2024	Strategic Plan	Other Plan Alignment
<p><b>Records Management</b>            Where Corporate Records are not otherwise stored in an application (such as Cartegraph, Kronos etc.) work with departments across the organization to utilize Laserfiche as the primary Electronic Document Management System. Develop training and provide support and work plans.</p>	●	●		 5.i.	
<p><b>Outreach Program</b>            Family History Memory Book workshop for Woodingford Lodge residents.</p>	●			 Works Together 1.ii.	
<p><b>Online Exhibit</b>            The History of Tillsonburg in honour of its 150<sup>th</sup> Anniversary.</p>	●			 Informs & Engages 4.ii.	
<p><b>Electronic File, E-mail and Data Storage &amp; Security Policy</b>            Update corporate guidelines for management of electronic documents and communication, for best practices and compliance with legislation pertinent to County operations.</p>	●			 Performs & Delivers Results 5.ii.	
<p><b>Digitizing Archival and Corporate Records</b>            Modernizing access to archival holdings and corporate records through digitization.</p>	●	●		 Informs & Engages 4.ii.	

Operating Budget

	2021	2021	LESS:	2022	2022	2022	2022	2022	2022	\$ OVER	% OVER
	2021	REVISED	2021 ONE	BASE	ONE	SERVICE	NEW	2022	2022	2021	2021
	FORECAST	BUDGET*	TIME	BUDGET	TIME	LEVEL	INITIATIVES	OTHER	REQUESTED	BUDGET	BUDGET
<b>REVENUES</b>											
<b>GENERAL REVENUES</b>											
PROVINCIAL GRANTS	(37,230)	-	-	-	(39,000)	-	-	-	(39,000)	(39,000)	-
USER FEES AND CHARGES	(3,500)	(3,500)	-	-	-	-	-	-	(3,500)	-	-
<b>TOTAL GENERAL REVENUES</b>	<b>(40,730)</b>	<b>(3,500)</b>	<b>-</b>	<b>-</b>	<b>(39,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(42,500)</b>	<b>(39,000)</b>	<b>1,114.3%</b>
<b>OTHER REVENUES</b>											
RESERVE TRANSFER	-	-	-	-	(21,000)	-	-	-	(21,000)	(21,000)	-
<b>TOTAL OTHER REVENUES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(21,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(21,000)</b>	<b>(21,000)</b>	<b>-</b>
<b>CAPITAL REVENUES</b>											
PROVINCIAL GRANTS	-	-	-	-	(6,955)	-	-	-	(6,955)	(6,955)	-
CAPITAL RESERVE TRANSFER	-	(20,000)	-	20,000	(3,745)	-	-	-	(3,745)	16,255	(81.3%)
<b>TOTAL CAPITAL REVENUES</b>	<b>-</b>	<b>(20,000)</b>	<b>-</b>	<b>20,000</b>	<b>(10,700)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(10,700)</b>	<b>9,300</b>	<b>(46.5%)</b>
<b>TOTAL REVENUES</b>	<b>(40,730)</b>	<b>(23,500)</b>	<b>-</b>	<b>20,000</b>	<b>(70,700)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(74,200)</b>	<b>(50,700)</b>	<b>215.7%</b>
<b>EXPENSES</b>											
<b>SALARIES AND BENEFITS</b>											
SALARIES	300,185	300,185	-	26,203	-	-	-	-	326,388	26,203	8.7%
BENEFITS	88,320	85,083	-	9,427	-	-	-	-	94,510	9,427	11.1%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>388,505</b>	<b>385,268</b>	<b>-</b>	<b>35,630</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>420,898</b>	<b>35,630</b>	<b>9.2%</b>
<b>OPERATING EXPENSES</b>											
MATERIALS	10,188	16,837	-	(4,067)	50,285	-	-	33,000	96,055	79,218	470.5%
CONTRACTED SERVICES	2,217	2,000	-	2,000	12,000	-	-	-	16,000	14,000	700.0%
<b>TOTAL OPERATING EXPENSES</b>	<b>12,405</b>	<b>18,837</b>	<b>-</b>	<b>(2,067)</b>	<b>62,285</b>	<b>-</b>	<b>-</b>	<b>33,000</b>	<b>112,055</b>	<b>93,218</b>	<b>494.9%</b>
<b>CAPITAL</b>											
FURNISHINGS AND EQUIPMENT	-	20,000	-	(20,000)	10,700	-	-	-	10,700	(9,300)	(46.5%)
<b>TOTAL CAPITAL</b>	<b>-</b>	<b>20,000</b>	<b>-</b>	<b>(20,000)</b>	<b>10,700</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,700</b>	<b>(9,300)</b>	<b>(46.5%)</b>
<b>INTERDEPARTMENTAL CHARGES</b>											
INTERDEPARTMENTAL CHARGES	121,795	121,795	-	6,874	-	-	-	-	128,669	6,874	5.6%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>121,795</b>	<b>121,795</b>	<b>-</b>	<b>6,874</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>128,669</b>	<b>6,874</b>	<b>5.6%</b>
<b>TOTAL EXPENSES</b>	<b>522,705</b>	<b>545,900</b>	<b>-</b>	<b>20,437</b>	<b>72,985</b>	<b>-</b>	<b>-</b>	<b>33,000</b>	<b>672,322</b>	<b>126,422</b>	<b>23.2%</b>
<b>TOTAL</b>	<b>481,975</b>	<b>522,400</b>	<b>-</b>	<b>40,437</b>	<b>2,285</b>	<b>-</b>	<b>-</b>	<b>33,000</b>	<b>598,122</b>	<b>75,722</b>	<b>14.5%</b>

\* Includes in-year approved transfer and account reclassifications

Budget Impact Details

	REF	BASE BUDGET	CAPITAL/ ONE TIME	EXPENSES	REVENUES	TAXATION
<b>2021 REVISED BUDGET</b>		525,900	20,000	545,900	23,500	522,400
LESS: 2021 ONE-TIME ITEMS		-	-	-	-	-
<b>BASE BUDGET IMPACT</b>		40,437	(20,000)	20,437	(20,000)	40,437
<b>MODERNIZATION FUNDING (OTHER)</b>						
CLK-Digital Risk Management and Information System	CS 2021-38	33,000	48,000	81,000	48,000	33,000
CLK-Modernizing Access to Archival Records	CS 2021-38	-	24,985	24,985	22,700	2,285
		<b>33,000</b>	<b>72,985</b>	<b>105,985</b>	<b>70,700</b>	<b>35,285</b>
<b>TOTAL</b>		<b>73,437</b>	<b>52,985</b>	<b>126,422</b>	<b>50,700</b>	<b>75,722</b>
<b>2022 APPROVED BUDGET</b>		599,337	72,985	672,322	74,200	598,122

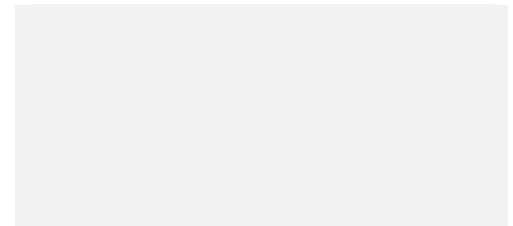
Capital Budget

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2022 REQUEST	2023	2024-2031
<b>EQUIPMENT</b>							
122000 - Equipment	Microfilm Scanner and Software	Replacement	Critical	\$10,700	10,700	-	-
				\$10,700	\$10,700	\$0	\$0

Services Overview

Full-Time Equivalents 4.7 FTE →0.0

Service	Service Description	2020 Service Level	Service Type
Administrative Support	An internal service which provides administrative support to all County departments and services.	2,203 service requests	Support



Key Performance Indicators

	2018 Actual	2019 Actual	2020 Actual	2021 Forecast	2022 Budget	Target
Service Requests initiated at Customer Service (Cityworks, Cartegraph and WorxHub)	2,389	2,215	2,203	2,500	2,500	N/A

Operating Budget

	2021	2021	LESS:	2022	2022	2022	2022	2022	2022	\$ OVER	% OVER
	2021	REVISED	2021 ONE	BASE	ONE	SERVICE	NEW	2022	2022	2021	2021
	FORECAST	BUDGET*	TIME	BUDGET	TIME	LEVEL	INITIATIVES	OTHER	REQUESTED	BUDGET	BUDGET
<b>REVENUES</b>											
<b>GENERAL REVENUES</b>											
PROVINCIAL GRANTS	(1,500)	(3,000)	3,000	-	-	-	-	-	-	3,000	(100.0%)
USER FEES AND CHARGES	(715)	(120)	-	-	-	-	-	-	(120)	-	-
<b>TOTAL GENERAL REVENUES</b>	<b>(2,215)</b>	<b>(3,120)</b>	<b>3,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(120)</b>	<b>3,000</b>	<b>(96.2%)</b>
<b>INTERDEPARTMENTAL RECOVERIES</b>											
INTERDEPARTMENTAL RECOVERIES	(592,402)	(592,402)	-	(40,411)	-	(1,536)	-	-	(634,349)	(41,947)	7.1%
<b>TOTAL INTERDEPARTMENTAL RECOVERIES</b>	<b>(592,402)</b>	<b>(592,402)</b>	<b>-</b>	<b>(40,411)</b>	<b>-</b>	<b>(1,536)</b>	<b>-</b>	<b>-</b>	<b>(634,349)</b>	<b>(41,947)</b>	<b>7.1%</b>
<b>TOTAL REVENUES</b>	<b>(594,617)</b>	<b>(595,522)</b>	<b>3,000</b>	<b>(40,411)</b>	<b>-</b>	<b>(1,536)</b>	<b>-</b>	<b>-</b>	<b>(634,469)</b>	<b>(38,947)</b>	<b>6.5%</b>
<b>EXPENSES</b>											
<b>SALARIES AND BENEFITS</b>											
SALARIES	394,198	394,198	-	16,790	-	-	-	-	410,988	16,790	4.3%
BENEFITS	111,986	111,986	-	8,028	-	-	-	-	120,014	8,028	7.2%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>506,184</b>	<b>506,184</b>	<b>-</b>	<b>24,818</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>531,002</b>	<b>24,818</b>	<b>4.9%</b>
<b>OPERATING EXPENSES</b>											
MATERIALS	16,720	16,632	-	(1,507)	-	-	-	-	15,125	(1,507)	(9.1%)
CONTRACTED SERVICES	4,229	9,106	(3,000)	-	-	1,536	-	-	7,642	(1,464)	(16.1%)
RENTS AND FINANCIAL EXPENSES	44,000	28,000	-	16,000	-	-	-	-	44,000	16,000	57.1%
<b>TOTAL OPERATING EXPENSES</b>	<b>64,949</b>	<b>53,738</b>	<b>(3,000)</b>	<b>14,493</b>	<b>-</b>	<b>1,536</b>	<b>-</b>	<b>-</b>	<b>66,767</b>	<b>13,029</b>	<b>24.2%</b>
<b>INTERDEPARTMENTAL CHARGES</b>											
INTERDEPARTMENTAL CHARGES	35,600	35,600	-	1,100	-	-	-	-	36,700	1,100	3.1%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>35,600</b>	<b>35,600</b>	<b>-</b>	<b>1,100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>36,700</b>	<b>1,100</b>	<b>3.1%</b>
<b>TOTAL EXPENSES</b>	<b>606,733</b>	<b>595,522</b>	<b>(3,000)</b>	<b>40,411</b>	<b>-</b>	<b>1,536</b>	<b>-</b>	<b>-</b>	<b>634,469</b>	<b>38,947</b>	<b>6.5%</b>
<b>TOTAL</b>	<b>12,116</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

\* Includes in-year approved transfer and account reclassifications



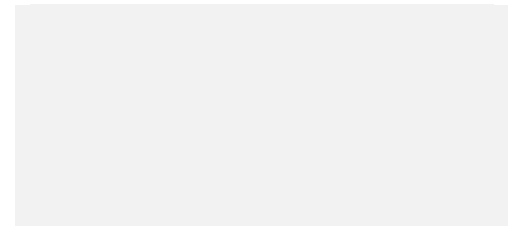
Budget Impact Details

	REF	BASE BUDGET	CAPITAL/ ONE TIME	EXPENSES	REVENUES	TAXATION
2021 REVISED BUDGET		592,522	3,000	595,522	595,522	-
LESS: 2021 ONE-TIME ITEMS		-	(3,000)	(3,000)	(3,000)	-
BASE BUDGET IMPACT		40,411	-	40,411	40,411	-
SERVICE LEVEL						
CS-Armoured Car Service		1,536	-	1,536	1,536	-
		1,536	-	1,536	1,536	-
TOTAL		41,947	(3,000)	38,947	38,947	-
2022 APPROVED BUDGET		634,469	-	634,469	634,469	-

Services Overview

Full-Time Equivalents 11.0 FTE →0.0





Service	Service Description	2020 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

	2018 Actual	2019 Actual	2020 Actual	2021 Forecast	2022 Budget	Target
Total website visits (County)	362,238	325,614	516,824	478,000	480,000	↑
Mobile website visits (County)	142,997	140,758	220,420	195,000	225,000	↑
211 listings	441	445	480	515	535	↑
Information Oxford – business listings	4,024	4,050	3,895	3,735	3,950	↔

Goals and Objectives

Description	2022	2023	2024	Strategic Plan	Other Plan Alignment
<p><b>Upgrade Website Content Management System</b>                      Utilize modernization funding to upgrade the Content Management System and design of websites. More and more citizens today expect services that they would normally receive over the counter to be delivered online, and in a way that is citizen-centric, and not based on the structure of the organization. Upgrading CMS allows us to transition to e-government services, allowing us to leverage the technology to modernize our operations and processes, all using an easy to use website administration tools.</p>	●	●		 Informs & Engages 4.i. 4.ii.	
<p><b>Road and Address Data Transformation</b>                      Modernization funding will provide the funds in order to upgrade required software and hardware that is required for the implementation of an enterprise solution for roads and address data management. Processes and data schema's have to be updated to ensure that the County is ready for Next Generation 911 (NG9-1-1) services. The County needs to ensure data is in format and maintained in such a way, that it can be integrated with NG9-1-1 systems as well as be used more effectively within the County and Area Municipalities.</p>	●	●		 Performs & Delivers Results 5.i.	
<p><b>Support implementation on Asset Management Systems Enhancement Project</b>                      Mobile workforce - Increased visibility, compliance and streamlined workflow.</p>	●	●	●	 Performs & Delivers Results 5.i. 5.ii.	Asset Management Plan
<p><b>Community Planning</b>                      Implement software to allow online application submission, manage pre-consultations, conduct approvals, collaborate with, and circulate to, third-party agencies.</p>	●	●		 Performs & Delivers Results 5.i. 5.ii.	

Operating Budget

	2021	2021	LESS:	2022	2022	2022	2022	2022	2022	\$ OVER	% OVER
	2021	REVISÉ	2021 ONE	BASE	ONE	SERVICE	NEW	2022	2022	2021	2021
	FORECAST	BUDGET*	TIME	BUDGET	TIME	LEVEL	INITIATIVES	OTHER	BUDGET	BUDGET	BUDGET
<b>REVENUES</b>											
<b>GENERAL REVENUES</b>											
PROVINCIAL GRANTS	(357,226)	(245,000)	245,000	-	-	-	-	-	-	245,000	(100.0%)
USER FEES AND CHARGES	(40,000)	(40,300)	-	300	-	-	-	-	(40,000)	300	(0.7%)
<b>TOTAL GENERAL REVENUES</b>	<b>(397,226)</b>	<b>(285,300)</b>	<b>245,000</b>	<b>300</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(40,000)</b>	<b>245,300</b>	<b>(86.0%)</b>
<b>OTHER REVENUES</b>											
RESERVE TRANSFER	(186,407)	(64,593)	-	64,593	-	-	-	-	-	64,593	(100.0%)
<b>TOTAL OTHER REVENUES</b>	<b>(186,407)</b>	<b>(64,593)</b>	<b>-</b>	<b>64,593</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>64,593</b>	<b>(100.0%)</b>
<b>TOTAL REVENUES</b>	<b>(583,633)</b>	<b>(349,893)</b>	<b>245,000</b>	<b>64,893</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(40,000)</b>	<b>309,893</b>	<b>(88.6%)</b>
<b>EXPENSES</b>											
<b>SALARIES AND BENEFITS</b>											
SALARIES	755,756	857,465	-	31,114	-	-	-	-	888,579	31,114	3.6%
BENEFITS	223,663	249,873	-	14,482	-	-	-	-	264,355	14,482	5.8%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>979,419</b>	<b>1,107,338</b>	<b>-</b>	<b>45,596</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,152,934</b>	<b>45,596</b>	<b>4.1%</b>
<b>OPERATING EXPENSES</b>											
MATERIALS	724,513	371,092	(6,000)	78,482	-	-	-	8,580	452,154	81,062	21.8%
CONTRACTED SERVICES	257,910	370,293	(239,000)	(81,293)	-	-	-	-	50,000	(320,293)	(86.5%)
<b>TOTAL OPERATING EXPENSES</b>	<b>982,423</b>	<b>741,385</b>	<b>(245,000)</b>	<b>(2,811)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8,580</b>	<b>502,154</b>	<b>(239,231)</b>	<b>(32.3%)</b>
<b>INTERDEPARTMENTAL CHARGES</b>											
INTERDEPARTMENTAL CHARGES	120,983	120,983	-	6,765	-	-	-	-	127,748	6,765	5.6%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>120,983</b>	<b>120,983</b>	<b>-</b>	<b>6,765</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>127,748</b>	<b>6,765</b>	<b>5.6%</b>
<b>TOTAL EXPENSES</b>	<b>2,082,825</b>	<b>1,969,706</b>	<b>(245,000)</b>	<b>49,550</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8,580</b>	<b>1,782,836</b>	<b>(186,870)</b>	<b>(9.5%)</b>
<b>TOTAL</b>	<b>1,499,192</b>	<b>1,619,813</b>	<b>-</b>	<b>114,443</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8,580</b>	<b>1,742,836</b>	<b>123,023</b>	<b>7.6%</b>

\* Includes in-year approved transfer and account reclassifications

Budget Impact Details

	REF	BASE BUDGET	CAPITAL/ ONE TIME	EXPENSES	REVENUES	TAXATION
<b>2021 REVISED BUDGET</b>		1,724,706	245,000	1,969,706	349,893	1,619,813
LESS: 2021 ONE-TIME ITEMS		-	(245,000)	(245,000)	(245,000)	-
<b>BASE BUDGET IMPACT</b>		49,550	-	49,550	(64,893)	114,443
<b>MODERNIZATION FUNDING (OTHER)</b>						
IS-Road and Address GIS Data Transformation	CS 2021-14	8,580	-	8,580	-	8,580
		8,580	-	8,580	-	8,580
<b>TOTAL</b>		58,130	(245,000)	(186,870)	(309,893)	123,023
<b>2022 APPROVED BUDGET</b>		1,782,836	-	1,782,836	40,000	1,742,836

Services Overview




Full-Time Equivalents 11.0 FTE →0.0

Service	Service Description	2020 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.	470 Municipal shared network devices	Support

Key Performance Indicators

	2018 Actual	2019 Actual	2020 Actual	2021 Forecast	2022 Budget	Target
Network connections – municipal shared network	128	138	140	150	155	N/A
Network devices – municipal shared network	450	460	470	490	500	N/A
Email accounts hosted	1,263	1,263	1,263	1,211	1,225	N/A
Email messages (average/day)	4,734	6,134	5,851	6,000	6,000	N/A
SPAM rejected (average/day)	9,128	10,256	8,755	9,000	9,500	N/A
Help desk support tickets	4,424	3,625	4,075	4,332	4,250	N/A
IT cost per multi-function copier/printer	\$5,460	\$5,220	\$5,467	\$4,894	\$4,844	N/A
IT operating cost per computer device	\$2,141	\$2,084	\$2,316	\$2,205	\$2,230	N/A

Goals and Objectives

Description	2022	2023	2024	Strategic Plan	Other Plan Alignment
<p><b>Replace Current Wireless System County Wide</b> Current Cisco wireless system has reached end of life.</p>	●	●		 Well Connected 2.iii.	
<p><b>Replace Council Delegate Microphone System</b> Current microphones and associated hardware have reached end of life.</p>	●			 Informs & Engages 4.i.	
<p><b>Cyber Security Policy</b> Develop and implement a Cyber Security Policy.</p>	●	●	●	 Well Connected 2.iii.	

Operating Budget

	2021	2021	LESS:	2022	2022	2022	2022	2022	2022	\$ OVER	% OVER
	2021	REVISED	2021 ONE	BASE	ONE	SERVICE	NEW	2022	2022	2021	2021
	FORECAST	BUDGET*	TIME	BUDGET	TIME	LEVEL	INITIATIVES	OTHER	REQUESTED	BUDGET	BUDGET
<b>REVENUES</b>											
<b>GENERAL REVENUES</b>											
USER FEES AND CHARGES	(140,000)	(123,300)	-	(16,700)	-	-	-	-	(140,000)	(16,700)	13.5%
<b>TOTAL GENERAL REVENUES</b>	(140,000)	(123,300)	-	(16,700)	-	-	-	-	(140,000)	(16,700)	13.5%
<b>OTHER REVENUES</b>											
RESERVE TRANSFER	(20,000)	(115,000)	-	115,000	(75,000)	-	-	-	(75,000)	40,000	(34.8%)
<b>TOTAL OTHER REVENUES</b>	(20,000)	(115,000)	-	115,000	(75,000)	-	-	-	(75,000)	40,000	(34.8%)
<b>INTERDEPARTMENTAL RECOVERIES</b>											
INTERDEPARTMENTAL RECOVERIES	(2,040,629)	(2,040,629)	(1,250)	(73,033)	-	-	-	-	(2,114,912)	(74,283)	3.6%
<b>TOTAL INTERDEPARTMENTAL RECOVERIES</b>	(2,040,629)	(2,040,629)	(1,250)	(73,033)	-	-	-	-	(2,114,912)	(74,283)	3.6%
<b>CAPITAL REVENUES</b>											
PROVINCIAL GRANTS	(71,584)	-	-	-	-	-	-	-	-	-	-
CAPITAL RESERVE TRANSFER	(185,970)	(185,970)	-	71,360	(291,000)	-	-	-	(405,610)	(219,640)	118.1%
<b>TOTAL CAPITAL REVENUES</b>	(257,554)	(185,970)	-	71,360	(291,000)	-	-	-	(405,610)	(219,640)	118.1%
<b>TOTAL REVENUES</b>	<b>(2,458,183)</b>	<b>(2,464,899)</b>	<b>(1,250)</b>	<b>96,627</b>	<b>(366,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(2,735,522)</b>	<b>(270,623)</b>	<b>11.0%</b>
<b>EXPENSES</b>											
<b>SALARIES AND BENEFITS</b>											
SALARIES	866,151	866,151	-	36,579	-	-	-	-	902,730	36,579	4.2%
BENEFITS	245,963	245,963	-	19,103	-	-	-	-	265,066	19,103	7.8%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>1,112,114</b>	<b>1,112,114</b>	<b>-</b>	<b>55,682</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,167,796</b>	<b>55,682</b>	<b>5.0%</b>
<b>OPERATING EXPENSES</b>											
MATERIALS	544,580	659,189	1,250	(13,540)	-	-	-	-	646,899	(12,290)	(1.9%)
CONTRACTED SERVICES	156,856	243,519	-	(73,469)	75,000	-	-	-	245,050	1,531	0.6%
RENTS AND FINANCIAL EXPENSES	16,302	16,302	-	-	-	-	-	-	16,302	-	-
<b>TOTAL OPERATING EXPENSES</b>	<b>717,738</b>	<b>919,010</b>	<b>1,250</b>	<b>(87,009)</b>	<b>75,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>908,251</b>	<b>(10,759)</b>	<b>(1.2%)</b>
<b>CAPITAL</b>											
FURNISHINGS AND EQUIPMENT	261,554	190,970	-	(71,360)	291,000	-	-	-	410,610	219,640	115.0%
<b>TOTAL CAPITAL</b>	<b>261,554</b>	<b>190,970</b>	<b>-</b>	<b>(71,360)</b>	<b>291,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>410,610</b>	<b>219,640</b>	<b>115.0%</b>
<b>RESERVE TRANSFERS</b>											
CONTRIBUTIONS TO CAPITAL RESERVES	207,405	207,405	-	4,960	-	-	-	-	212,365	4,960	2.4%
<b>TOTAL RESERVE TRANSFERS</b>	<b>207,405</b>	<b>207,405</b>	<b>-</b>	<b>4,960</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>212,365</b>	<b>4,960</b>	<b>2.4%</b>
<b>INTERDEPARTMENTAL CHARGES</b>											
INTERDEPARTMENTAL CHARGES	35,400	35,400	-	1,100	-	-	-	-	36,500	1,100	3.1%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>35,400</b>	<b>35,400</b>	<b>-</b>	<b>1,100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>36,500</b>	<b>1,100</b>	<b>3.1%</b>
<b>TOTAL EXPENSES</b>	<b>2,334,211</b>	<b>2,464,899</b>	<b>1,250</b>	<b>(96,627)</b>	<b>366,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,735,522</b>	<b>270,623</b>	<b>11.0%</b>
<b>TOTAL</b>	<b>(123,972)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

\* Includes in-year approved transfer and account reclassifications



Budget Impact Details

	REF	BASE BUDGET	CAPITAL/ ONE TIME	EXPENSES	REVENUES	TAXATION
<b>2021 REVISED BUDGET</b>		2,275,179	189,720	2,464,899	2,464,899	-
LESS: 2021 ONE-TIME ITEMS		-	1,250	1,250	1,250	-
<b>BASE BUDGET IMPACT</b>		(25,267)	(71,360)	(96,627)	(96,627)	-
<b>ONE-TIME ITEMS</b>						
IT-Security Testing		-	75,000	75,000	75,000	-
IT-Shared Plotter		-	36,000	36,000	36,000	-
IT-Wireless Controller and Access Points		-	170,000	170,000	170,000	-
IT-Council chambers microphones		-	85,000	85,000	85,000	-
		-	366,000	366,000	366,000	-
<b>TOTAL</b>		(25,267)	295,890	270,623	270,623	-
<b>2022 APPROVED BUDGET</b>		2,249,912	485,610	2,735,522	2,735,522	-

Capital Budget

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2022 REQUEST	2023	2024-2031
<b>COMPUTER EQUIPMENT</b>							
123000 - Computer Equipment	Replacement of computer equipment across the County	Replacement	Poor	\$405,610	405,610	-	-
<b>EQUIPMENT</b>							
123000 - Equipment	Handsets for phone system	Replacement	Poor	\$5,000	5,000	-	-
				\$410,610	\$410,610	\$0	\$0

Services Overview

Full-Time Equivalents

4.5 FTE

→0.0

Service	Service Description	2020 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.	7,528 Charges received	Support

Key Performance Indicators




	2018 Actual	2019 Actual	2020 Actual	2021 Forecast	2022 Budget	Target
Number of charges filed – (Part I and Part III)	10,518	8,185	7,528	7,410	7,500	N/A
Courtroom operating hours*	315	328	107	300	325	325
Disclosure requests processed	550	521	775	1,365	2,350	N/A
Avg. days to disposition at trial – Part I*	219	202	138**	n/a***	165	185
Early resolution events*	1,735	2,075	1,320	2,200	2,500	N/A

\* POA Courts closed March 17 to July 2, 2020 – Early Resolution matters resumed in July – Trial matters were not approved to resume in 2020

\*\* January 1, 2020 to March 17, 2020

\*\*\* Part 1 trials resumed on August 25, 2021

Goals and Objectives

Description	2022	2023	2024	Strategic Plan	Other Plan Alignment
<p><b>Provincial Legislation Updates</b> Administer changes to POA procedures as outlined in Bill 177 Stronger, Fairer Ontario Act (Budget Measures) and Bill 197 COVID-19 Economic Recovery Act that addresses POA streamlining measures.</p>	●			 Performs & Delivers Results 5.i. 5.ii.	
<p><b>Prosecution Model</b> 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>	●	●		 Performs & Delivers Results 5.i. 5.ii.	
<p><b>Technology in the Courtroom</b> Enhance the use of video conference technology in the courtroom as the existing model of remote appearances shifts to a hybrid model of in-person and remote appearances.</p>	●			 Performs & Delivers Results 5.i. 5.ii.	




Operating Budget

	2021	2021	LESS:	2022	2022	2022	2022	2022	2022	\$ OVER	% OVER
	2021	REVISÉ	2021 ONE	BASE	ONE	SERVICE	NEW	2022	2022	2021	2021
	FORECAST	BUDGET*	TIME	BUDGET	TIME	LEVEL	INITIATIVES	OTHER	REQUESTED	BUDGET	BUDGET
									BUDGET		
<b>REVENUES</b>											
<b>GENERAL REVENUES</b>											
PROVINCIAL GRANTS	(30,431)	-	-	-	-	-	-	-	-	-	-
USER FEES AND CHARGES	(984,000)	(1,000,000)	-	-	-	-	-	-	(1,000,000)	-	-
<b>TOTAL GENERAL REVENUES</b>	<b>(1,014,431)</b>	<b>(1,000,000)</b>	-	-	-	-	-	-	<b>(1,000,000)</b>	-	-
<b>TOTAL REVENUES</b>	<b>(1,014,431)</b>	<b>(1,000,000)</b>	-	-	-	-	-	-	<b>(1,000,000)</b>	-	-
<b>EXPENSES</b>											
<b>SALARIES AND BENEFITS</b>											
SALARIES	257,691	288,975	-	1,455	-	-	-	-	290,430	1,455	0.5%
BENEFITS	84,446	92,389	-	4,821	-	-	-	-	97,210	4,821	5.2%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>342,137</b>	<b>381,364</b>	-	<b>6,276</b>	-	-	-	-	<b>387,640</b>	<b>6,276</b>	<b>1.6%</b>
<b>OPERATING EXPENSES</b>											
MATERIALS	71,747	70,355	-	(13,290)	-	-	-	-	57,065	(13,290)	(18.9%)
CONTRACTED SERVICES	263,354	379,504	-	(10,000)	-	-	-	-	369,504	(10,000)	(2.6%)
RENTS AND FINANCIAL EXPENSES	23,000	18,000	-	5,000	-	-	-	-	23,000	5,000	27.8%
<b>TOTAL OPERATING EXPENSES</b>	<b>358,101</b>	<b>467,859</b>	-	<b>(18,290)</b>	-	-	-	-	<b>449,569</b>	<b>(18,290)</b>	<b>(3.9%)</b>
<b>INTERDEPARTMENTAL CHARGES</b>											
INTERDEPARTMENTAL CHARGES	191,444	191,444	-	3,331	-	-	-	-	194,775	3,331	1.7%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>191,444</b>	<b>191,444</b>	-	<b>3,331</b>	-	-	-	-	<b>194,775</b>	<b>3,331</b>	<b>1.7%</b>
<b>TOTAL EXPENSES</b>	<b>891,682</b>	<b>1,040,667</b>	-	<b>(8,683)</b>	-	-	-	-	<b>1,031,984</b>	<b>(8,683)</b>	<b>(0.8%)</b>
<b>TOTAL</b>	<b>(122,749)</b>	<b>40,667</b>	-	<b>(8,683)</b>	-	-	-	-	<b>31,984</b>	<b>(8,683)</b>	<b>(21.4%)</b>

\* Includes in-year approved transfer and account reclassifications

Services Overview

Full-Time Equivalents 14.0 FTE  2.0




Service	Service Description	2020 Service Level	Service Type
Accounting	An internal service that provides accounts receivable, accounts payable and payroll services for the County of Oxford.	47,194 Transactions processed	
Fiscal Management	An internal service that provides financial reporting for the County of Oxford.	140 Financial reports completion	
Treasury	An internal service that provides cash flow, investment, and debt management for the County of Oxford.	18 Accounts managed	

- 1.0 FTE Financial Analyst - Capital Full-time - to support the implementation and maintenance of the Asset Management Plan and Capital Budget FTE 2022-05
- 1.0 FTE Purchasing Advisor Full-time - to focus on collaboration and delivering service excellence, in supporting the County's administration in procurement, supply chain and business continuity assurance through the use of the best practices FTE 2022-06

Key Performance Indicators

	2018 Actual	2019 Actual	2020 Actual	2021 Forecast	2022 Budget	Target
Number of invoices paid	36,668	36,256	33,666	34,000	34,500	N/A
Percent of invoices paid within 30 days	92.0%	90.5%	89.3%	92.0%	90.0%	N/A
Number of payroll deposits	20,311	19,771	19,072	19,500	19,750	N/A
Bad debt write off as a percentage of billed revenue	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%
Date budget approved	Dec	Dec	Dec	Dec	Dec	Dec
Number of external financial reports prepared	76	98	96	140	120	N/A
S&P credit rating	AA+/Stable	AA+/Stable	AA+/Stable	AA+/Stable	AA+/Stable	AA+/Stable

Goals and Objectives

Description	2022	2023	2024	Strategic Plan	Other Plan Alignment
<p><b>Update Asset Management Plan</b>  <i>O. Reg 588/2017</i> enacted to help municipalities improve the way they plan for their infrastructure needs over the long term, while identifying challenges and opportunities, and finding innovative solutions. The regulation requires municipalities to implement and update asset management plans for core assets (roads, bridge and culverts, water, wastewater and stormwater management systems) including current levels of service and the cost of maintaining those levels of services by July 1, 2022.</p>	●			 Shapes the Future 3.ii.	Asset Management Plan
<p><b>Accounts Payable Digitization Implementation Project</b>                      In effort to modernize the current accounts payable paper based process, implementation of the recommendations contained in the third party accounts payable report to gain efficiencies and cost savings for the County. The implemented solution will determine the ideal flow of the procurement process, achieve efficiencies, and reduce duplication. This project is being submitted through the provincial modernization funding – Intake 3 stream, and is subject to funding approval in early 2022.</p>	●			 Performs & Delivers Results 5.i.	
<p><b>Asset Retirement Obligations</b>                      Section PS 3280, Asset Retirement Obligation is a new public accounting standard that is effective for fiscal years beginning on or after April 1, 2022. The standard provides guidance on how to account for and report a liability for asset retirement.</p>	●	●		 Performs & Delivers Results 5.i.	

Operating Budget

	2021	2021	LESS:	2022	2022	2022	2022	2022	2022	\$ OVER	% OVER
	2021	REVISED	2021 ONE	BASE	ONE	SERVICE	NEW	2022	2022	2021	2021
	FORECAST	BUDGET*	TIME	BUDGET	TIME	LEVEL	INITIATIVES	OTHER	REQUESTED	BUDGET	BUDGET
<b>REVENUES</b>											
<b>GENERAL REVENUES</b>											
PROVINCIAL GRANTS	(36,924)	(10,565)	-	10,565	(175,500)	-	-	-	(175,500)	(164,935)	1,561.1%
USER FEES AND CHARGES	(2,007,100)	(24,000)	-	(6,000)	(63,000)	-	-	-	(93,000)	(69,000)	287.5%
<b>TOTAL GENERAL REVENUES</b>	<b>(2,044,024)</b>	<b>(34,565)</b>	<b>-</b>	<b>4,565</b>	<b>(238,500)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(268,500)</b>	<b>(233,935)</b>	<b>676.8%</b>
<b>OTHER REVENUES</b>											
RESERVE TRANSFER	-	-	-	-	(31,500)	-	-	-	(31,500)	(31,500)	-
<b>TOTAL OTHER REVENUES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(31,500)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(31,500)</b>	<b>(31,500)</b>	<b>-</b>
<b>INTERDEPARTMENTAL RECOVERIES</b>											
INTERDEPARTMENTAL RECOVERIES	(1,481,059)	(1,481,059)	28,500	(82,930)	(4,000)	(206,031)	-	(20,000)	(1,765,520)	(284,461)	19.2%
<b>TOTAL INTERDEPARTMENTAL RECOVERIES</b>	<b>(1,481,059)</b>	<b>(1,481,059)</b>	<b>28,500</b>	<b>(82,930)</b>	<b>(4,000)</b>	<b>(206,031)</b>	<b>-</b>	<b>(20,000)</b>	<b>(1,765,520)</b>	<b>(284,461)</b>	<b>19.2%</b>
<b>CAPITAL REVENUES</b>											
PROVINCIAL GRANTS	-	-	-	-	(9,750)	-	-	-	(9,750)	(9,750)	-
USER FEES AND CHARGES	-	-	-	-	(3,500)	-	-	-	(3,500)	(3,500)	-
CAPITAL RESERVE TRANSFER	(800,000)	(657,238)	-	(14,548)	(1,750)	-	-	-	(673,536)	(16,298)	2.5%
<b>TOTAL CAPITAL REVENUES</b>	<b>(800,000)</b>	<b>(657,238)</b>	<b>-</b>	<b>(14,548)</b>	<b>(15,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(686,786)</b>	<b>(29,548)</b>	<b>4.5%</b>
<b>TOTAL REVENUES</b>	<b>(4,325,083)</b>	<b>(2,172,862)</b>	<b>28,500</b>	<b>(92,913)</b>	<b>(289,000)</b>	<b>(206,031)</b>	<b>-</b>	<b>(20,000)</b>	<b>(2,752,306)</b>	<b>(579,444)</b>	<b>26.7%</b>
<b>EXPENSES</b>											
<b>SALARIES AND BENEFITS</b>											
SALARIES	885,098	904,956	-	92,390	-	143,406	-	-	1,140,752	235,796	26.1%
BENEFITS	259,521	269,528	-	28,610	-	46,625	-	-	344,763	75,235	27.9%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>1,144,619</b>	<b>1,174,484</b>	<b>-</b>	<b>121,000</b>	<b>-</b>	<b>190,031</b>	<b>-</b>	<b>-</b>	<b>1,485,515</b>	<b>311,031</b>	<b>26.5%</b>
<b>OPERATING EXPENSES</b>											
MATERIALS	180,590	187,375	(18,500)	(42,300)	180,000	1,000	-	20,000	327,575	140,200	74.8%
CONTRACTED SERVICES	171,185	119,665	(10,000)	(9,435)	90,000	15,000	-	-	205,230	85,565	71.5%
<b>TOTAL OPERATING EXPENSES</b>	<b>351,775</b>	<b>307,040</b>	<b>(28,500)</b>	<b>(51,735)</b>	<b>270,000</b>	<b>16,000</b>	<b>-</b>	<b>20,000</b>	<b>532,805</b>	<b>225,765</b>	<b>73.5%</b>
<b>CAPITAL</b>											
MAJOR INFRASTRUCTURE	800,000	657,238	-	14,548	-	-	-	-	671,786	14,548	2.2%
FURNISHINGS AND EQUIPMENT	-	-	-	-	19,000	-	-	-	19,000	19,000	-
<b>TOTAL CAPITAL</b>	<b>800,000</b>	<b>657,238</b>	<b>-</b>	<b>14,548</b>	<b>19,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>690,786</b>	<b>33,548</b>	<b>5.1%</b>
<b>RESERVE TRANSFERS</b>											
CONTRIBUTIONS TO RESERVES	1,947,916	-	-	-	-	-	-	-	-	-	-
DEVELOPMENT CHARGES EXEMPTIONS	8,800	-	-	8,000	-	-	-	-	8,000	8,000	-
<b>TOTAL RESERVE TRANSFERS</b>	<b>1,956,716</b>	<b>-</b>	<b>-</b>	<b>8,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8,000</b>	<b>8,000</b>	<b>-</b>
<b>INTERDEPARTMENTAL CHARGES</b>											
INTERDEPARTMENTAL CHARGES	34,100	34,100	-	1,100	-	-	-	-	35,200	1,100	3.2%

	2021	2021	LESS:	2022	2022	2022	2022		2022	\$ OVER	% OVER
	2021	REVISED	2021 ONE	BASE	ONE	SERVICE	NEW	2022	REQUESTED	2021	2021
	FORECAST	BUDGET*	TIME	BUDGET	TIME	LEVEL	INITIATIVES	OTHER	BUDGET	BUDGET	BUDGET
TOTAL INTERDEPARTMENTAL CHARGES	34,100	34,100	-	1,100	-	-	-	-	35,200	1,100	3.2%
TOTAL EXPENSES	4,287,210	2,172,862	(28,500)	92,913	289,000	206,031	-	20,000	2,752,306	579,444	26.7%
TOTAL	(37,873)	-	-	-	-	-	-	-	-	-	-

\* Includes in-year approved transfer and account reclassifications

### Budget Impact Details

	REF	BASE BUDGET	CAPITAL/ ONE TIME	EXPENSES	REVENUES	TAXATION
2021 REVISED BUDGET		1,487,124	685,738	2,172,862	2,172,862	-
LESS: 2021 ONE-TIME ITEMS		-	(28,500)	(28,500)	(28,500)	-
BASE BUDGET IMPACT		78,365	14,548	92,913	92,913	-
SERVICE LEVEL						
FIN-Capital Analyst FTE	FTE2022-05	102,110	2,000	104,110	104,110	-
FIN-Purchasing Advisor FTE	FTE2022-06	88,921	2,000	90,921	90,921	-
FIN-Budget Survey Enhanced Engagement		15,000	-	15,000	15,000	-
		206,031	4,000	210,031	210,031	-
MODERNIZATION FUNDING (OTHER)						
FIN-Accounts Payable Digitization Implementation	CS 2021-38	20,000	285,000	305,000	305,000	-
		20,000	285,000	305,000	305,000	-
TOTAL		304,396	275,048	579,444	579,444	-
2022 APPROVED BUDGET		1,791,520	960,786	2,752,306	2,752,306	-



Capital Budget

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2022 REQUEST**	2023	2024-2031
<b>ASSET MANAGEMENT</b>							
900050 - Asset Management Systems Enhancement Implementation	Implementation of projects recommended from the Asset Management Systems Review	Non-infrastructure solutions	N/A	\$260,000	260,000	-	-
<b>COMPUTER EQUIPMENT</b>							
120000 - Computer Equipment	Laptop for Capital Analyst and Purchasing Advisor	Expansion	N/A	\$4,000	4,000	-	-
120000 - Computer Equipment	Scanners and Equipment for Accounts Payable Digitization Implementation	Expansion	N/A	\$15,000	15,000	-	-
				\$279,000	\$279,000	\$0	\$0

\*\* The 2022 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 – Financial Analyst - Capital**

FTE 2022-05

**DESCRIPTION**

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

<b>Strategic Plan</b>	
	<b>Shapes the Future</b>
	3.iii.

This position is required to support the 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.

**BACKGROUND**

**Background**

The County of Oxford is responsible for over \$2.3 billion (2017 replacement value, not including land value) of County infrastructure that supports the needs of area municipalities, residents, and local businesses and industry. These water; wastewater; roads; bridges and culverts; social housing and corporate facilities; and fleet and equipment assets advance the collective interests of our communities, residents and businesses through customer/client-focused services that improve quality of life.

*Asset Management Plan*

Beginning in 2008, the Province required municipalities to record and report their tangible capital assets on their balance sheets and amortize their historical values in accordance with the Public Sector Accounting Standard - PSAB 3150. Additionally, the Province encouraged municipalities to use their asset inventories to strategically plan future replacements and improvements using an Asset Management Plan (AMP) framework. The Infrastructure for Jobs and Prosperity Act, 2015 was created to establish mechanisms to encourage principled, evidence-based and strategic long-term infrastructure planning. The Act sets out principles for asset management planning for the broader public sector, including municipalities.

O.Reg. 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 infrastructure needs are, thus, helping municipalities work towards a more sustainable position regarding the funding of their

infrastructure. This regulation provides an outline of the content to be included within future versions of a municipality's Asset Management Plan, as well as the associated completion deadlines.

### *Asset System Enhancement Project*

Through the 2019 Budget New Initiative: Asset Information Strategy and Systems Review, the County retained GM BluePlan to complete an Asset Management systems review. The review consisted of mapping out current processes, defining and mapping out the desired state, as well as identifying specific gaps, resource requirements and an implementation timeline in order to achieve the desired state. The County is currently implementing the recommended projects including:

- Defining data management business processes
- Developing an asset hierarchy for each asset class
- Developing an asset register in the preferred environment
- Systems data model optimization, including implementing Cartegraph as a work order management system across all asset groups
- Developing the required system integrations
- Defining levels of service and lifecycle strategies
- Capturing key asset management data
- Defining the methodology for condition assessments and performance testing
- Developing the asset risk framework
- Ongoing updates to asset information

### **Comments**

The County's Co-coordinator of Asset Management (in Corporate Services) is responsible for maintaining the asset requirements for PSAB 3150, and updating the Asset Management Plan. This position collaborates with staff across the County in developing these plans and meeting the requirements. The asset management plan was first approved in 2014, and was subsequently refined and updated in 2017. The next planned Asset Management Plan is in 2022, incorporating the requirements of the O.Reg. 588/17. The County has developed and published the report using internal staff resources ensuring sufficient understanding of the requirements and commitment to its incorporation into its lifecycle decisions.

As part of the commitment to optimizing this plan and the development, the Co-ordinator is the County's Project Manager on the multi-year implementation project of the GMBLuePlan Systems Review recommendations. The recommendations made within the report require a substantial resourcing effort to achieve, including significant internal resources to implement these projects. At the time, Asset Management Steering Committee was to continue to monitor both temporary and ongoing asset management staff requirements. Both external services have been engaged, as well as temporary summer students, however the workload demand on the Co-ordinator of Asset Management is too much to facilitate both this project as well as the other job demands. Staff have discussed the possibility of outsourcing portions of the required work. Given the timing of deliverables and the ongoing work requirements completing all functions in house will result in overall efficiencies and long-term sustainability.

Gaining this additional support person for capital and asset management will also:

- Support 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.
- Reduce staff banked time including overtime.
- Centralize the debenture issuance and continuity process.
- Centralize the development charge study and tracking process. Will also allow for greater analysis on development charges.
- Execution of the requirements of the asset system enhancement project in the timelines required.

**Conclusions**

The position and requirements for the Co-ordinator of Asset Management has evolved since its creation. The expansion of both the Asset Management Plan requirements and level of asset sophistication and detail has greatly increased the workload demands. To continue the effort of optimizing functionality, providing necessary data to support asset management activities and redeveloping the necessary report to achieve compliance, an additional analyst is required to support these efforts. This position’s 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
<b>Salaries and benefits</b>	\$-	\$102,110	\$102,110
<b>Capital</b>			
Computer Equipment: Laptop	2,000	-	2,000
<b>Net Interdepartmental Charge</b>	<b>\$2,000</b>	<b>\$102,110</b>	<b>\$104,110</b>

FTE Change Proposal – Purchasing Advisor

FTE 2022-06

**DESCRIPTION**

Type of FTE request	Service Level
Classification	Full-time - Permanent
Job Title	Purchasing Advisor
FTE	1.0

Strategic Plan	
	Performs & Delivers Results
	5.i.

This position proposal is to focus on collaboration and delivering service excellence, in supporting the County’s administration in procurement, supply chain and business continuity assurance through the use of best practices.

**BACKGROUND**

**Purchasing Expert**

All purchases are made on a decentralized and fragmented basis across the County, with each department responsible for their own procurement and adhering to the purchasing policy. Dedicated corporate oversight is the objective of this position as a means to establish and ensure that consistent, accountable and efficient purchasing mechanisms are utilized. This position will perform regular purchasing policy compliance checks and establish a corporate purchasing resource. As part of the Oxford Joint Service Delivery Review report on May 25, 2020, this position will address the purchasing weaknesses identified; establish a purchasing expert; standardize procurement documents; regular compliance checks.

The addition of dedicated purchasing expert will:

- Standardize procurement documents where possible
- Monitor, maintain and train users of the web-based bidding portal
- Coordinate the sale of surplus assets, including furniture and equipment
- Assists in administering the County’s fleet acquisition and disposal of vehicles and equipment, preparation of specifications in collaboration with operating departments
- Support procurement processes for all departments
- Perform compliance reviews for adherence with purchasing policy
- Prepares reports and/or background information for management as required, relating to corporate purchasing, supply chain and business continuity

- Develop and maintain supplier/roster lists and manage vendor pre-qualification processes including development and delivery of a vendor orientation program
- Review purchasing activities to ensure the lowest price is realized where appropriate and identify opportunities
- Assists in the documentation and maintenance of corporate business continuity plans

### **Improved group purchasing power**

Each department is responsible for their purchasing activities, including any group purchasing opportunities. This position would ensure group purchasing opportunities are actively pursued, researched and compared. Regular reporting on the savings and opportunities these efforts have brought to the County would be established. There is an opportunity to gain economies of scale and achieve cost efficiencies through an improved group purchasing process. Moving towards a coordinated group purchasing process, with the potential of including area municipalities will increase buying power for each Oxford municipality by soliciting and procuring higher quality services and materials at a more competitive price.

Example areas to consider:

- Procurement of contractors and professional services, such as engineering services, external auditors, legal services
- Tendering for capital projects
- Purchasing bulk materials and supplies, such as winter salt
- County-wide group insurance

### **Purchasing Cards**

The County currently does not issue purchasing cards (P-cards). Given the decentralized nature of the County's structure, divisional staff over the years have requested the ability to have a P-card to make purchases. Utilizing p-cards has the ability to shorten the purchasing process, and depending on their uptake, earn more savings (rewards) for the County. Proceeding with p-cards would require administration effort; implementing and monitoring activities for adherence to the purchasing policy and financial controls for which the Purchasing Advisor would be responsible for.

### **Conclusions**

This position takes a proactive approach to ensuring efficient purchasing and inventory systems. Financial savings could be realized through group purchasing savings, adequate supply levels and p-card savings. This position would bring a collaborative and accountable approach to purchasing and inventory management across the County and potentially with our Area Municipal partners. Without this position, the County may be paying higher materials and supplies costs and be exposed to risk of being challenged for non-compliance with the Purchasing Policy and/or Provincial legislation as it pertains to public sector procurement.

**BUDGET REQUIREMENTS**

	One-time	Base	Total Budget
<b>Salaries and benefits</b>	\$-	\$87,921	\$87,921
<b>Operating Expense</b>			
Training	-	500	500
Travel	-	500	500
<b>Total operating expense</b>	-	<b>1,000</b>	<b>1,000</b>
<b>Capital</b>			
Computer Equipment: Laptop	2,000	-	2,000
<b>Net Interdepartmental Charge</b>	<b>\$2,000</b>	<b>\$88,921</b>	<b>\$90,921</b>



# General 2022 Budget





5 Year Projected Budget

	2022	2023	2024	2025	2026
	REQUESTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
<b>REVENUES</b>					
PROPERTY TAXATION	(1,787,900)	(1,787,900)	(1,787,900)	(1,787,900)	(1,787,900)
GENERAL REVENUES	(7,602,740)	(7,302,551)	(6,482,678)	(5,891,719)	(5,352,112)
OTHER REVENUES	(2,500,000)	-	-	-	-
<b>TOTAL REVENUES</b>	<b>(11,890,640)</b>	<b>(9,090,451)</b>	<b>(8,270,578)</b>	<b>(7,679,619)</b>	<b>(7,140,012)</b>
<b>EXPENSES</b>					
SALARIES AND BENEFITS	(550,000)	(450,000)	(450,000)	(450,000)	(450,000)
OPERATING EXPENSES	9,908,501	7,234,121	7,373,181	7,516,701	7,664,891
DEBT REPAYMENT	6,680,026	6,250,393	5,290,080	4,620,835	4,036,962
<b>TOTAL EXPENSES</b>	<b>16,038,527</b>	<b>13,034,514</b>	<b>12,213,261</b>	<b>11,687,536</b>	<b>11,251,853</b>
<b>TOTAL</b>	<b>4,147,887</b>	<b>3,944,063</b>	<b>3,942,683</b>	<b>4,007,917</b>	<b>4,111,841</b>

Operating Budget

	2021	2021	LESS:	2022	2022	2022	2022	2022	2022	\$ OVER	% OVER
	2021	REVISED	2021 ONE	BASE	ONE	SERVICE	NEW	2022	REQUESTED	2021	2021
	FORECAST	BUDGET*	TIME	BUDGET	TIME	LEVEL	INITIATIVES	OTHER	BUDGET	BUDGET	BUDGET
<b>REVENUES</b>											
<b>PROPERTY TAXATION</b>											
IN LIEU AND SUPPS	(1,716,500)	(1,716,500)	-	(71,400)	-	-	-	-	(1,787,900)	(71,400)	4.2%
<b>TOTAL PROPERTY TAXATION</b>	<b>(1,716,500)</b>	<b>(1,716,500)</b>	<b>-</b>	<b>(71,400)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(1,787,900)</b>	<b>(71,400)</b>	<b>4.2%</b>
<b>GENERAL REVENUES</b>											
PROVINCIAL GRANTS	(45,315)	(45,000)	45,000	-	-	-	-	-	-	45,000	(100.0%)
USER FEES AND CHARGES	(7,132,417)	(6,799,487)	-	119,467	-	-	-	-	(6,680,020)	119,467	(1.8%)
NET INVESTMENT INCOME	(682,248)	(926,441)	-	206,221	-	-	-	-	(720,220)	206,221	(22.3%)
OTHER REVENUE	(210,314)	(128,100)	-	(74,400)	-	-	-	-	(202,500)	(74,400)	58.1%
<b>TOTAL GENERAL REVENUES</b>	<b>(8,070,294)</b>	<b>(7,899,028)</b>	<b>45,000</b>	<b>251,288</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(7,602,740)</b>	<b>296,288</b>	<b>(3.8%)</b>
<b>OTHER REVENUES</b>											
RESERVE TRANSFER	(3,084,209)	(5,320,000)	5,320,000	-	(2,500,000)	-	-	-	(2,500,000)	2,820,000	(53.0%)
<b>TOTAL OTHER REVENUES</b>	<b>(3,084,209)</b>	<b>(5,320,000)</b>	<b>5,320,000</b>	<b>-</b>	<b>(2,500,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(2,500,000)</b>	<b>2,820,000</b>	<b>(53.0%)</b>

	2021	2021	LESS:	2022	2022	2022	2022		2022	\$ OVER	% OVER
	2021	REVISED	2021 ONE	BASE	ONE	SERVICE	NEW	2022	2022	2021	2021
	FORECAST	BUDGET*	TIME	BUDGET	TIME	LEVEL	INITIATIVES	OTHER	REQUESTED	BUDGET	BUDGET
<b>TOTAL REVENUES</b>	(12,871,003)	(14,935,528)	5,365,000	179,888	(2,500,000)	-	-	-	(11,890,640)	3,044,888	(20.4%)
<b>EXPENSES</b>											
<b>SALARIES AND BENEFITS</b>											
GAPPING ALLOCATION	-	-	-	(550,000)	-	-	-	-	(550,000)	(550,000)	-
<b>TOTAL SALARIES AND BENEFITS</b>	-	-	-	(550,000)	-	-	-	-	(550,000)	(550,000)	-
<b>OPERATING EXPENSES</b>											
MATERIALS	3,701,309	5,937,100	(5,000,000)	222,600	2,500,000	-	-	-	3,659,700	(2,277,400)	(38.4%)
CONTRACTED SERVICES	1,768,839	1,756,320	-	2,519	-	-	-	-	1,758,839	2,519	0.1%
RENTS AND FINANCIAL EXPENSES	50	-	-	-	-	-	-	-	-	-	-
EXTERNAL TRANSFERS	487,315	487,000	(165,000)	(27,500)	-	-	-	-	294,500	(192,500)	(39.5%)
<b>TOTAL OPERATING EXPENSES</b>	5,957,513	8,180,420	(5,165,000)	197,619	2,500,000	-	-	-	5,713,039	(2,467,381)	(30.2%)
<b>DEBT REPAYMENT</b>											
PRINCIPAL REPAYMENT	5,681,702	5,419,208	-	(3,785)	-	-	-	-	5,415,423	(3,785)	(0.1%)
INTEREST REPAYMENT	1,450,720	1,380,279	-	(115,676)	-	-	-	-	1,264,603	(115,676)	(8.4%)
<b>TOTAL DEBT REPAYMENT</b>	7,132,422	6,799,487	-	(119,461)	-	-	-	-	6,680,026	(119,461)	(1.8%)
<b>RESERVE TRANSFERS</b>											
CONTRIBUTIONS TO RESERVES	11,327	-	-	-	-	-	-	-	-	-	-
<b>TOTAL RESERVE TRANSFERS</b>	11,327	-	-	-	-	-	-	-	-	-	-
<b>TOTAL EXPENSES</b>	13,101,262	14,979,907	(5,165,000)	(471,842)	2,500,000	-	-	-	11,843,065	(3,136,842)	(20.9%)
<b>TOTAL</b>	230,259	44,379	200,000	(291,954)	-	-	-	-	(47,575)	(91,954)	(207.2%)

\* Includes in-year approved transfer and account reclassifications

### Budget Impact Details

	REF	BASE BUDGET	CAPITAL/ ONE TIME	EXPENSES	REVENUES	TAXATION
<b>2021 REVISED BUDGET</b>		9,814,907	5,165,000	14,979,907	14,935,528	44,379
LESS: 2021 ONE-TIME ITEMS		-	(5,165,000)	(5,165,000)	(5,365,000)	200,000
<b>BASE BUDGET IMPACT</b>		(471,842)	-	(471,842)	(179,888)	(291,954)
<b>CARRYOVER/IN-YEAR APPROVAL (OTHER)</b>						
GN-Significant Tax Write-offs	21Budget	-	2,500,000	2,500,000	2,500,000	-
		-	2,500,000	2,500,000	2,500,000	-
<b>TOTAL</b>		(471,842)	(2,665,000)	(3,136,842)	(3,044,888)	(91,954)
<b>2022 APPROVED BUDGET</b>		9,343,065	2,500,000	11,843,065	11,890,640	(47,575)

Grants Details

	2021	2021	2022	\$	%
	FORECAST	BUDGET	REQUESTED BUDGET	BUDGET VARIANCE	BUDGET VARIANCE
<b>GENERAL</b>					
GRANTS					
Creative Connections	60,000	60,000	60,000	-	-
Oxford County Youth Initiatives	15,000	15,000	15,000	-	-
Social Planning Council Oxford	65,000	65,000	65,000	-	-
Agricultural Award of Excellence	2,000	2,000	2,000	-	-
Economic Development [Oxford Connection]	50,000	50,000	50,000	-	-
Physician Recruitment	30,000	30,000	30,000	-	-
Small Business Centre	50,000	50,000	50,000	-	-
Tillsonburg Airport	50,000	50,000	-	(50,000)	(100.00%)
North Oxford Intercommunity Bus Transit	120,000	120,000	22,500	(97,500)	(81.25%)
	-	-	-	-	-
<b>TOTAL GRANTS</b>	442,000	442,000	294,500	(147,500)	(33.37%)

Operating Budget

	2021	2021	2022	\$	%
	2021	APPROVED	REQUESTED	BUDGET	BUDGET
	FORECAST	BUDGET	BUDGET	VARIANCE	VARIANCE
OPERATING EXPENSES					
UPPER THAMES	1,073,370	1,073,370	1,127,040	53,670	5.0%
GRAND RIVER	97,921	141,160	100,860	(40,300)	(28.5%)
LONG POINT	440,771	440,771	449,841	13,219	2.1%
CATFISH CREEK	13,744	14,770	14,430	(340)	(2.3%)
<b>TOTAL OPERATING EXPENSES</b>	1,625,806	1,670,071	1,692,171	22,100	1.3%
<b>TOTAL CONSERVATION AUTHORITIES</b>	1,625,806	1,670,071	1,692,171	22,100	1.3%

Operating Budget

	2021	2021	LESS:	2022	2022	2022	2022	2022	2022	\$ OVER	% OVER
	2021	REVISED	2021 ONE	BASE	ONE	SERVICE	NEW	2022	2022	2021	2021
	FORECAST	BUDGET*	TIME	BUDGET	TIME	LEVEL	INITIATIVES	OTHER	REQUESTED	BUDGET	BUDGET
<b>REVENUES</b>											
<b>OTHER REVENUES</b>											
RESERVE TRANSFER	(2,219,015)	-	-	-	-	-	-	-	-	-	-
TOTAL OTHER REVENUES	(2,219,015)	-	-	-	-	-	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>(2,219,015)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>EXPENSES</b>											
<b>OPERATING EXPENSES</b>											
EXTERNAL TRANSFERS	4,472,306	2,253,291	-	250,000	-	-	-	-	2,503,291	250,000	11.1%
TOTAL OPERATING EXPENSES	4,472,306	2,253,291	-	250,000	-	-	-	-	2,503,291	250,000	11.1%
<b>TOTAL EXPENSES</b>	<b>4,472,306</b>	<b>2,253,291</b>	<b>-</b>	<b>250,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,503,291</b>	<b>250,000</b>	<b>11.1%</b>
<b>TOTAL</b>	<b>2,253,291</b>	<b>2,253,291</b>	<b>-</b>	<b>250,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,503,291</b>	<b>250,000</b>	<b>11.1%</b>

\* Includes in-year approved transfer and account reclassifications



# Council 2022 Budget



Operating Budget

	2021	2021	LESS:	2022	2022	2022	2022	2022	2022	\$ OVER	% OVER
	2021	REVISIED	2021 ONE	BASE	ONE	SERVICE	NEW	2022	2022	2021	2021
	FORECAST	BUDGET*	TIME	BUDGET	TIME	LEVEL	INITIATIVES	OTHER	REQUESTED	BUDGET	BUDGET
<b>REVENUES</b>											
<b>OTHER REVENUES</b>											
RESERVE TRANSFER	(1,274,487)	(1,274,487)	1,274,487	-	(1,368,000)	-	-	-	(1,368,000)	(93,513)	7.3%
TOTAL OTHER REVENUES	(1,274,487)	(1,274,487)	1,274,487	-	(1,368,000)	-	-	-	(1,368,000)	(93,513)	7.3%
<b>TOTAL REVENUES</b>	<b>(1,274,487)</b>	<b>(1,274,487)</b>	<b>1,274,487</b>	<b>-</b>	<b>(1,368,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(1,368,000)</b>	<b>(93,513)</b>	<b>7.3%</b>
<b>EXPENSES</b>											
<b>SALARIES AND BENEFITS</b>											
SALARIES	389,044	389,044	-	7,781	-	-	-	-	396,825	7,781	2.0%
BENEFITS	24,216	24,216	-	1,497	-	-	-	-	25,713	1,497	6.2%
TOTAL SALARIES AND BENEFITS	413,260	413,260	-	9,278	-	-	-	-	422,538	9,278	2.2%
<b>OPERATING EXPENSES</b>											
MATERIALS	47,658	50,200	-	7,950	1,000	-	-	-	59,150	8,950	17.8%
CONTRACTED SERVICES	250	2,000	-	(1,500)	-	-	-	-	500	(1,500)	(75.0%)
TOTAL OPERATING EXPENSES	47,908	52,200	-	6,450	1,000	-	-	-	59,650	7,450	14.3%
<b>RESERVE TRANSFERS</b>											
CONTRIBUTIONS TO RESERVES	1,274,487	1,274,487	(1,274,487)	-	1,368,000	-	-	-	1,368,000	93,513	7.3%
TOTAL RESERVE TRANSFERS	1,274,487	1,274,487	(1,274,487)	-	1,368,000	-	-	-	1,368,000	93,513	7.3%
<b>INTERDEPARTMENTAL CHARGES</b>											
INTERDEPARTMENTAL CHARGES	99,416	99,416	-	3,459	-	-	-	-	102,875	3,459	3.5%
TOTAL INTERDEPARTMENTAL CHARGES	99,416	99,416	-	3,459	-	-	-	-	102,875	3,459	3.5%
<b>TOTAL EXPENSES</b>	<b>1,835,071</b>	<b>1,839,363</b>	<b>(1,274,487)</b>	<b>19,187</b>	<b>1,369,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,953,063</b>	<b>113,700</b>	<b>6.2%</b>
<b>TOTAL</b>	<b>560,584</b>	<b>564,876</b>	<b>-</b>	<b>19,187</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>585,063</b>	<b>20,187</b>	<b>3.6%</b>

\* Includes in-year approved transfer and account reclassifications

Budget Impact Details

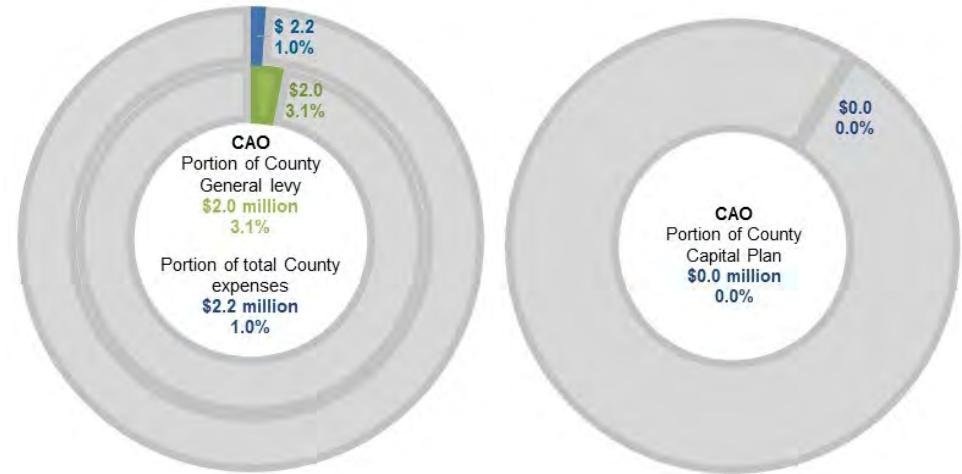
	REF	BASE BUDGET	CAPITAL/ ONE TIME	EXPENSES	REVENUES	TAXATION
<b>2021 REVISED BUDGET</b>		564,876	1,274,487	1,839,363	1,274,487	564,876
LESS: 2021 ONE-TIME ITEMS		-	(1,274,487)	(1,274,487)	(1,274,487)	-
<b>BASE BUDGET IMPACT</b>		19,187	-	19,187	-	19,187
<b>ONE-TIME ITEMS</b>						
COU-New Council supply costs		-	1,000	1,000	-	1,000
		-	1,000	1,000	-	1,000
<b>CARRYOVER/IN-YEAR APPROVAL (OTHER)</b>						
COU-2% Swift Plus (2-year)	21Budget NM01	-	1,368,000	1,368,000	1,368,000	-
		-	1,368,000	1,368,000	1,368,000	-
<b>TOTAL</b>		19,187	94,513	113,700	93,513	20,187
<b>2022 APPROVED BUDGET</b>		584,063	1,369,000	1,953,063	1,368,000	585,063





# CAO's Office 2022 Business Plan & Budget

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





	Division	Division Description	Services	2022 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"> <li>Corporate Leadership</li> <li>Initiative Implementation</li> </ul>	4.0
	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"> <li>Tourism Industry Support</li> <li>Tourism Visitor Support</li> </ul>	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"> <li>Communication and Engagement</li> </ul>	4.0
<b>Total</b>				<b>11.3</b>

5 Year Projected Budget

	2022	2023	2024	2025	2026
	REQUESTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
<b>REVENUES</b>					
GENERAL REVENUES	(77,223)	(17,223)	(17,223)	(17,223)	(17,223)
INTERDEPARTMENTAL RECOVERIES	(72,148)	(69,848)	(69,848)	(69,848)	(69,848)
<b>TOTAL REVENUES</b>	<b>(149,371)</b>	<b>(87,071)</b>	<b>(87,071)</b>	<b>(87,071)</b>	<b>(87,071)</b>
<b>EXPENSES</b>					
SALARIES AND BENEFITS	1,448,564	1,515,454	1,556,258	1,598,130	1,633,429
OPERATING EXPENSES	607,737	551,690	566,020	552,360	554,220
CAPITAL	4,200	-	-	-	-
INTERDEPARTMENTAL CHARGES	128,832	130,799	134,098	137,160	140,075
<b>TOTAL EXPENSES</b>	<b>2,189,333</b>	<b>2,197,943</b>	<b>2,256,376</b>	<b>2,287,650</b>	<b>2,327,724</b>
<b>TOTAL</b>	<b>2,039,962</b>	<b>2,110,872</b>	<b>2,169,305</b>	<b>2,200,579</b>	<b>2,240,653</b>

Services Overview

Full-Time Equivalents 4.0 FTE ↑1.0

Service	Service Description	2020 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	
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	

- 1.0 FTE Diversity, Equity, and Inclusion Co-ordinator Full-time - to oversee implementation of the Plan; develop and implement an Oxford-wide Diversity, Equity, and Inclusion Committee; and renew the CSWB Plan on a regular basis as required. NI 2022-10





Key Performance Indicators


	2018 Actual	2019 Actual	2020 Actual	2021 Forecast	2022 Budget	Target
Gross operating budget variance (% operating budget spent)	87.6%	86.7%	99.1%	102.5%	95.0%	98.5%
Capital budget (delivery) variance (% capital budget spent)	58.0%	63.1%	60.9%	86.1%	85.0%	↑
Community satisfaction with county programs*	80.0%	81.0%	N/A	N/A	75.0%	85.0%
Employee job engagement**	N/A	N/A	N/A	N/A	79.2%	↑
Employee organizational engagement**	N/A	N/A	N/A	N/A	69.4%	↑
Oxford County Strategic Plan priorities	In progress	In progress	In progress	Mid-term report provided	Mid-term and year end reports	Business Plan
Corporate continuous improvement projects	N/A	N/A	N/A	4	6	6
Future Oxford activities	N/A	N/A	8	8	8	Activities report

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

\*\* Based on the Employee Engagement Survey. Survey was last completed in 2017

Goals and Objectives

Description	2022	2023	2024	Strategic Plan	Other Plan Alignment
<p><b>Oxford County Strategic Plan</b>                      Ongoing implementation of the County's Strategic Plan. Ongoing facilitation of, and support for, the implementation of the Future Oxford Plan through the Future Oxford Partnership and within Oxford County operations. Inform the public about County programs, services and activities through planned communication. Preparation for a refresh of the Plan in 2023.</p>	●	●	●	 Shapes the Future 3.i. 3.ii. 3.iii.	
<p><b>Strategic Commitments</b>                      Working with community partners, stakeholders and businesses in the ongoing advancement of Oxford County's formal commitments: 100% Renewable Energy, Workforce Readiness, Zero Waste, Zero Poverty.</p>	●	●	●	 Shapes the Future 3.iii.	
<p><b>Continuous Improvement</b>                      Enhanced client relations; with residents, County Council, and area municipal staff.                      Improved business processes and efficiencies; innovative changes or improved timeliness in the delivery of County programs and services.                      Innovation; introduction of new or improved practices that enhance service delivery and relationships.</p>	●	●	●	 Performs & Delivers Results 5.i. 5.ii.	
<p><b>Housing Crisis</b>                      Working with community partners, stakeholders and businesses to address the housing crisis.</p>	●	●	●	 Shapes the Future 3.i. 3.ii. 3.iii.	

Description	2022	2023	2024	Strategic Plan	Other Plan Alignment
<p><b>Ongoing advocacy for Southwestern Ontario and Rural issues:</b></p> <ul style="list-style-type: none"> <li>• Regional transportation</li> <li>• Rural broadband: continued collaboration with all three levels of government</li> <li>• Virtual net metering that encourages local generation and investment</li> <li>• Community Paramedic Services funding support</li> <li>• Ontario Building Code requirements for better energy efficiencies</li> <li>• Long-Term Care: local perspective on COVID experience</li> <li>• Tax appeal process for large auto manufacturing properties</li> <li>• Court security and prisoner transportation costs</li> <li>• Blue box recovery program: full producer responsibility</li> </ul>	●	●	●	 Shapes the Future 3.i.	

CAO Office - Operating Budget

	2021	2021	LESS:	2022	2022	2022	2022	2022	2022	\$ OVER	% OVER
	2021	REVISED	2021 ONE	BASE	ONE	SERVICE	NEW	2022	2022	2021	2021
	FORECAST	BUDGET*	TIME	BUDGET	TIME	LEVEL	INITIATIVES	OTHER	REQUESTED	BUDGET	BUDGET
<b>REVENUES</b>											
<b>GENERAL REVENUES</b>											
PROVINCIAL GRANTS	(18,937)	-	-	-	-	-	-	-	-	-	-
USER FEES AND CHARGES	(9,500)	-	-	-	-	-	-	-	-	-	-
TOTAL GENERAL REVENUES	(28,437)	-	-	-	-	-	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>(28,437)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>EXPENSES</b>											
<b>SALARIES AND BENEFITS</b>											
SALARIES	454,514	454,526	-	20,207	-	-	78,029	-	552,762	98,236	21.6%
BENEFITS	108,985	108,988	-	10,666	-	-	24,529	-	144,183	35,195	32.3%
TOTAL SALARIES AND BENEFITS	563,499	563,514	-	30,873	-	-	102,558	-	696,945	133,431	23.7%
<b>OPERATING EXPENSES</b>											
MATERIALS	54,807	31,054	-	(3,414)	300	-	940	-	28,880	(2,174)	(7.0%)
CONTRACTED SERVICES	115,000	115,000	-	(50,000)	-	-	-	-	65,000	(50,000)	(43.5%)
TOTAL OPERATING EXPENSES	169,807	146,054	-	(53,414)	300	-	940	-	93,880	(52,174)	(35.7%)
<b>CAPITAL</b>											
FURNISHINGS AND EQUIPMENT	-	-	-	-	2,200	-	-	-	2,200	2,200	-
TOTAL CAPITAL	-	-	-	-	2,200	-	-	-	2,200	2,200	-
<b>INTERDEPARTMENTAL CHARGES</b>											
INTERDEPARTMENTAL CHARGES	54,823	54,826	-	(6,530)	-	-	-	-	48,296	(6,530)	(11.9%)
TOTAL INTERDEPARTMENTAL CHARGES	54,823	54,826	-	(6,530)	-	-	-	-	48,296	(6,530)	(11.9%)
<b>TOTAL EXPENSES</b>	<b>788,129</b>	<b>764,394</b>	<b>-</b>	<b>(29,071)</b>	<b>2,500</b>	<b>-</b>	<b>103,498</b>	<b>-</b>	<b>841,321</b>	<b>76,927</b>	<b>10.1%</b>
<b>TOTAL</b>	<b>759,692</b>	<b>764,394</b>	<b>-</b>	<b>(29,071)</b>	<b>2,500</b>	<b>-</b>	<b>103,498</b>	<b>-</b>	<b>841,321</b>	<b>76,927</b>	<b>10.1%</b>

\* Includes in-year approved transfer and account reclassifications

CAO Office - Budget Impact Details

	REF	BASE BUDGET	CAPITAL/ ONE TIME	EXPENSES	REVENUES	TAXATION
<b>2021 REVISED BUDGET</b>		764,394	-	764,394	-	764,394
LESS: 2021 ONE-TIME ITEMS		-	-	-	-	-
<b>BASE BUDGET IMPACT</b>		(29,071)	-	(29,071)	-	(29,071)
<b>NEW INITIATIVES</b>						
CAO-Diversity, Equity, and Inclusion Coordinator FTE	NI2022-10	103,498	2,500	105,998	-	105,998
		103,498	2,500	105,998	-	105,998
<b>TOTAL</b>		74,427	2,500	76,927	-	76,927
<b>2022 APPROVED BUDGET</b>		838,821	2,500	841,321	-	841,321

CAO Office - Capital Budget

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2022 REQUEST	2023	2024-2031
<b>COMPUTER EQUIPMENT</b>							
111000 - Computer Equipment	Laptop for Diversity, Equity and Inclusion Coordinator	Expansion	N/A	\$2,000	2,000	-	-
111000 - Equipment	Desk Phone for Diversity, Equity and Inclusion Coordinator	Expansion	N/A	\$200	200	-	-
				\$2,200	\$2,200	\$0	\$0

Future Oxford - Operating Budget

	2021 FORECAST	2021 REVISED BUDGET*	LESS: 2021 ONE TIME	2022 BASE BUDGET	2022 ONE TIME	2022 SERVICE LEVEL	2022 NEW INITIATIVES	2022 OTHER	2022 REQUESTED BUDGET	\$ OVER 2021 BUDGET	% OVER 2021 BUDGET
<b>EXPENSES</b>											
<b>OPERATING EXPENSES</b>											
MATERIALS	17,000	17,000	-	-	-	-	-	-	17,000	-	-
CONTRACTED SERVICES	60,000	60,000	-	-	-	-	-	-	60,000	-	-
EXTERNAL TRANSFERS	144,000	144,000	-	1,000	-	-	-	-	145,000	1,000	0.7%
<b>TOTAL OPERATING EXPENSES</b>	221,000	221,000	-	1,000	-	-	-	-	222,000	1,000	0.5%
<b>TOTAL EXPENSES</b>	221,000	221,000	-	1,000	-	-	-	-	222,000	1,000	0.5%
<b>TOTAL</b>	221,000	221,000	-	1,000	-	-	-	-	222,000	1,000	0.5%

\* Includes in-year approved transfer and account reclassifications



FTE Proposal – Diversity, Equity, and Inclusion Coordinator

NI 2022-10

**DESCRIPTION**

Type of FTE request	New Initiative
Classification	Full-time - Permanent
Job Title	Community Diversity, Equity, and Inclusion Coordinator
FTE	1.0

Strategic Plan	
	<b>Informs &amp; Engages</b>
	4.i.

County Council, at its meeting on July 14, 2021, passed a resolution to support and endorse the Safe and Well Oxford Communities' Community Safety and Well-being Plan (the Plan) and to establish a Safe and Well Oxford Steering Committee as recommended in the Plan to oversee the implementation of the goals and objectives established and approved to address the following priority risk themes identified within the Plan:

- Mental Health;
- Affordable Housing;
- Substance Misuse;
- Equity, Diversity and Inclusion

This change proposal requests an FTE to oversee implementation of the Plan; develop and implement an Oxford-wide Diversity, Equity, and Inclusion Committee; and renew the CSWB Plan on a regular basis as required.

**BACKGROUND**

**Background**

*Community Safety and Wellbeing Plan*

From September 2020 to June 2021, our entire county engaged in an initiative, mandated by the Province of Ontario, to develop a Community Safety & Well-being Plan for municipalities across Oxford. The goal of the plan development was to help address priority risks, such as mental and physical health, housing and addictions, with proactive, integrated strategies for children, youth, adults, older adults and families who live, work and participate in our communities.

That plan is now complete and requires implementation.

## Comments

### *Safe & Well Oxford Communities*

Safe & Well Oxford Communities reflects the multitude of diverse voices the Community Safety and Well-Being (CSWB) Plan Advisory Committee heard from and sets out the plan for how government, service providers, residents and businesses can work together to address the root causes of the most complex social issues Oxford communities face. Although there are many areas that influence the safety and well-being of communities, the four priority risks that Safe & Well Oxford addresses through a social development and prevention lens are:

- Mental Health
- Affordable Housing
- Substance Misuse
- Equity, Diversity and Inclusion

The 5-year CSWB Plan does not rest on the shoulders of police and service providers but is a shared responsibility of all members of the community, bringing our area and regional municipalities together with residents, community agencies and multi-sectoral partners to develop unified solutions to address our priority risk themes and improve the overall well-being of our communities.

### *County Council Resolution: July 14, 2021*

County Council passed a motion to establish a Safe and Well Oxford Steering Committee as recommended in the Plan to oversee the implementation of the goals and objectives established and approved to address the priority risk themes identified within the Plan. The full resolution is at the end of this document.

### *Recommendations from the Community Safety & Well-Being Plan*

#### Action Coalitions

- Establish Action Coalitions for each Priority Risk Theme.
- Spearhead and coordinate unified solution development, planning, decision-making and implementation processes for each identified risk priority.
- Define what success looks like and how it will be measured and to track progress to enable continuous learning and improvement.

#### Resourcing

- It is critical to have the necessary resources and support from all levels of government and funding bodies.
- This work cannot be done on the side of a desk. It must be prioritized and have dedicated resources, in terms of human resources, funding, time, technology, and infrastructure aligned to this plan.

### *Equity, Diversity, and Inclusion Action Plan*

#### Goal #1 – Social Development Focus

- Establish an EDI Action Coalition to develop an evidence-informed, thoughtful and sensitive Equity, Diversity and Inclusion Strategy, including an Inclusion Charter, for all communities across Oxford County. An Action Coalition will bring together area municipalities, the County, police services, health care organizations and providers, school boards, businesses, social service providers, and agencies with a shared commitment to ensuring our communities are welcoming and inclusive for all. Most importantly the Action Coalition will engage community members representing the many differences across the County to ensure “no one is left behind.”

#### Goal #2 – Social Development Focus and Prevention Focus

- Develop, support, and promote community awareness and education campaigns to improve public understanding of racial and social justice and the individual and community impacts of stigma and discrimination.

### *Best Practices to Support Collective Change*

According to the Collective Impact Forum, a leader in community-level collective social change initiatives, there are five core conditions for success: Community Aspiration, Shared Measurement, Mutually Reinforcing Activities, Inclusive Community Engagement, and Backbone Support.

This FTE change proposal addresses the need for a dedicated ‘backbone’ resource:

- Effective backbone support is a critical condition for collective impact. Lack of support is the number one reason that collective impact initiatives fail.
  - Backbone support pursues six key activities to support and facilitate collective impact which distinguish this type of work from other types of collaborative efforts. Over the lifecycle of an initiative, they guide vision and strategy, support aligned activities, establish shared measurement practices, build public will, advance policy, and mobilize funding

### *Other Municipalities*

Approaches vary throughout Ontario municipalities, however, it looks like there is some consistency in establishing a Coordinator-type position to serve as the backbone support for similar community-facing initiatives.

#### Cambridge: Diversity Coordinator

- New position
- Support implementation of the Diversity, Accessibility, and Inclusion Action Plan

#### Clarington: Community Development Coordinator, Diversity, Inclusion, and Accessibility

- Launched a Diversity and Inclusion page on Engage Clarington
- Anti-Black Racism Subcommittee

Collingwood: Coordinator, Community Well-Being and Inclusion

- Launched community-based Diversity, Equity and Inclusion Collective
- Established Anti-Racism Working Group

Muskoka: Director, Continuous Improvement Unit

- Launched IDEA (Inclusion, Diversity, Equity and Anti-Racism) Initiative
- Returning to Council with a proposed staff plan

Whitby: Staff Liaison, Whitby Diversity and Inclusion Advisory Committee

- Diversity and Inclusion Webinar Series
- Virtual bus tour for newcomers

### Conclusions

In order to sustain implementation of the CSWB Plan recommendations, which includes establishing an Action Coalition to address Equity, Diversity, and Inclusion across all Oxford communities, a dedicated 'backbone' resource is required. No single organization in Oxford has the capacity to maintain a full-time commitment to implementing the Plan(s).

The Plan's resourcing recommendation is consistent with a best practice approach, which is documented by respected organizations such as the Tamarack Institute, Stanford Social Innovation Review, and the Collective Impact Forum.

All Ontario municipalities are tasked with implementing CSWB Plans, each tailored to their own community(ies). Equity, Diversity, and Inclusion presents the opportunity for establishing new, coordinated, and collective efforts in communities like Oxford's that are experiencing rapid growth and changing demographics.

**BUDGET REQUIREMENTS**

	One-time	Base	Total Budget
<b>Salaries and benefits</b>	\$-	\$111,138	\$111,138
<b>Operating expenses</b>			
Training	-	500	500
Travel - Expenses, Mileage	-	200	200
Telecommunications – Cell phone and monthly	300	240	540
<b>Total operating expenses</b>	<b>300</b>	<b>940</b>	<b>1,240</b>
<b>Capital</b>			
Computer Equipment - Laptop	2,000	-	2,000
Equipment - Desk Phone	200	-	200
<b>Total capital</b>	<b>2,200</b>	<b>-</b>	<b>2,200</b>
<b>County Levy</b>	<b>\$2,500</b>	<b>\$112,078</b>	<b>\$114,578</b>
<b>2022 Budget Impact with Gapping<sup>1</sup></b>	<b>\$2,500</b>	<b>\$103,498</b>	<b>\$105,998</b>

<sup>1</sup> Position planned to start February 2022

County Council: July 14, 2021

DELEGATIONS, PRESENTATIONS AND CONSIDERATION THEREOF

Agenda Item 6.8

6.8 Community Safety and Well-being Plan Coordinating Committee Julie Forth, Clerk of the Township of South-West Oxford Re: Community Safety and Well-being Plan

Julie Forth, Clerk of the Township of South-West Oxford, on behalf of the Community Safety and Well-being Plan Coordinating Committee, joins the meeting via WebEx and speaks in reference to the correspondence item and recommendations of the Coordinating Committee which formed part of Council's electronic agenda.

Warden Martin opens the meeting to comments and questions from members of Council. J. Forth responds to comments and questions from Councillors Molnar and Ryan.

Michael Duben, the County's Chief Administrative Officer indicates that a staff report to address the recommendations contained within the correspondence item would be forthcoming.

#### **RESOLUTION NO. 10**

Moved By: Sandra Talbot Seconded By: Trevor Birtch

Whereas legislative amendments to the Police Services Act, 1990 came into effect on January 1st, 2019, which require every municipality to prepare and adopt a Community Safety and Well-being Plan and that municipalities work in partnership with the police services and other sectors including health/mental health, education, community/social services and children/youth services throughout their planning process;

And Whereas the requirement to prepare and adopt a Community Safety and Well-being Plan applies to lower-tier municipalities in the County of Oxford and in counties, and regional municipalities throughout the Province (other than the County of Oxford);

And Whereas in October, 2019, local Councils within Oxford County supported a collaborative approach to the development of a Joint Community Safety and Well-being Plan within Oxford County;

And whereas local municipalities established a Coordinating Committee made up of the Clerks from each of the lower-tier municipalities, and an Advisory Committee made up of representatives from across Oxford municipalities, including police and emergency services, health care, social services, school boards and community service providers. The Advisory Committee's role has been to inform and guide the information gathering process, community consultation and develop recommendations for the Plan to address community safety and well-being within Oxford;

And Whereas each participating municipality within the County allocated \$10,000 towards the development of the joint Community Safety and Well-being Plan and hired a consultant to work with the Advisory Committee and Coordinating Committee to consult with members of the public, local agencies and organizations to contribute to the development of the plan;

And whereas the key priority risk themes within the County have been identified as follows:

- Mental Health;
- Affordable Housing;
- Substance Misuse;
- Equity, Diversity;

And whereas the purpose of Safe and Well Oxford Communities is to improve the safety and well-being of community members, by defining and addressing priority risks through proactive, integrated system-wide strategies, the responsibility of which falls within the jurisdiction of the County within Oxford;

And whereas all Councils across Oxford County, including the Townships of Blandford- Blenheim, East Zorra-Tavistock, Norwich, Zorra and Southwest Oxford, together with the Town of Ingersoll, the Town of Tillsonburg, and the City of Woodstock have approved Safe & Well Oxford Communities: Community Safety and Well-being Plan;

Now therefore be it resolved that the Council of the County of Oxford support and endorse Safe and Well Oxford Communities: Community Safety and Well-being Plan (the Plan);

And further that the County of Oxford establish a Safe and Well Oxford Steering Committee as recommended in the Plan to oversee the implementation of the goals and objectives established and approved to address the following priority risk themes identified within the Plan:

- Mental Health;
- Affordable Housing;
- Substance Misuse;
- Equity, Diversity and Inclusion

**DISPOSITION: Motion Carried**







**New Initiative – Feminine Hygiene Product Access Improvement**

NI 2022-11

**DESCRIPTION**

This new initiative budget request is to support the installation of menstrual product dispensing machines that would ensure that a variety of menstrual products are made available at no charge to all members of the public and employees who use facilities owned and operated by Oxford County. By implementing this program and improving access to feminine hygiene products, the organization will have an opportunity to provide necessary healthcare products to local residents who use County facilities, which aligns with the County’s Zero Poverty goal and is supported by the County’s Diversity, Equity and Inclusion Committee.

**Strategic Plan**

					
<b>WORKS WELL TOGETHER</b>	<b>WELL CONNECTED</b>	<b>SHAPES THE FUTURE</b>	<b>INFORMS &amp; ENGAGES</b>	<b>PERFORMS &amp; DELIVERS</b>	<b>POSITIVE IMPACT</b>
1.ii.					

**DISCUSSION**

**Background**

On November 22, 2017 Oxford County Council passed a resolution committing to zero poverty in Oxford County. A component of this plan is focused on the health of the community and improving access to health care products and services. Community agencies state that a lack of access to menstrual products has become a problem, and almost one quarter of Canadian women say they struggle to afford menstrual products for themselves or their children. Furthermore, Canadian Public Health Association found that 70% of Canadians that menstruate have missed school or work because of their period, often because if they begin menstruating with no products available, they will go home. The COVID-19 pandemic has amplified what many call “period poverty” due to smaller household budgets and many facilities, such as libraries, schools, etc., experiencing extended closures.

Menstruating has been stigmatized, hidden and can be costly as well as potentially dangerous if access to hygienic menstrual products is unavailable. Toilet paper and paper towels are provided in all bathrooms, which raises the question: *why is access to menstrual products not treated in the same way?*



On August 19, 2021, Oxford County's Diversity, Equity and Inclusion Committee voted in favour of providing free menstrual products in all County-owned universal/family and women designated washrooms. This decision was made based on the fact that we as both an employer and service provider are in no position to assume the finances of our employees, customers, clients, etc.

This initiative has been taken up by a number of other municipalities across Ontario. In February 2019, the City of Toronto committed to installing dispensers and providing free menstrual products in shelters, drop-in centers and community centers run by the City at a cost of almost \$120,000 for 2019 (including dispenser installation and product supply).

In September 2019, the City of London began supplying free menstrual products in 40 City-owned facilities and has since expanded this initiative to all locations City-wide. Similarly, pilot projects to provide free menstrual products in City-owned facilities have been initiated in Kitchener, Thunder Bay, Hamilton and Ottawa.

## Comments

### County Locations

Staff have reviewed all County facilities and are proposing to install free menstrual product dispensers in all women's and universal/family washrooms at the following location types:

- Libraries
- Administration buildings
- EMS bases
- Patrol Yards
- Water Operations sites (where washrooms are present)
- Wastewater Operations sites

In addition, staff are proposing to expand the existing installation at all Woodingford Lodge locations to include the public washrooms and remove the cost associated with the dispensers that are currently located in the female employee washrooms.

In total, the full County portfolio will represent 80 female or family designated washrooms in 41 different locations.

### Cost of Implementation

There is a financial impact to purchase and install menstrual hygiene product dispensers and provide stocking supplies for each female and universal washroom. The estimated total deployment cost to supply, install and stock dispensers to get the program running is \$21,000.

After the initial deployment, it is estimated to cost \$650 per month to maintain menstrual hygiene products in all County locations, with an annual cost estimated to be \$8,000.

Equipment installation can be completed with existing resources, and upon approval of this new initiative, the program can be implemented within 6-8 weeks.

**Conclusions**

Through various strategic commitments, Oxford County has chosen to take a leadership role when it comes to energy, waste management and, most recently, poverty. Through endorsement of a free menstrual product program, Oxford can continue to remain committed to reducing poverty in all its forms by improving access to necessary healthcare products in County facilities. Moreover, the Diversity, Equity and Inclusion Committee has identified this New Initiative as one of its short-term goals, allowing Oxford County to do more for its citizens and staff by supplying the basic needs to everyone that may make use of County-owned and operated facilities.

**BUDGET REQUIREMENTS**

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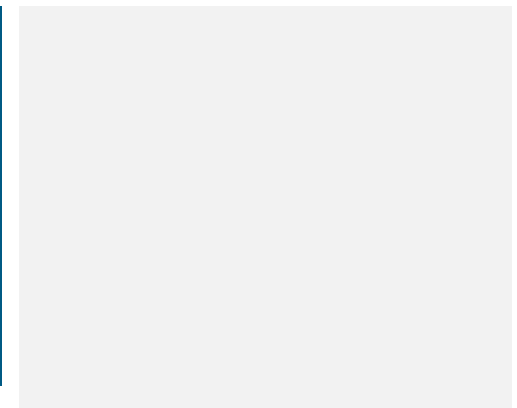
	Base
Ongoing Monthly Supplies (annual)	8,000
<b>Net Interdepartmental Charge</b>	<b>\$8,000</b>

Note: The cost of this program will be built into janitorial contracts, which is charged through the **Facilities** budget. The janitorial costs are recovered through rent revenue and interdepartmental charges to county departments.

Services Overview

Full-Time Equivalents 3.3 FTE →0.0






Service	Service Description	2020 Service Level	Service Type
Tourism Industry Support	An external service that supports businesses with product development, marketing and collaboration opportunities.	291 partnership activities	
Tourism Visitor Support	An external service that manages and supports visitation.	30 Visitor signage program launched	



Key Performance Indicators

	2018 Actual	2019 Actual	2020 Actual	2021 Forecast	2022 Budget	Target
Number of partners/partnerships	340	344	68	291	300	320
Green tourism development & promotion new activities	8	6	6	6	6	3
Number of travel media stories	18	11	11	12	12	12
Paid digital campaign impressions	3,914,557	2,597,198	4,650,000	3,500,000	4,000,000	4,000,000
Consumer engagement (social media followers, print, in person)	244,933	273,994	241,282	250,000	250,000	250,000

Goals and Objectives

Description	2022	2023	2024	Strategic Plan	Other Plan Alignment
<b>Sustainability Education and Collaboration</b> Provide businesses with training to incorporate and celebrate sustainable business practices. Launch "Giving Back Days" for visitors participate in activities to support local environmental, food security and cultural attractions.	●			 Shapes the Future 3.iii.	
<b>Increase Business Engagement with Tourism Oxford</b> Increase the number of businesses taking advantage of Tourism Oxford's business supports, collaborations and opportunities. Expand the Rural Routes partnership program to accommodate 10 business collaborations, increasing visitation to Oxford County.	●	●		 Informs & Engages 4.ii.	
<b>Modernize Visitor Services</b> Identify and implement improvements to visitor services. This includes website improvements, technology and visitor signage across Oxford County.	●	●		 Performs & Delivers Results 5.ii.	
<b>Develop a Tourism Oxford Award Program</b> Launch an Oxford County tourism award program to raise the profile of local tourism businesses. Partner with Community Futures to create Tourism business grant for the development of new tourism products.	●	●		 Works Together 1.i	
<b>Oxford Fresh</b> Partner with the Oxford County Federation of Agriculture on a new printing of the Oxford Fresh Map.	●			 Works Together 1.i	

Operating Budget

	2021	2021	LESS:	2022	2022	2022	2022	2022	2022	\$ OVER	% OVER
	2021	REVISIED	2021 ONE	BASE	ONE	SERVICE	NEW	2022	2022	2021	2021
	FORECAST	BUDGET*	TIME	BUDGET	TIME	LEVEL	INITIATIVES	OTHER	REQUESTED	BUDGET	BUDGET
<b>REVENUES</b>											
<b>GENERAL REVENUES</b>											
PROVINCIAL GRANTS	(38,523)	(73,658)	70,000	(65)	(60,000)	-	-	-	(63,723)	9,935	(13.5%)
USER FEES AND CHARGES	(18,490)	(20,000)	-	6,500	-	-	-	-	(13,500)	6,500	(32.5%)
<b>TOTAL GENERAL REVENUES</b>	<b>(57,013)</b>	<b>(93,658)</b>	<b>70,000</b>	<b>6,435</b>	<b>(60,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(77,223)</b>	<b>16,435</b>	<b>(17.5%)</b>
<b>TOTAL REVENUES</b>	<b>(57,013)</b>	<b>(93,658)</b>	<b>70,000</b>	<b>6,435</b>	<b>(60,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(77,223)</b>	<b>16,435</b>	<b>(17.5%)</b>
<b>EXPENSES</b>											
<b>SALARIES AND BENEFITS</b>											
SALARIES	207,213	207,213	-	21,005	-	-	-	-	228,218	21,005	10.1%
BENEFITS	59,951	59,951	-	11,163	-	-	-	-	71,114	11,163	18.6%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>267,164</b>	<b>267,164</b>	<b>-</b>	<b>32,168</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>299,332</b>	<b>32,168</b>	<b>12.0%</b>
<b>OPERATING EXPENSES</b>											
MATERIALS	96,713	151,555	(60,000)	4,035	60,000	-	-	-	155,590	4,035	2.7%
CONTRACTED SERVICES	89,787	78,000	(10,000)	10,500	-	-	-	-	78,500	500	0.6%
RENTS AND FINANCIAL EXPENSES	347	-	-	-	-	-	-	-	-	-	-
<b>TOTAL OPERATING EXPENSES</b>	<b>186,847</b>	<b>229,555</b>	<b>(70,000)</b>	<b>14,535</b>	<b>60,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>234,090</b>	<b>4,535</b>	<b>2.0%</b>
<b>INTERDEPARTMENTAL CHARGES</b>											
INTERDEPARTMENTAL CHARGES	41,295	41,295	-	(2,250)	-	-	-	-	39,045	(2,250)	(5.4%)
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>41,295</b>	<b>41,295</b>	<b>-</b>	<b>(2,250)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>39,045</b>	<b>(2,250)</b>	<b>(5.4%)</b>
<b>TOTAL EXPENSES</b>	<b>495,306</b>	<b>538,014</b>	<b>(70,000)</b>	<b>44,453</b>	<b>60,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>572,467</b>	<b>34,453</b>	<b>6.4%</b>
<b>TOTAL</b>	<b>438,293</b>	<b>444,356</b>	<b>-</b>	<b>50,888</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>495,244</b>	<b>50,888</b>	<b>11.5%</b>


\* Includes in-year approved transfer and account reclassifications

Budget Impact Details

	REF	BASE BUDGET	CAPITAL/ ONE TIME	EXPENSES	REVENUES	TAXATION
<b>2021 REVISED BUDGET</b>		468,014	70,000	538,014	93,658	444,356
LESS: 2021 ONE-TIME ITEMS		-	(70,000)	(70,000)	(70,000)	-
<b>BASE BUDGET IMPACT</b>		44,453	-	44,453	(6,435)	50,888
<b>MODERNIZATION FUNDING (OTHER)</b>						
TOUR-In Market Visitor Information Signage	CS 2020-46	-	60,000	60,000	60,000	-
		-	60,000	60,000	60,000	-
<b>TOTAL</b>		44,453	(10,000)	34,453	(16,435)	50,888
<b>2022 APPROVED BUDGET</b>		512,467	60,000	572,467	77,223	495,244

Services Overview

Full-Time Equivalents 4.0 FTE ↑1.0

Service	Service Description	2020 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.	29% Social media growth	

- 1.0 FTE Communication Officer Full-time - Seeking permanent full-time support role to respond to: 1) demand for services, and 2) evolving communication practices and preferences FTE 2022-07

Key Performance Indicators

	2018 Actual	2019 Actual	2020 Actual	2021 Forecast	2022 Budget	Target
Media interviews facilitated	228	*151	150	**80	82	+ 3%/yr
News releases & updates	113	*60	93	**60	62	+ 3%/yr
Total annual sessions to website	362,238	325,614	†516,824	478,000	555,000	+ 7-15%/yr
Social media followers††	6,913	7,810	10,093	10,598	11,128	+ 5%/yr
Employee organizational communication	N/A	N/A	N/A	N/A	75%	75%




\* Decrease in traditional media relations in 2019 is due to no longer issuing news releases for Public Health.

\*\* Projected decrease in traditional media relations in 2021 reflects shifting focus during the COVID-19 pandemic and a staff departure (reduced by one FTE for two months). This also reflects in part some reduction in local media over recent years and a growth in/shift towards use of social media.

† Factors affecting this increase include demand for COVID-19 information and increase in population.

†† Includes Oxford County main corporate accounts only. Does not include accounts for Tourism, Library, Paramedics, Archives, Wasteline (Public Works) or Future Oxford.

Goals and Objectives

Description	2022	2023	2024	Strategic Plan	Other Plan Alignment
<p><b>Support key, unique initiatives of CAO and Senior Management Team in 2022 (X)</b></p> <p>The CAO and Senior Management Team set out a number of key major initiatives beginning in 2022 that will require ongoing planning, attention and communication throughout the year: 1) implementation of a joint DEI function and support for the Community Safety &amp; Wellbeing Plan; ii) Official Plan 5-Year Review; iii) modernization funding projects; iv) response to long-term care reform; and v) greater profiling of community paramedicine programs.</p>	●	●		 Informs & Engages 4.i. 4.ii.	
<p><b>Profile and educate residents about capital projects and their role in growth and development</b></p> <p>Raise awareness of County investment in major capital projects, and the Road Rationalization Strategy with a focus on benefits to community, their role in supporting growth, and their link to our Asset Management strategy.</p>	●	●		 Informs & Engages 4.i. 4.ii.	
<p><b>Recruitment</b></p> <p>Support Human Resources Business Plan objective to attract high-quality staff and people who make a positive difference through expansion of recruitment materials (e.g., recruitment videos, enhanced social media tools).</p>	●	●		 Performs & Delivers Results 5.ii.	Our People, Our Strength Plan



Operating Budget

	2021	2021	LESS:	2022	2022	2022	2022	2022	2022	\$ OVER	% OVER
	2021	REVISED	2021 ONE	BASE	ONE	SERVICE	NEW	2022	2022	2021	2021
	FORECAST	BUDGET*	TIME	BUDGET	TIME	LEVEL	INITIATIVES	OTHER	REQUESTED	BUDGET	BUDGET
<b>REVENUES</b>											
INTERDEPARTMENTAL RECOVERIES											
DEPARTMENTAL RECOVERIES	-	-	-	-	(2,300)	(69,848)	-	-	(72,148)	(72,148)	-
<b>TOTAL INTERDEPARTMENTAL RECOVERIES</b>	-	-	-	-	(2,300)	(69,848)	-	-	(72,148)	(72,148)	-
<b>TOTAL REVENUES</b>	-	-	-	-	(2,300)	(69,848)	-	-	(72,148)	(72,148)	-
<b>EXPENSES</b>											
SALARIES AND BENEFITS											
SALARIES	262,009	281,494	-	15,706	-	50,021	-	-	347,221	65,727	23.3%
BENEFITS	74,164	78,008	-	9,701	-	17,357	-	-	105,066	27,058	34.7%
<b>TOTAL SALARIES AND BENEFITS</b>	336,173	359,502	-	25,407	-	67,378	-	-	452,287	92,785	25.8%
OPERATING EXPENSES											
MATERIALS	42,344	41,569	-	2,428	300	2,470	-	-	46,767	5,198	12.5%
CONTRACTED SERVICES	10,000	10,000	-	1,000	-	-	-	-	11,000	1,000	10.0%
<b>TOTAL OPERATING EXPENSES</b>	52,344	51,569	-	3,428	300	2,470	-	-	57,767	6,198	12.0%
CAPITAL											
FURNISHINGS AND EQUIPMENT	-	-	-	-	2,000	-	-	-	2,000	2,000	-
<b>TOTAL CAPITAL</b>	-	-	-	-	2,000	-	-	-	2,000	2,000	-
INTERDEPARTMENTAL CHARGES											
INTERDEPARTMENTAL CHARGES	42,164	42,164	-	(673)	-	-	-	-	41,491	(673)	(1.6%)
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	42,164	42,164	-	(673)	-	-	-	-	41,491	(673)	(1.6%)
<b>TOTAL EXPENSES</b>	<b>430,681</b>	<b>453,235</b>	-	<b>28,162</b>	<b>2,300</b>	<b>69,848</b>	-	-	<b>553,545</b>	<b>100,310</b>	<b>22.1%</b>
<b>TOTAL</b>	<b>430,681</b>	<b>453,235</b>	-	<b>28,162</b>	-	-	-	-	<b>481,397</b>	<b>28,162</b>	<b>6.2%</b>

\* Includes in-year approved transfer and account reclassifications

Budget Impact Details

	REF	BASE BUDGET	CAPITAL/ ONE TIME	EXPENSES	REVENUES	TAXATION
2021 REVISED BUDGET		453,235	-	453,235	-	453,235
LESS: 2021 ONE-TIME ITEMS		-	-	-	-	-
BASE BUDGET IMPACT		28,162	-	28,162	-	28,162
SERVICE LEVEL						
SCE-Communication Officer FTE	FTE2022-07	69,848	2,300	72,148	72,148	-
		69,848	2,300	72,148	72,148	-
<b>TOTAL</b>		<b>98,010</b>	<b>2,300</b>	<b>100,310</b>	<b>72,148</b>	<b>28,162</b>
2022 APPROVED BUDGET		551,245	2,300	553,545	72,148	481,397

Capital Budget

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2022 REQUEST	2023	2024-2031
COMPUTER EQUIPMENT							
113000 - Computer Equipment	Laptop for Communication Officer	Expansion	N/A	\$2,000	2,000	-	-
				\$2,000	\$2,000	\$0	\$0

FTE Change – Communication Officer

FTE 2022-07

**DESCRIPTION**

Type of FTE request	Service Level
Classification	Full-time - Permanent
Job Title	Communication Officer
FTE	1.0

Strategic Plan	
	Informs & Engages
	4.i. 4.ii.

**BACKGROUND**

Strategic Communication & Engagement is seeking a permanent full-time communication support role to: 1) respond to the demand for communication services; and 2) help meet the staffing and expertise demands of new and emerging media platforms.

The department provides a range of communication supports to County programs and services:

- **Media relations:** News releases, media coordination, spokesperson preparation and briefings, media events (pre and post-pandemic), online newsroom
- **Internal communication:** Major announcements, weekly internal update, department news, intranet content, practices and protocols, consulting, internal committee support, EMT and all-staff meeting support (currently virtual)
- **Social media:** Content development (concept, design and writing), monitoring and response, escalated responses, posting and scheduling, paid promotion, policy and practices, coaching and consulting, strategy and development for new tools
- **Community engagement:** Consulting, communication support, preparation of online campaigns through *Speak Up, Oxford!*
- **Advertising:** Ad development, ad planning and budgeting, and media buying (print, online/digital and broadcast)
- **Publications:** Writing, design and development for internal and external reports and publications, both print/PDF and online
- **Video production:** Scripting, planning, editing, videography, budgeting, and coordinating with vendors (depending on project scale)
- **Corporate identity (branding):** Standards and guidelines, brand monitoring, photography procurement and curation, development of templates and assets (signage, vehicle graphics, stationery, etc.)
- **Graphic design:** Special projects such as infographics, program graphics, web buttons/graphics, templates for public materials, etc. A portion of graphic design is outsourced under SCE direction and coordination

- *Web communication*: Developing written content for website, posting, consulting with Web Team and other departments
- *Event planning*: Speaking notes, tactical support for events and announcements (on hold during pandemic)
- *Issues management*: Consultation, support materials

The Strategic Communication & Engagement department directly supports Oxford County's Strategic Directions:

STRATEGIC DIRECTION	2021 EXAMPLES*
<b>3.i. A County that thinks ahead and wisely shapes the future</b>   <i>Demonstrate a commitment to community wellbeing and sustainability by ... Promoting and facilitating the community implementation of the Future Oxford Plan</i>	<ul style="list-style-type: none"> <li>• Recruitment campaign for new members</li> <li>• Spring Speaker Series</li> <li>• Legacy Fund call for submissions</li> <li>• Proactive social media, etc.</li> </ul>
<b>4.i. A County that informs and engages</b>   <i>Harness the power of the community through conversation and dialogue</i>	<ul style="list-style-type: none"> <li>• Cycling Master Plan</li> <li>• Major construction projects</li> <li>• 2022 Budget Survey</li> <li>• Development charges consultation</li> </ul>
<b>4.i. A County that informs and engages</b>   <i>Inform the public about County programs, services and activities through planned communication</i>	<ul style="list-style-type: none"> <li>• COVID-19 service updates</li> <li>• Waste Management communication</li> <li>• Oxford COVID-19 Response survey</li> <li>• Oxford County Library programming</li> <li>• Paramedic Services community initiatives</li> <li>• Pedestrian crossings</li> <li>• Council this Week</li> </ul>
<b>5.i. A County that performs and delivers results</b>   <i>Enhance our service focus and responsiveness to our municipal partners and the public by ... Implementing clearly defined service standards and expectations</i>	<p>Ongoing strategy, policy and protocols for:</p> <ul style="list-style-type: none"> <li>• media relations (service standard)</li> <li>• corporate identity (signage templates for visual identity in 2021)</li> <li>• internal communication (to support employee engagement rating)</li> <li>• social media (monitoring and protocols for 6 sites maintained by SCE + 9 program/service sites receiving consultation and response support)</li> </ul>
<b>6. i. A County that employs people who make a positive difference</b>   <i>Attract, retain and develop the highest quality staff through...</i>	<ul style="list-style-type: none"> <li>• Awards of Excellence</li> <li>• Targeted recruitment campaigns (e.g., for Woodingford Lodge)</li> <li>• COVID-19 staff updates and intranet hub</li> </ul>

STRATEGIC DIRECTION	2021 EXAMPLES*
<p><i>Open communication, dialogue and understanding; Vibrant and challenging career opportunities; Progressive policies and practices that enhance our supportive work environment and culture</i></p>	

\* Communication support provided; select 2021 highlights only

## COMMENTS

### Needs

The requested role is for a support role (junior/entry-level communicator) to enhance the department's ability to:

- meet the production and maintenance demands of social media;
- better leverage digital media (e.g., strategic online advertising);
- improve the level and range of community engagement, which provides information for Council reports; and,
- intensify use of visual communication (video, infographics, etc.).

Nearly every activity the County undertakes in some way requires a degree of communication to the public, employees or partners. Strategic Communication and Engagement supports many of these processes through the development of communication products and, as required, by supporting public consultation.

Under the current complement, the team is challenged to respond to multiple ongoing timelines or the complexity of some projects. This can be seen in the level of community engagement (overall number of campaigns or depth of campaigns); the ability to advance key communication goals (e.g., policy updates); and the ability to initiate more proactive-- versus reactive-- communications.

### Rationale

Some of the trends that have changed the nature and time demands of communications include:

- **Compressed news timelines:** With the immediacy of social media, news, announcements, and answers to questions are expected in short timeframes and sometimes in real time. News is simultaneously sent to newsrooms, posted online, added to social media sites with a graphic/visual component, and communicated to employees to ensure primary stakeholders do not hear important information second hand.

*Examples:* Pandemic communications, SWOX collection changes, appointment notices

- **Preference for visual communication.** It is accepted that online content (news and information) performs best when it is accompanied by graphics or visuals that capture attention and help explain or educate. Short videos and infographics help simplify complex information. While they are quicker to consume, they take longer to develop.

*Examples:* JMCC’s EA process infographic, Emergency Preparedness social media videos

- **Emphasis on community engagement.** County Council, County leadership, and residents seek and support public consultation. Engagement is fuller with more approaches and more time; this helps ensure the County can aim to reach as many people as possible through their preferred methods (within budget limitations and available communication channels).

*Examples:* Budget survey, Cycling Master Plan, Council Composition, Water & Wastewater Rates

- **Complexity of digital, online and visual communication.** Specific skill sets and more staff time are required to maintain new and emerging media. Social media requires monitoring of reactions, responses and questions to our posts. Digital advertising requires more decision-making and knowledge than traditional advertising (more options, variables and purchasing platforms). Online tools offer a wealth of data but require time and expertise to analyze or draw conclusions from the data.

*Examples:* Budget Survey and COVID-19 Response Survey ad buys, interaction with Waste Management posts on social media, video projects (13 requiring some degree of support so far in 2021)

## Benchmarking

To compare communication resourcing with that of other municipalities, Strategic Communication & Engagement reached out to municipalities on the comparator list for the Compensation Review and with the local health unit as an example of a local, similarly sized public sector organization.

Of the six responses received, all municipalities had a higher number of dedicated communications roles than **Oxford County (3)**.

MUNICIPALITY	COMPLEMENT	DESCRIPTION
Brant	5	Recently centralized into a single department
Chatham-Kent	6	Undergoing communications service review
Guelph	14	Centralized service in a department
Middlesex	6-7	Decentralized roles across organization (including 2-3 in Economic Development); currently reviewing communications delivery
Muskoka District	4 + 1 temp	Recently centralized into a single department
Norfolk	5	Centralized service in a department under a shared director (director oversees another service)
Southwestern Public Health	4	Centralized service in a department

## CONCLUSIONS

Oxford County offers a wide range of programs and services that require communication and engagement with the public, employees and partners. To respond to these needs as effectively as possible, and in a way that considers evolving public preferences, the Strategic Communication & Engagement team is seeking a junior level role as a step towards addressing this need.

## BUDGET REQUIREMENTS

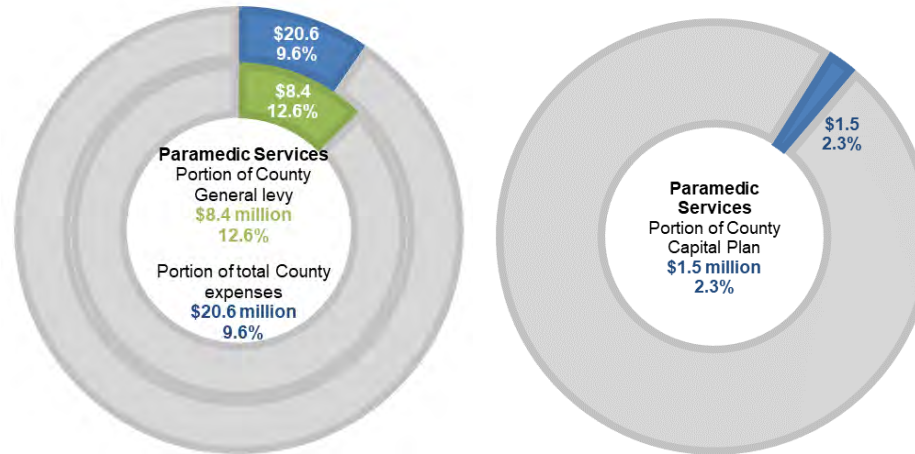
	One-time	Base	Total Budget
<b>Salaries and benefits</b>	\$-	\$79,945	\$79,945
<b>Operating expenses</b>			
Computer Software and Support - Adobe Cloud annual subscription	-	1,300	1,300
Telecommunications – cell phone and monthly	300	240	540
Membership/Dues/Subscription - professional membership	-	330	330
Training	-	600	600
<b>Total operating expenses</b>	<b>300</b>	<b>2,470</b>	<b>2,770</b>
<b>Capital</b>			
Computer Equipment - Laptop	2,000	-	2,000
<b>Total capital</b>	<b>2,000</b>	<b>-</b>	<b>2,000</b>
<b>Water and Wastewater Rates</b>	<b>\$2,300</b>	<b>\$82,415</b>	<b>\$84,715</b>
<b>2022 Budget Impact with Gapping<sup>1</sup></b>	<b>\$2,300</b>	<b>\$69,848</b>	<b>\$72,148</b>

<sup>1</sup> Position planned to start March 2022. This position will be recovered from water and wastewater rates as Communication department provides support to this division.



# Paramedic Services 2022 Business Plan & Budget





Division	Division Description	Services	2022 FTE Base	2022 FTE Temp
Paramedic Services Director of 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"> <li>Paramedic Services</li> <li>911 Call Taking and Dispatch</li> <li>Emergency Management</li> </ul>	88.6	4.9
<b>Total</b>			<b>88.6</b>	<b>4.9</b>

5 Year Projected Budget

	2022	2023	2024	2025	2026
	REQUESTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
<b>REVENUES</b>					
GENERAL REVENUES	(10,354,021)	(10,145,042)	(8,771,153)	(8,348,935)	(8,494,015)
OTHER REVENUES	(414,141)	(199,297)	-	-	-
CAPITAL REVENUES	(1,454,483)	(1,403,920)	(1,264,970)	(890,300)	(772,680)
<b>TOTAL REVENUES</b>	<b>(12,222,645)</b>	<b>(11,748,259)</b>	<b>(10,036,123)</b>	<b>(9,239,235)</b>	<b>(9,266,695)</b>
<b>EXPENSES</b>					
SALARIES AND BENEFITS	14,891,781	14,646,570	13,600,184	13,377,921	13,596,218
OPERATING EXPENSES	2,211,202	1,831,940	1,637,816	1,602,839	1,621,617
DEBT REPAYMENT	188,448	182,652	-	-	-
CAPITAL	1,458,483	1,403,920	1,264,970	890,300	772,680
RESERVE TRANSFERS	915,000	1,035,263	1,035,000	1,035,000	1,035,000
INTERDEPARTMENTAL CHARGES	955,373	989,177	968,013	995,421	1,006,228
<b>TOTAL EXPENSES</b>	<b>20,620,287</b>	<b>20,089,522</b>	<b>18,505,983</b>	<b>17,901,481</b>	<b>18,031,743</b>
<b>TOTAL</b>	<b>8,397,642</b>	<b>8,341,263</b>	<b>8,469,860</b>	<b>8,662,246</b>	<b>8,765,048</b>

Services Overview

Full-Time Equivalents **88.6 FTE** ↑15.0  
Base +4.9  
Temporary






Service	Service Description	2020 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	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.	14,587 Patient encounters by paramedics	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

- 2.0 FTE Logistics Technician Full-time - Operational support for coordination of paramedic services' inventory supply and distribution, vehicle and equipment maintenance **FTE 2022-08**
- 1.0 FTE Superintendent Community Paramedics Full-time - Supervise and coordinate delivery of Community Paramedic program **NI 2022-12**
- 12.0 FTE Community Paramedic Full-time - Primary Care Paramedics to deliver Community Paramedic program **NI 2022-12**
- 4.9 FTE Temporary COVID-19 Paramedics Part-time - Additional FTE's anticipated in 2022 to be fully staffed while anticipating COVID-19 absences to continue. Also to staff the additional Mobile Community COVID Assessment Centre for the vulnerable populations for the year. **COVID Funding**

Key Performance Indicators

	2018 Actual	2019 Actual	2020 Actual	2021 Forecast	2022 Budget	Target
Total patient encounters	13,919	14,587	14,857	15,300	15,760	N/A
Paramedic Staffing Ratio (FT:PT)	57:37	60:40	62:47	64:43	64:43	64:43
Community Paramedic patients enrolled	N/A	N/A	N/A	N/A	175	250
Terms of 911 contract met by provider	Yes	Yes	Yes	Yes	Yes	Yes

Goals and Objectives

Description	2022	2023	2024	Strategic Plan	Other Plan Alignment
<b>10 year Master Plan</b> Phased in implementation of the 10 Year Master Plan.	●			 Performs & Delivers Results 5.ii.	EMS Master Plan
<b>Paramedic Station Review</b> Comprehensive review of existing facility and replacement needs based on deployment optimization, operational capacity and function.	●			 Shapes the Future 3.iii.	Asset Management Plan
<b>Ambulance Act Legislation Changes</b> Planning and implementation of proposed legislation changes for alternate models of care.	●			 Performs & Delivers Results 5.ii.	
<b>Local Community Health Care Integration</b> Advance opportunities to deliver more comprehensive community health care through partnerships with other local health care and social service providers/institutions.	●	●		 Performs & Delivers Results 5.i.	EMS Master Plan
<b>Updated Emergency Management Plan</b> Review and update the current Emergency Management Plan to reflect any change requirements to the program to ensure compliance to Emergency Management and Civil Protection Act and to recommend the adoption of current best practices in emergency management.	●			 Shapes the Future 3.iii.	Emergency Management Plan

Operating Budget

	2021	2021	LESS:	2022	2022	2022	2022	2022	2022	\$ OVER	% OVER
	2021	REVISED	2021 ONE	BASE	ONE	SERVICE	NEW	2022	2022	2021	2021
	FORECAST	BUDGET*	TIME	BUDGET	TIME	LEVEL	INITIATIVES	OTHER	REQUESTED	BUDGET	BUDGET
<b>REVENUES</b>											
<b>GENERAL REVENUES</b>											
PROVINCIAL GRANTS	(7,512,794)	(7,312,621)	334,855	(212,344)	(309,611)	(86,000)	(1,916,426)	-	(9,502,147)	(2,189,526)	29.9%
FEDERAL GRANTS	(44,161)	(42,560)	-	42,560	-	-	-	-	-	42,560	(100.0%)
USER FEES AND CHARGES	(1,950,263)	(230,680)	55,000	-	(646,194)	-	-	-	(821,874)	(591,194)	256.3%
OTHER REVENUE	(26,000)	(28,000)	-	(2,000)	-	-	-	-	(30,000)	(2,000)	7.1%
<b>TOTAL GENERAL REVENUES</b>	<b>(9,533,218)</b>	<b>(7,613,861)</b>	<b>389,855</b>	<b>(171,784)</b>	<b>(955,805)</b>	<b>(86,000)</b>	<b>(1,916,426)</b>	<b>-</b>	<b>(10,354,021)</b>	<b>(2,740,160)</b>	<b>36.0%</b>
<b>OTHER REVENUES</b>											
RESERVE TRANSFER	-	-	-	(231,049)	(50,000)	-	-	-	(281,049)	(281,049)	-
DEVELOPMENT CHARGES	(137,149)	(137,149)	-	4,057	-	-	-	-	(133,092)	4,057	(3.0%)
<b>TOTAL OTHER REVENUES</b>	<b>(137,149)</b>	<b>(137,149)</b>	<b>-</b>	<b>(226,992)</b>	<b>(50,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(414,141)</b>	<b>(276,992)</b>	<b>202.0%</b>
<b>CAPITAL REVENUES</b>											
PROVINCIAL GRANTS	(12,400)	(12,800)	-	12,800	(408,570)	-	-	-	(408,570)	(395,770)	3,092.0%
FEDERAL GRANTS	(49,599)	(51,200)	-	51,200	-	-	-	-	-	51,200	(100.0%)
CAPITAL RESERVE TRANSFER	(1,171,833)	(1,287,975)	-	242,062	-	-	-	-	(1,045,913)	242,062	(18.8%)
<b>TOTAL CAPITAL REVENUES</b>	<b>(1,233,832)</b>	<b>(1,351,975)</b>	<b>-</b>	<b>306,062</b>	<b>(408,570)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(1,454,483)</b>	<b>(102,508)</b>	<b>7.6%</b>
<b>TOTAL REVENUES</b>	<b>(10,904,199)</b>	<b>(9,102,985)</b>	<b>389,855</b>	<b>(92,714)</b>	<b>(1,414,375)</b>	<b>(86,000)</b>	<b>(1,916,426)</b>	<b>-</b>	<b>(12,222,645)</b>	<b>(3,119,660)</b>	<b>34.3%</b>
<b>EXPENSES</b>											
<b>SALARIES AND BENEFITS</b>											
SALARIES	10,690,757	9,328,021	(122,658)	334,845	578,038	(9,840)	1,230,797	-	11,339,203	2,011,182	21.6%
BENEFITS	2,773,339	2,582,554	(10,912)	612,598	25,602	18,401	324,335	-	3,552,578	970,024	37.6%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>13,464,096</b>	<b>11,910,575</b>	<b>(133,570)</b>	<b>947,443</b>	<b>603,640</b>	<b>8,561</b>	<b>1,555,132</b>	<b>-</b>	<b>14,891,781</b>	<b>2,981,206</b>	<b>25.0%</b>
<b>OPERATING EXPENSES</b>											
MATERIALS	1,470,868	1,416,012	(246,535)	37,213	352,930	7,760	184,017	17,250	1,768,647	352,635	24.9%
CONTRACTED SERVICES	409,353	220,719	-	2,236	50,000	-	83,600	-	356,555	135,836	61.5%
RENTS AND FINANCIAL EXPENSES	-	-	-	-	-	86,000	-	-	86,000	86,000	-
<b>TOTAL OPERATING EXPENSES</b>	<b>1,880,221</b>	<b>1,636,731</b>	<b>(246,535)</b>	<b>39,449</b>	<b>402,930</b>	<b>93,760</b>	<b>267,617</b>	<b>17,250</b>	<b>2,211,202</b>	<b>574,471</b>	<b>35.1%</b>
<b>DEBT REPAYMENT</b>											
PRINCIPAL REPAYMENT	180,000	180,000	-	-	-	-	-	-	180,000	-	-
INTEREST REPAYMENT	14,243	14,243	-	(5,795)	-	-	-	-	8,448	(5,795)	(40.7%)
<b>TOTAL DEBT REPAYMENT</b>	<b>194,243</b>	<b>194,243</b>	<b>-</b>	<b>(5,795)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>188,448</b>	<b>(5,795)</b>	<b>(3.0%)</b>
<b>CAPITAL</b>											
MAJOR INFRASTRUCTURE	65,100	158,500	-	(68,500)	-	-	-	-	90,000	(68,500)	(43.2%)
VEHICLES	933,373	956,115	-	(304,515)	255,000	-	-	-	906,600	(49,515)	(5.2%)
FURNISHINGS AND EQUIPMENT	235,359	237,360	-	66,953	157,570	-	-	-	461,883	224,523	94.6%
<b>TOTAL CAPITAL</b>	<b>1,233,832</b>	<b>1,351,975</b>	<b>-</b>	<b>(306,062)</b>	<b>412,570</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,458,483</b>	<b>106,508</b>	<b>7.9%</b>
<b>RESERVE TRANSFERS</b>											

	2021	2021	LESS:	2022	2022	2022	2022		2022	\$ OVER	% OVER
	2021	REVISED	2021 ONE	BASE	ONE	SERVICE	NEW	2022	2022	2021	2021
	FORECAST	BUDGET*	TIME	BUDGET	TIME	LEVEL	INITIATIVES	OTHER	BUDGET	BUDGET	BUDGET
CONTRIBUTIONS TO CAPITAL RESERVES	835,000	835,000	-	-	-	55,000	-	-	890,000	55,000	6.6%
DEVELOPMENT CHARGES EXEMPTIONS	30,000	-	-	25,000	-	-	-	-	25,000	25,000	-
<b>TOTAL RESERVE TRANSFERS</b>	<b>865,000</b>	<b>835,000</b>	<b>-</b>	<b>25,000</b>	<b>-</b>	<b>55,000</b>	<b>-</b>	<b>-</b>	<b>915,000</b>	<b>80,000</b>	<b>9.6%</b>
<b>INTERDEPARTMENTAL CHARGES</b>											
INTERDEPARTMENTAL CHARGES	844,502	858,288	-	3,408	-	-	93,677	-	955,373	97,085	11.3%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>844,502</b>	<b>858,288</b>	<b>-</b>	<b>3,408</b>	<b>-</b>	<b>-</b>	<b>93,677</b>	<b>-</b>	<b>955,373</b>	<b>97,085</b>	<b>11.3%</b>
<b>TOTAL EXPENSES</b>	<b>18,481,894</b>	<b>16,786,812</b>	<b>(380,105)</b>	<b>703,443</b>	<b>1,419,140</b>	<b>157,321</b>	<b>1,916,426</b>	<b>17,250</b>	<b>20,620,287</b>	<b>3,833,475</b>	<b>22.8%</b>
<b>TOTAL</b>	<b>7,577,695</b>	<b>7,683,827</b>	<b>9,750</b>	<b>610,729</b>	<b>4,765</b>	<b>71,321</b>	<b>-</b>	<b>17,250</b>	<b>8,397,642</b>	<b>713,815</b>	<b>9.3%</b>

\* Includes in-year approved transfer and account reclassifications

### Budget Impact Details

	REF	BASE BUDGET	CAPITAL/ ONE TIME	EXPENSES	REVENUES	TAXATION
<b>2021 REVISED BUDGET</b>		<b>15,054,732</b>	<b>1,732,080</b>	<b>16,786,812</b>	<b>9,102,985</b>	<b>7,683,827</b>
LESS: 2021 ONE-TIME ITEMS		-	(380,105)	(380,105)	(389,855)	9,750
<b>BASE BUDGET IMPACT</b>		<b>1,009,505</b>	<b>(306,062)</b>	<b>703,443</b>	<b>1,540</b>	<b>701,903</b>
<b>ONE-TIME ITEMS</b>						
PS-Additional Emergency Management Municipal Training		-	1,500	1,500	-	1,500
PS-Land Ambulance station review		-	50,000	50,000	50,000	-
		-	51,500	51,500	50,000	1,500
<b>COVID (ONE-TIME ITEMS)</b>						
PS-Community Assessment Program	FTE Impact	-	331,875	331,875	331,875	-
PS-COVID Incremental Medical Supplies		-	156,000	156,000	156,000	-
PS-COVID Incremental Staffing	FTE Impact	-	71,606	71,606	71,606	-
PS-Reduction due to COVID(training,meeting costs)		-	(10,660)	(10,660)	-	(10,660)
PS-Vaccine Distribution	FTE Impact	-	219,819	219,819	219,819	-
		-	768,640	768,640	779,300	(10,660)
<b>SERVICE LEVEL</b>						
PS-Logistics Technician - 2 FTEs	FTE2022-08	16,321	7,100	23,421	-	23,421
PS-Additional Medical Inventory Storage		86,000	-	86,000	86,000	-
PS-Capital Replacement Increase (AMP)		55,000	-	55,000	-	55,000
		157,321	7,100	164,421	86,000	78,421
<b>NEW INITIATIVES</b>						

	REF	BASE BUDGET	CAPITAL/ ONE TIME	EXPENSES	REVENUES	TAXATION
PS-Community Paramedicine Program	NI2022-12	1,825,252	572,400	2,397,652	2,488,826	(91,174)
		1,825,252	572,400	2,397,652	2,488,826	(91,174)
<b>MODERNIZATION FUNDING (OTHER)</b>						
PS-Emergency Management Software	CS 2021-38	17,250	19,500	36,750	12,675	24,075
		17,250	19,500	36,750	12,675	24,075
<b>TOTAL</b>		<b>3,009,328</b>	<b>732,973</b>	<b>3,742,301</b>	<b>3,028,486</b>	<b>713,815</b>
<b>2022 APPROVED BUDGET</b>		<b>18,064,060</b>	<b>2,465,053</b>	<b>20,529,113</b>	<b>12,131,471</b>	<b>8,397,642</b>

### Capital Budget

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2022 REQUEST	2023	2024-2031
<b>BUILDING</b>							
915020 - EMS 208 Bysham Park, Woodstock	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$30,000	30,000	-	-
915070 - EMS Tidey St, Norwich	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$60,000	60,000	-	-
<b>COMPUTER EQUIPMENT</b>							
510000 - Computer Equipment	Laptops for 2 Logistics FTE's	Expansion	N/A	\$4,000	4,000	-	-
520000 - Computer Equipment	Laptops/iPads for Community Paramedicine Program - 4 each	Expansion	N/A	\$15,000	15,000	-	-
<b>EQUIPMENT</b>							
510000 - Equipment	Regular Annual Equipment Replacement	Replacement	Poor	\$304,313	304,313	-	-
520000 - Equipment	Medical Equipment for Community Paramedicine Program	Expansion	N/A	\$124,570	124,570	-	-
<b>FURNISHINGS</b>							
520000 - Furnishings	Furnishings for Community Paramedicine Program	Expansion	N/A	\$14,000	14,000	-	-
<b>VEHICLES</b>							
510000 - Vehicles	Ambulance (Gas/Electric Hybrid) - Unit 1192, 1193	Replacement	Fair	\$451,600	451,600	-	-
510000 - Vehicles	Logistics Support Van - Unit OXF 1	Replacement	Poor	\$100,000	100,000	-	-
510000 - Vehicles	Unit 1318	Replacement	Fair	\$100,000	100,000	-	-
520000 - Vehicles	Vehicles (3) for Community Paramedicine Program	Expansion	N/A	\$255,000	255,000	-	-
				<b>\$1,458,483</b>	<b>\$1,458,483</b>	<b>\$0</b>	<b>\$0</b>

**FTE Proposal – Logistics Technician**

FTE 2022-08

**DESCRIPTION**

<b>Type of FTE request</b>	<b>Service Level</b>
<b>Classification</b>	<b>Full-time - Permanent</b>
<b>Job Title</b>	<b>Logistics Technician</b>
<b>FTE</b>	<b>2.0</b>

<b>Strategic Plan</b>	
	<b>Performs &amp; Delivers Results</b>
	5.i 5.ii

Paramedic Services' calls, number of vehicles, amount and complexity of equipment, and number of employees have increased significantly over the past 10 years, placing pressure on all aspects of the operation, including the effort hours required to provide logistics support to ensure that the increased call volumes are adequately managed. This includes, but is not limited to inventory and distribution, vendor management, day-to-day purchasing, scheduling, and service / maintenance for vehicles and equipment.

**BACKGROUND**

**Background**

2022 Budget request for a 2.0 FTE increase in Paramedic Services for Logistics Support Technicians to complement ongoing growth and maintain the logistical functioning of the Paramedic Service.

Increased scope of duties and responsibilities, the support demands of a growing service in the form of additional vehicles, staff, and equipment to manage, collaborative cross-departmental partnerships, and supply chain management activities have combined to create a need for additional logistics support personnel.

On April 11, 2018, Oxford County Council endorsed in principle the recommendations of the Comprehensive Master Plan for Oxford County Paramedic Services as detailed in Council Report PS 2018-01. The Comprehensive Master Plan made recommendations for optimal and efficient Paramedic Services, projections of future staffing and resourcing needs including the recommendation for increased logistics staffing.



**Comments**

*Service Growth (2011-2019)*

Call volume	↑	35%
Service hours	↑	23%
Ambulances	↑	2
24-hour ambulance equivalents*	↑	1.5
Paramedic FTEs	↑	14
Paramedic headcount**	↑	32
Administrative staff	↓	-2.0

\*A new truck needs to be added before it's fully booked by calls, therefore 2 ambulances have been added to accommodate 1.5x 24-hour ambulance equivalents

\*\*Headcount has a more direct impact on logistics resource requirements than does the number of FTEs

Increases in call volume have driven increases in the number of frontline staff that require logistical support. As per the 10-Year Master Plan roadmap, recent staffing enhancements commensurate with call volume increases have increased the staff complement while the number of logistics support staff remains unchanged.

*Span of Control*

As noted above, service growth has been substantial since 2011 (call volumes by 35%, service hours by 23%), yet span of control has increased from 5.5:1 (65 Paramedics, 12 Administrative staff) in 2011 to 10.4:1 (104 Paramedics, 10 Administrative staff) in 2021.

	Head Count		Span of Control
	Paramedics	Administrative Staff	Ratio
2011	69*	12**	5.8 : 1
2021	104^	10	10.4 : 1

\* 2011 Collective Agreement (43 F/T, 26 P/T)

\*\* Current 10 plus the two that are documented in previous section 'Service Growth' as being removed since 2011

^ 2021 budget submission (headcount)

*Supplemental Hours Dedicated to Logistics*

The Logistics Team has made significant process improvements in the past five years to address increased demand from growing service demands. Despite the improvements made, the department has relied heavily on non-Logistics staff (Superintendents, the Department's Administrative Assistant, and employees performing modified duties) to supplement logistics functions to the magnitude of 2.4 FTEs (2017-2019 average). Additional dedicated logistics resources will allow Superintendents to put greater emphasis on supporting employees in the field, health and safety-related issues, and employee mental wellness.

Resource	Supplemental Hours		
	2017	2018	2019
Operations	3791	3980	2952
Modified duties	282	781	1578
<b>TOTAL</b>	<b>4073</b>	<b>4761</b>	<b>4530</b>
<b>FTE equivalent</b>	<b>2.2</b>	<b>2.6</b>	<b>2.5</b>

*Comparison to other Paramedic Services*

Comparing ourselves to organizations that reflect our current state (Guelph-Wellington, Brant-Brantford, and Peterborough) as well as those that reflect our 5-10 year forecast (Simcoe, Halton), shows the need to grow our administrative capacity to accommodate service growth we've already experienced from 2011-2019, as well as prepare ourselves for additional service growth beyond 2021.

Municipality	Full-time (1.0 FTE)	Part-time (0.5 FTE)	Students (0.3 FTE)	Total Logistics Staff FTEs
Brant-Brantford	5			5
Guelph-Wellington	3	1		3.5
Peterborough	2	1		2.5* <i>(asking for 0.5 in 2022 budget)</i>
<b>Oxford</b>	<b>1.5</b>			<b>1.5</b>

*Pandemic-Related Industry Changes*

Oxford County Paramedic Services has excelled at adapting and managing their service during the pandemic. Changes to paramedic services have been felt across the entire industry with many elements here to stay: infection control, increased health and safety measures, equipment and supplies, and Paramedic Services' role in the delivery of primary and acute healthcare. However, the need for additional resources existed prior to the pandemic-related resourcing needs arose.

### *Cross-Department Opportunities*

Opportunities for cross-Departmental process efficiencies exist, most notably with Long-Term Care. Paramedic Services have been generous in offering their expertise to other areas of the organization. With these additional resources, Paramedic Services will continue to provide logistical support to Woodingford Lodge by capitalizing on enterprise-wide opportunities for increased efficiency with respect to warehousing, inventory, and distribution of applicable supplies.

### **Conclusions**

The evidence presented in this Change Proposal provides support for the recommendation of adding 2.0 FTEs dedicated to performing logistics duties. A variety of factors contribute to the need:

1. The 10-year Comprehensive Master Plan (2018) recommended additional FTEs for logistics duties.
2. Service growth has been substantial since 2011 (call volumes by 35%, service hours by 23%); logistics resources have not been added to accommodate this growth. In fact, span of control has increased.
3. Key logistics processes currently require heavy reliance on non-Logistics staff for logistics functions. This gap has been filled: (1) at a premium rate by Superintendent staff; (2) by the use of employees on modified duties, of which there is no guarantee of a consistent resource; and, (3) by the Department Administrative Assistant.
4. Comparing ourselves to organizations that reflect our operations shows the current need to grow our administrative capacity to accommodate service growth from 2011-2019, and also to prepare for service growth beyond 2021.
5. The pandemic has resulted in service adaptations and enhancements that will become permanent, adding to the complexity of logistics and standards.
6. Opportunities exist for Paramedic Services to collaborate with other Departments, lending expertise and resources for the benefit of enterprise-wide efficiencies.

**BUDGET REQUIREMENTS**

	One-time	Base	Total Budget
<b>Revenues</b>			
Provincial funding <sup>1</sup>	-	-	-
<b>Salaries and benefits<sup>2</sup></b>	<b>\$-</b>	<b>\$8,561</b>	<b>\$8,561</b>
<b>Operating expenses</b>			
Meeting Costs	-	160	160
Telecommunications – Cell Phones (2) and monthly service	600	2,600	3,200
R & M – Vehicles	-	1,000	1,000
Fuel	-	3,000	3,000
Uniforms	2,500	1,000	3,500
<b>Total operating expenses</b>	<b>3,100</b>	<b>7,760</b>	<b>10,860</b>
<b>Capital</b>			
Computer Equipment – Laptops (2)	4,000	-	4,000
<b>Total capital</b>	<b>4,000</b>	<b>-</b>	<b>4,000</b>
<b>County Levy</b>	<b>\$7,100</b>	<b>\$16,321</b>	<b>\$23,421</b>

<sup>1</sup> Costs will be cost-shared with the province at 50% starting in 2023

<sup>2</sup> Front line staff have historically been assigned additional hours to assist with logistical supply. As front line staff absences must be back-filled, previous budget included dollars for both planned absences (vacations, statutory holidays, training) and unplanned absences (short-term, sickness). Using this budget room, front line staff have provided logistical support on an as needed basis. This request is to create a formalized position for the required FTE, for this support. A reduction of \$175,402 for front line staff, paid absences, has been incorporated into this costing.







**New Initiative – Community Paramedicine**

NI 2022-12

**DESCRIPTION**

Implementation of a Community Paramedic Program to provide in home support for individuals with complex chronic health issues while waiting for long term care home placement.

**Strategic Plan**

					
<b>WORKS WELL TOGETHER</b>	<b>WELL CONNECTED</b>	<b>SHAPES THE FUTURE</b>	<b>INFORMS &amp; ENGAGES</b>	<b>PERFORMS &amp; DELIVERS</b>	<b>POSITIVE IMPACT</b>
1.i.		3.iii.		5.i. 5.ii.	

**DISCUSSION**

**Background**

Integrating Community Paramedicine into the healthcare system is cost efficient, uses resources wisely and meets community needs. They allow communities to take advantage of the needed healthcare skills of paramedics to solve local challenges, and the evidence shows they are working:

- Patients diverted from emergency rooms: decreasing admission rates, length of stay and health system costs.
- Individuals staying at home longer: the cost-effectiveness of providing care in the home or in the community is indisputable. Staying at home is the preferred choice of virtually every patient.
- Access to needed primary community or home healthcare increases: relieving the burden on hospitals in communities where individuals use hospitals to meet their primary care needs.
- Inherent health equity issues are addressed.
- Critical gaps in service related to seasonal surge and influenza are filled.

The Ontario government is making investments to launch the Community Paramedicine for Long-Term Care Program in more municipalities across the province. This program will help seniors on the long-term care waitlists stay safe in the comfort of their own homes and communities for longer periods of time. The initial funding rounds for this program targeted municipalities with established, provincially funded Community Paramedicine Programs. A November 2021 funding announcement was made by the Ministry of Long-Term Care (LTC) expanding Community Paramedicine Program funding other interested municipalities including Oxford County to commence as early as Q4 2021.

**Comments**

- In May 2020, Paramedic Services established a community paramedic Palliative Care Outreach Team (PCOT) to provide in home comprehensive assessments and treatments for palliative patients with urgent and emergency pain and symptom management needs. Under the direction of the Oxford PCOT physicians, paramedics administer medications and treatments to resolve symptoms and prevent a visit to the emergency department during the pandemic.
- This program has evolved over the last 18 months into one of the most comprehensive palliative care community partnerships in the province of Ontario.
- The Oxford County Community Paramedicine Program has expanded to include supporting patients with high-intensity healthcare needs to stay in their home longer through a partnership with Ontario Health (West).

**CP LTC**

This new long-term care focused Community Paramedicine Program will leverage the skills of Paramedicine practitioners to help reduce hallway healthcare and provide 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. The program will be fully funded by the provincial government and operated in partnership with local paramedic services.

These programs will provide:

- Access to health services 24-7, through in-home and remote methods, such as online or virtual supports;
- Home visits and in-home testing procedures;
- Ongoing monitoring of changing or escalating conditions to prevent or reduce emergency incidents;
- Additional education about healthy living or managing chronic diseases; and
- Connections for participants and their families to home care and community supports

**Conclusions**

This round of CP LTC funding begins October 1, 2021 and will fully fund the Oxford County Community Paramedicine Program until March 31, 2024 (2.5 years). Oxford County Paramedic Services had undertaken substantial preparation work in anticipation of this provincial funding being approved and as such is prepared to immediately enhance our program to meet this need.

**BUDGET REQUIREMENTS**

	One-time	Base	Total Budget
<b>Revenues</b>			
Ministry of Long Term Care - CPLTC	477,900	1,916,425	2,394,325
Ontario Health - HISH	94,500	-	94,500
<b>Total revenues</b>	<b>572,400</b>	<b>1,916,425</b>	<b>2,488,825</b>

	One-time	Base	Total Budget
<b>Salaries and benefits</b>	\$-	\$1,555,131	\$1,555,131
<b>Operating expenses</b>			
Vehicle Costs – Operating	-	34,872	34,872
Medical Costs – Medical Supplies	-	55,928	55,928
Equipment – Uniforms, Medical Equipment	26,000	21,910	47,910
Technology Costs –Telephones, Connectivity, Remote Monitoring	2,000	94,900	96,900
Training	134,000	50,960	184,960
Administrative Costs – Reporting and Program Coordination, Office Supplies <sup>1</sup>	1,830	102,724	104,554
<b>Total operating expenses</b>	<b>163,830</b>	<b>361,294</b>	<b>525,124</b>
<b>Capital</b>			
Capital – Technology – Laptops, iPads	15,000	-	15,000
Capital – Medical Equipment	124,570	-	124,570
Capital – Office Furniture – Desks/Chairs, Meeting Table	14,000	-	14,000
Capital – Vehicle Purchase - 3	255,000	-	255,000
<b>Total capital</b>	<b>408,570</b>	<b>-</b>	<b>408,570</b>
<b>County Levy</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

<sup>1</sup> \$91,174 in interdepartmental charges from the 911 Services allocated to this program resulting in a general levy reduction for the Paramedic Services division.

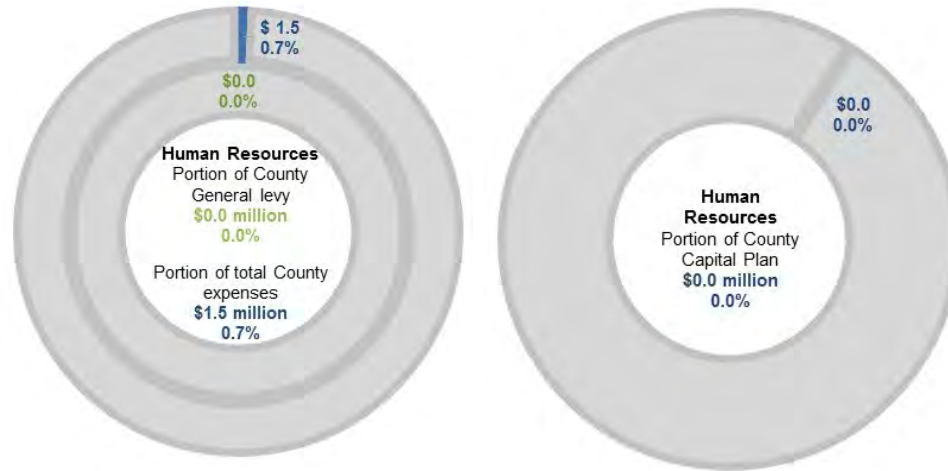
## STAFFING REQUIREMENTS

Staff Requirements (FTE)	One-time	Base
Superintendent - Full-time	0.0	1.0
Acting Superintendent - Full-time	0.0	1.0
Community Paramedic - Full-time	0.0	8.0
Education Staff - Full-time	0.0	1.0
Administration Coordinator - Full-time	0.0	1.0
<b>Total</b>	<b>0.0</b>	<b>12.0</b>



# Human Resources 2022 Business Plan & Budget





Division	Division Description	Services	2022 FTE
Human Resources Director of Human Resource	Provide strategic advice and support to County departments to enable them to deliver the programs and services mandated by County Council in a timely and effective manner and to provide human resources advice and assistance to the area municipalities as requested.	<ul style="list-style-type: none"> <li>▪ Employee Wellness and Safety</li> <li>▪ Labour Relations</li> <li>▪ Staff Development</li> <li>▪ Staffing</li> <li>▪ Total compensation</li> </ul>	8.0
<b>Total</b>			<b>8.0</b>

5 Year Projected Budget

	2022	2023	2024	2025	2026
	REQUESTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
<b>REVENUES</b>					
GENERAL REVENUES	(27,850)	-	-	-	-
OTHER REVENUES	(65,000)	(45,000)	(75,000)	(60,000)	(45,000)
INTERDEPARTMENTAL RECOVERIES	(1,364,330)	(1,301,933)	(1,341,348)	(1,370,127)	(1,397,446)
<b>TOTAL REVENUES</b>	<b>(1,457,180)</b>	<b>(1,346,933)</b>	<b>(1,416,348)</b>	<b>(1,430,127)</b>	<b>(1,442,446)</b>
<b>EXPENSES</b>					
SALARIES AND BENEFITS	1,021,975	1,053,673	1,087,108	1,109,677	1,130,556
OPERATING EXPENSES	399,005	257,960	292,740	282,850	273,090
CAPITAL	2,000	-	-	-	-
INTERDEPARTMENTAL CHARGES	34,200	35,300	36,500	37,600	38,800
<b>TOTAL EXPENSES</b>	<b>1,457,180</b>	<b>1,346,933</b>	<b>1,416,348</b>	<b>1,430,127</b>	<b>1,442,446</b>
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Services Overview

Full-Time Equivalents **8.0 FTE**  **1.0**

Service	Service Description	2020 Service Level	Service Type
Employee Wellness and Safety	An internal service that provides safe workplaces for employees.	<b>151</b> Safe work sites inspected annually	Support
Labour Relations	An internal service that manages labour relations on behalf of the County of Oxford.	<b>5</b> Collective agreements	Support
Staff Development	An internal service that manages learning and development opportunities on behalf of the County of Oxford.	<b>69</b> Development sessions	Support
Staffing	An internal service that provides the County of Oxford with qualified employees through the life cycle of their employment.	<b>780</b> Qualified employees	Support
Total Compensation	An internal service that provides total compensation to County of Oxford employees.	<b>433</b> Total compensation packages	Support






- **1.0 FTE Human Resources Officer Full-time** - add an additional permanent employee to the Human Resources department. **FTE 2022-09**

Key Performance Indicators

	2018 Actual	2019 Actual	2020 Actual	2021 Forecast	2022 Budget	Target
Voluntary employee turnover rate	7.8%	8.9%	8.8%	10.0%	↓	↓
Grievances filed	33	35	17	20	↓	↓
Grievances resolved prior to arbitration	32	30	15	19	↓	↓
Workplace Safety Insurance Board (WSIB) claims filed	74	48	72	45	↓	↓
Job vacancies posted	283	231	263	320	↓	↓
Training/development session arranged or facilitated	83	107	69	67	N/A	N/A
Participants registered for training/development session*	N/A	N/A	N/A	630	650	N/A

\* New KPI for 2022

Goals and Objectives

Description	2022	2023	2024	Strategic Plan	Other Plan Alignment
<p><b>Employee Engagement Survey</b>                      Complete employee engagement survey to measure progress made from last survey (2017) and determine new goals and objectives based on survey results. Update Our People, Our Strength Plan as a result of survey outcomes.</p>	●			 Positive Impact 6.i.	Our People, Our Strength Plan
<p><b>Employee Attraction</b>                      Continue to focus on tools to attract the highest quality staff, including refreshing HR section of County website, and developing a variety of marketing materials promoting the County as an attractive Employer.</p>	●			 Positive Impact 6.i.	Our People, Our Strength Plan
<p><b>Diversity, Equity and Inclusion</b>                      Support newly formed corporate diversity, equity and inclusion committee, including arranging for leadership and corporate training.</p>	●	●	●	 Positive Impact 6.i.	Our People, Our Strength Plan
<p><b>Learning &amp; Development Framework Implementation</b>                      Continue implementing learning and development framework, including:</p> <ul style="list-style-type: none"> <li>Strengthen the onboarding and orientation process</li> <li>Continue the transition to competency based job profiles</li> <li>Using our human resources information system, create onboarding checklists and learning paths by job classification</li> <li>Continue to expand virtual training options</li> </ul>	●	●	●	 Positive Impact 6.i.	Our People, Our Strength Plan
<p><b>Succession Planning &amp; Leadership Development</b>                      Continue to undertake specific activities related to succession planning, partnering with our area municipalities and other community partners, including:</p> <ul style="list-style-type: none"> <li>Acting leadership assignments where appropriate</li> <li>Leadership development opportunities for current and emerging leaders</li> <li>Creation and implementation of a mentoring program</li> </ul>	●	●	●	 Positive Impact 6.i.	Our People, Our Strength Plan

Operating Budget

	2021	2021	LESS:	2022	2022	2022	2022	2022	2022	\$ OVER	% OVER
	2021	REVISED	2021 ONE	BASE	ONE	SERVICE	NEW	2022	2022	2021	2021
	FORECAST	BUDGET*	TIME	BUDGET	TIME	LEVEL	INITIATIVES	OTHER	REQUESTED	BUDGET	BUDGET
<b>REVENUES</b>											
<b>GENERAL REVENUES</b>											
PROVINCIAL GRANTS	(77,190)	(88,040)	60,262	27,778	(27,850)	-	-	-	(27,850)	60,190	(68.4%)
<b>TOTAL GENERAL REVENUES</b>	(77,190)	(88,040)	60,262	27,778	(27,850)	-	-	-	(27,850)	60,190	(68.4%)
<b>OTHER REVENUES</b>											
RESERVE TRANSFER	(82,000)	(131,424)	80,000	1,424	(15,000)	-	-	-	(65,000)	66,424	(50.5%)
<b>TOTAL OTHER REVENUES</b>	(82,000)	(131,424)	80,000	1,424	(15,000)	-	-	-	(65,000)	66,424	(50.5%)
<b>INTERDEPARTMENTAL RECOVERIES</b>											
INTERDEPARTMENTAL RECOVERIES	(1,139,117)	(1,139,117)	(3,750)	(115,780)	(16,350)	(83,233)	-	(6,100)	(1,364,330)	(225,213)	19.8%
<b>TOTAL INTERDEPARTMENTAL RECOVERIES</b>	(1,139,117)	(1,139,117)	(3,750)	(115,780)	(16,350)	(83,233)	-	(6,100)	(1,364,330)	(225,213)	19.8%
<b>CAPITAL REVENUES</b>											
PROVINCIAL GRANTS	(19,000)	-	-	-	-	-	-	-	-	-	-
<b>TOTAL CAPITAL REVENUES</b>	(19,000)	-	-	-	-	-	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>(1,317,307)</b>	<b>(1,358,581)</b>	<b>136,512</b>	<b>(86,578)</b>	<b>(59,200)</b>	<b>(83,233)</b>	<b>-</b>	<b>(6,100)</b>	<b>(1,457,180)</b>	<b>(98,599)</b>	<b>7.3%</b>
<b>EXPENSES</b>											
<b>SALARIES AND BENEFITS</b>											
SALARIES	690,565	687,565	(55,198)	95,898	-	62,072	-	-	790,337	102,772	14.9%
BENEFITS	180,825	187,831	(5,064)	27,710	-	21,161	-	-	231,638	43,807	23.3%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>871,390</b>	<b>875,396</b>	<b>(60,262)</b>	<b>123,608</b>	<b>-</b>	<b>83,233</b>	<b>-</b>	<b>-</b>	<b>1,021,975</b>	<b>146,579</b>	<b>16.7%</b>
<b>OPERATING EXPENSES</b>											
MATERIALS	280,995	294,707	3,750	(5,252)	42,200	-	-	6,100	341,505	46,798	15.9%
CONTRACTED SERVICES	108,851	155,278	(80,000)	(32,778)	15,000	-	-	-	57,500	(97,778)	(63.0%)
<b>TOTAL OPERATING EXPENSES</b>	<b>389,846</b>	<b>449,985</b>	<b>(76,250)</b>	<b>(38,030)</b>	<b>57,200</b>	<b>-</b>	<b>-</b>	<b>6,100</b>	<b>399,005</b>	<b>(50,980)</b>	<b>(11.3%)</b>
<b>CAPITAL</b>											
FURNISHINGS AND EQUIPMENT	19,000	-	-	-	2,000	-	-	-	2,000	2,000	-
<b>TOTAL CAPITAL</b>	<b>19,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,000</b>	<b>2,000</b>	<b>-</b>
<b>INTERDEPARTMENTAL CHARGES</b>											
INTERDEPARTMENTAL CHARGES	33,200	33,200	-	1,000	-	-	-	-	34,200	1,000	3.0%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>33,200</b>	<b>33,200</b>	<b>-</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>34,200</b>	<b>1,000</b>	<b>3.0%</b>
<b>TOTAL EXPENSES</b>	<b>1,313,436</b>	<b>1,358,581</b>	<b>(136,512)</b>	<b>86,578</b>	<b>59,200</b>	<b>83,233</b>	<b>-</b>	<b>6,100</b>	<b>1,457,180</b>	<b>98,599</b>	<b>7.3%</b>
<b>TOTAL</b>	<b>(3,871)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

\* Includes in-year approved transfer and account reclassifications

Budget Impact Details

	REF	BASE BUDGET	CAPITAL/ ONE TIME	EXPENSES	REVENUES	TAXATION
<b>2021 REVISED BUDGET</b>		1,222,069	136,512	1,358,581	1,358,581	-
LESS: 2021 ONE-TIME ITEMS		-	(136,512)	(136,512)	(136,512)	-
<b>BASE BUDGET IMPACT</b>		86,578	-	86,578	86,578	-
<b>ONE-TIME ITEMS</b>						
HR-Employee Engagement Survey		-	15,000	15,000	15,000	-
		-	15,000	15,000	15,000	-
<b>COVID (ONE-TIME ITEMS)</b>						
HR-COVID related expenses		-	1,200	1,200	1,200	-
		-	1,200	1,200	1,200	-
<b>SERVICE LEVEL</b>						
HR-New HR Officer FTE	FTE2022-09	83,233	2,000	85,233	85,233	-
		83,233	2,000	85,233	85,233	-
<b>MODERNIZATION FUNDING (OTHER)</b>						
HR-Disability Management Software	CS 2021-38	6,100	41,000	47,100	47,100	-
		6,100	41,000	47,100	47,100	-
<b>TOTAL</b>		175,911	(77,312)	98,599	98,599	-
<b>2022 APPROVED BUDGET</b>		1,397,980	59,200	1,457,180	1,457,180	-

Capital Budget

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2022 REQUEST	2023	2024-2031
<b>COMPUTER EQUIPMENT</b>							
112000 - Computer Equipment	Laptop for HR Officer	Expansion	N/A	\$2,000	2,000	-	-
				\$2,000	\$2,000	\$0	\$0

FTE Proposal – Human Resources Officer

FTE 2022-09

**DESCRIPTION**

Type of FTE request	Service Level
Classification	Full-time - Permanent
Job Title	Human Resources Officer
FTE	1.0

Strategic Plan	
	Positive Impact
	6.i.

This FTE change proposal is to add an additional permanent employee to the Human Resources department. Currently there are 2 permanent, full time employees and one temporary employee who work in this position, but the workload has changed and significantly increased over the past few years to require a third permanent, full time Human Resources (HR) Officer.

**BACKGROUND**

**Background**

The Human Resources department has not added an FTE to its complement in approximately fourteen years. We had the benefit of a temporary employee over this past year to support our Kronos related projects, which has proved to be a valuable opportunity that permitted us to make positive advancements with regards to the use of Kronos.

**Comments**

Securing an additional permanent HR Officer would support our ability to continue enhancing our processes through the use of Kronos, as well as providing us with the ability to keep up with current demands and workload. While the number of County employees we serve has stayed relatively stable since our last permanent FTE addition in 2007, the work we do has continued to evolve in complexity and we have also introduced new human resources programs and software that has increased workload.

With our turnover rate increasing steadily over the past few years, one of the most significant impacts if our staffing complement remains status quo will be on the recruitment process and our ability to fill vacant positions quickly. The longer the recruitment process takes, the more negative the impact will be on operations and subsequently the quality of service being provided to our residents.

Projects, such as continuing to implement functionality within our new HRIS, will likely have to cease as we will lack the resources to devote a sufficient and consistent amount of time to this within our current permanent staffing complement. The volume of day-to-day tasks is already



exceeding the capacity for staff, which means that additional projects will not be feasible. We have already begun to realize the benefits of electronic processes utilizing Kronos and are eager to continue to enhance our services and continue to make improvements through the use of technology.

Although we have had success in having departments send documents electronically and can stay on top of new documents, we do have a backlog that needs dedicated support to in order to catch us up. An additional Human Resources Officer, will also free up time for more senior level human resources staff to focus on business plan objectives, some of which have had to be delayed due to the pandemic and lack of resources.

**Conclusions**

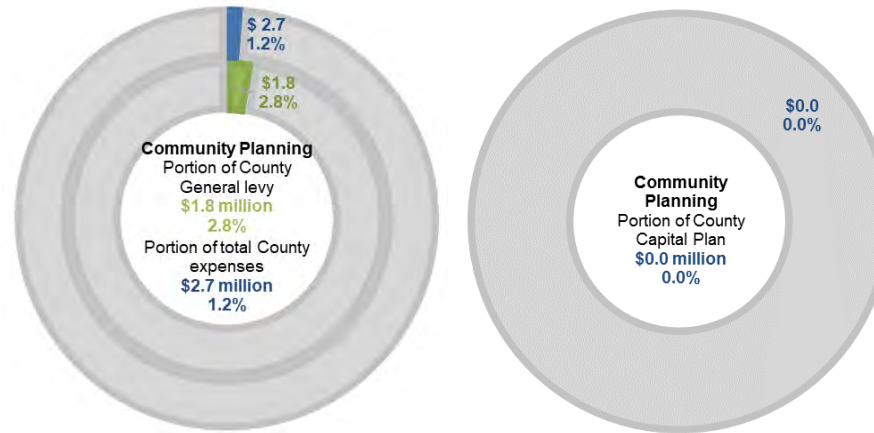
As the human resources function has increased in workload and complexity over the last few years, the current staffing complement is not sustainable. Employees are our most critical resource in delivering effective and efficient County services, and Human Resources plays a key role in ensuring we have the right people in place at the right time and engaged in their role. In order to continue to provide a high level of internal service, an additional FTE is warranted, as described in this report.

**BUDGET REQUIREMENTS**

	One-time	Base	Total Budget
<b>Salaries and benefits</b>	\$-	\$83,233	\$83,233
<b>Capital</b>			
Computer Equipment - Laptop	2,000	-	2,000
<b>Total capital</b>	<b>2,000</b>	-	<b>2,000</b>
<b>Net Interdepartmental Charge</b>	<b>\$2,000</b>	<b>\$83,233</b>	<b>\$85,233</b>



# Community Planning 2022 Business Plan & Budget





Division	Division Description	Services	2022 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"> <li>Land Use Policy and Strategic Planning</li> <li>Development Review</li> </ul>	15.0
<b>Total</b>			<b>15.0</b>

5 Year Projected Budget

	2022	2023	2024	2025	2026
	REQUESTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
<b>REVENUES</b>					
GENERAL REVENUES	(446,471)	(351,015)	(355,627)	(360,307)	(365,055)
OTHER REVENUES	(411,000)	(451,500)	(466,000)	-	-
<b>TOTAL REVENUES</b>	<b>(857,471)</b>	<b>(802,515)</b>	<b>(821,627)</b>	<b>(360,307)</b>	<b>(365,055)</b>
<b>EXPENSES</b>					
SALARIES AND BENEFITS	1,857,102	1,942,941	1,997,778	2,042,873	2,084,435
OPERATING EXPENSES	641,035	650,722	667,337	203,503	205,474
RESERVE TRANSFERS	-	50,000	50,000	50,000	50,000
INTERDEPARTMENTAL CHARGES	196,011	199,231	204,030	208,533	213,105
<b>TOTAL EXPENSES</b>	<b>2,694,148</b>	<b>2,842,894</b>	<b>2,919,145</b>	<b>2,504,909</b>	<b>2,553,014</b>
<b>TOTAL</b>	<b>1,836,677</b>	<b>2,040,379</b>	<b>2,097,518</b>	<b>2,144,602</b>	<b>2,187,959</b>

Services Overview






Full-Time Equivalents 15.0 FTE 

Service	Service Description	2020 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.	430 Development applications processed	
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.	1 & 8 County-wide Official Plan, and Area municipal Zoning By-Laws managed and updated	

Key Performance Indicators

	2018 Actual	2019 Actual	2020 Actual	2021 Forecast	2022 Budget	Target
Total development applications processed	467	484	430	500+	↑	-
Total # of reports completed & presented to council(s)	364	398	346	400+	↑	-
Residential density – new subdivisions – (units/ha) large urban centers	21.4	35.8	43.0	↑	↑	↑
Residential density – new subdivisions – (units/ha) serviced villages	13.2	20.3	13.1	↑	↑	↑
Approved single detached and semi-detached units	461	467	532	↑	↑	-
Approved townhouses/ground oriented multi-unit	241	322	154	↑	↑	-
Approved apartment units	110	472	166	↑	↑	-
Agricultural lands re-designated/rezoned for non-agricultural use (in hectares)	13.4	16.2	71.5	-	-	↓

Goals and Objectives

Description	2022	2023	2024	Strategic Plan	Other Plan Alignment
<p><b>Official Plan Review</b></p> <p>Review and update OP policies to ensure consistency with Provincial legislation and policy (e.g. 2020 PPS); includes extensive municipal, public and stakeholder consultation.</p> <p>Focus on planning for growth (i.e. secondary planning) and policies pertaining to agriculture, additional residential units, natural heritage and commercial land uses.</p>	●	●		 Shapes the Future 3.ii.	Community Sustainability Plan Official Plan
<p><b>Planning for Growth</b></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 (from Phase 1 Comprehensive Review).</p> <p>Secondary planning for both residential development and employment areas is currently being undertaken for Woodstock, Ingersoll, Tavistock/Innerkip and Drumbo, with a number of other areas under consideration.</p>	●	●		 Shapes the Future 3.ii.	Community Sustainability Plan Official Plan
<p><b>Infrastructure Planning</b></p> <p>Continue to work with Public Works to update and improve servicing capacity information to better inform responses on available capacity and the timely identification of potential future infrastructure needs.</p> <p>Assist with the development of Water and Wastewater and other infrastructure masterplans that build on this updated information.</p>	●	●		 Works Together 1.ii.	Asset Management Plan Official Plan
<p><b>Housing Initiatives</b></p> <p>Continue to work with Human Services, other departments and Area Municipalities to develop implementation tools to address the need, and increase opportunities, for housing that is affordable to the broader Oxford community.</p>	●	●	●	 Shapes the Future 3.ii.	Community Sustainability Plan Official Plan
<p><b>Zoning By-Law Updates and Information Sharing</b></p> <p>Continue our on-going work with Area Municipalities to review and update AM Zoning By-laws with a view to implementation of the various items identified previously in the Business Plan and amendments resulting from internal review. Work with County Departments and AM partners to implement development application tracking and information sharing solution; continue to review processes for efficiencies and investigate opportunities for adjustments to application fee structure with AMs.</p>	●			 Shapes the Future 3.ii.	Official Plan Asset Management Plan

Operating Budget

	2021	2021	LESS:	2022	2022	2022	2022	2022	2022	\$ OVER	% OVER
	2021	REVISÉD	2021 ONE	BASE	ONE	SERVICE	NEW	2022	2022	2021	2021
	FORECAST	BUDGET*	TIME	BUDGET	TIME	LEVEL	INITIATIVES	OTHER	BUDGET	BUDGET	BUDGET
<b>REVENUES</b>											
<b>GENERAL REVENUES</b>											
PROVINCIAL GRANTS	-	-	-	-	(25,000)	-	(75,000)	-	(100,000)	(100,000)	-
USER FEES AND CHARGES	(287,227)	(287,227)	-	(59,244)	-	-	-	-	(346,471)	(59,244)	20.6%
<b>TOTAL GENERAL REVENUES</b>	(287,227)	(287,227)	-	(59,244)	(25,000)	-	(75,000)	-	(446,471)	(159,244)	55.4%
<b>OTHER REVENUES</b>											
RESERVE TRANSFER	(12,340)	(208,710)	-	33,335	(50,000)	-	-	-	(225,375)	(16,665)	8.0%
DEVELOPMENT CHARGES	(6,750)	(202,500)	-	16,875	-	-	-	-	(185,625)	16,875	(8.3%)
<b>TOTAL OTHER REVENUES</b>	(19,090)	(411,210)	-	50,210	(50,000)	-	-	-	(411,000)	210	(0.1%)
<b>TOTAL REVENUES</b>	<b>(306,317)</b>	<b>(698,437)</b>	<b>-</b>	<b>(9,034)</b>	<b>(75,000)</b>	<b>-</b>	<b>(75,000)</b>	<b>-</b>	<b>(857,471)</b>	<b>(159,034)</b>	<b>22.8%</b>
<b>EXPENSES</b>											
<b>SALARIES AND BENEFITS</b>											
SALARIES	1,304,356	1,304,356	-	134,488	-	-	-	-	1,438,844	134,488	10.3%
BENEFITS	367,727	367,727	-	50,531	-	-	-	-	418,258	50,531	13.7%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>1,672,083</b>	<b>1,672,083</b>	<b>-</b>	<b>185,019</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,857,102</b>	<b>185,019</b>	<b>11.1%</b>
<b>OPERATING EXPENSES</b>											
MATERIALS	61,676	90,176	11,726	(8,287)	25,000	-	75,000	-	193,615	103,439	114.7%
CONTRACTED SERVICES	72,640	443,830	20,000	(66,410)	50,000	-	-	-	447,420	3,590	0.8%
<b>TOTAL OPERATING EXPENSES</b>	<b>134,316</b>	<b>534,006</b>	<b>31,726</b>	<b>(74,697)</b>	<b>75,000</b>	<b>-</b>	<b>75,000</b>	<b>-</b>	<b>641,035</b>	<b>107,029</b>	<b>20.0%</b>
<b>CAPITAL</b>											
FURNISHINGS AND EQUIPMENT	2,000	2,000	-	(2,000)	-	-	-	-	-	(2,000)	(100.0%)
<b>TOTAL CAPITAL</b>	<b>2,000</b>	<b>2,000</b>	<b>-</b>	<b>(2,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(2,000)</b>	<b>(100.0%)</b>
<b>CAPITAL</b>											
FURNISHINGS AND EQUIPMENT	-	-	(2,000)	2,000	-	-	-	-	-	-	-
<b>TOTAL CAPITAL</b>	<b>-</b>	<b>-</b>	<b>(2,000)</b>	<b>2,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>INTERDEPARTMENTAL CHARGES</b>											
INTERDEPARTMENTAL CHARGES	176,415	176,415	-	19,596	-	-	-	-	196,011	19,596	11.1%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>176,415</b>	<b>176,415</b>	<b>-</b>	<b>19,596</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>196,011</b>	<b>19,596</b>	<b>11.1%</b>
<b>TOTAL EXPENSES</b>	<b>1,984,814</b>	<b>2,384,504</b>	<b>29,726</b>	<b>129,918</b>	<b>75,000</b>	<b>-</b>	<b>75,000</b>	<b>-</b>	<b>2,694,148</b>	<b>309,644</b>	<b>13.0%</b>
<b>TOTAL</b>	<b>1,678,497</b>	<b>1,686,067</b>	<b>29,726</b>	<b>120,884</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,836,677</b>	<b>150,610</b>	<b>8.9%</b>

\* Includes in-year approved transfer and account reclassifications

Budget Impact Details

	REF	BASE BUDGET	CAPITAL/ ONE TIME	EXPENSES	REVENUES	TAXATION
<b>2021 REVISED BUDGET</b>		2,414,230	(29,726)	2,384,504	698,437	1,686,067
LESS: 2021 ONE-TIME ITEMS		-	29,726	29,726	-	29,726
<b>BASE BUDGET IMPACT</b>		129,918	-	129,918	9,034	120,884
<b>ONE-TIME ITEMS</b>						
PLN-Official Plan 2022 Consulting Project		-	50,000	50,000	50,000	-
		-	50,000	50,000	50,000	-
<b>NEW INITIATIVES</b>						
PLN-Community Planning Software	NI2022-13	75,000	25,000	100,000	100,000	-
		75,000	25,000	100,000	100,000	-
<b>TOTAL</b>		204,918	104,726	309,644	159,034	150,610
<b>2022 APPROVED BUDGET</b>		2,619,148	75,000	2,694,148	857,471	1,836,677









**New Initiative – Community Planning Software**

NI 2022-13

**DESCRIPTION**

To implement an online solution that offers seamless planning application submission, manage pre-consultations, conduct approvals, collaborate with, and circulate to, third-party agencies.

**Strategic Plan**

					
<b>WORKS WELL TOGETHER</b>	<b>WELL CONNECTED</b>	<b>SHAPES THE FUTURE</b>	<b>INFORMS &amp; ENGAGES</b>	<b>PERFORMS &amp; DELIVERS</b>	<b>POSITIVE IMPACT</b>
1.ii.				5.i. 5.ii.	

**DISCUSSION**

**Background**

Typically, Community Planning applications are submitted in person or commissioned and couriered to the County office. The majority of planning applications are entered into a custom planning tracker solution by County administration staff. The current solution, which was developed by County staff over 10 years ago, is utilized internally and is not accessible to the public or area municipal staff. As such, applicants and Area Municipal (AM) staff are required to contact the Planning staff to get status updates on their applications.

All AMs have been consulted with respect to the implementation of an online solution and have seen a presentation of the said solution. Feedback from AM staff has been overwhelming positive. The proposed solution will allow for all planning applications, whether they are administered through the Community Planning Office (e.g. consents, zoning, subdivisions, official plan amendments, etc.) or the AM (e.g. minor variances or site plans), to be submitted and monitored via the single County solution, should the AMs choose to utilize this approach.

**Comments**

Automating the planning application process will promote efficiency, accessibility, and transparency by providing the opportunity to bring the development community, County and Area Municipal staff online in a collaborative digital workspace.

To implement the proposed software solution, Community Planning would enter into a two-year licensing agreement with the service provider. The first year costs would be covered by Modernization Funding. The cost to the County in year two would be \$75,000 and funded via the County Levy. For Council’s information, the County would retain an option on the continued use of the software for five years at the same \$75,000 cost/year.

All parties involved in the planning approval process will receive automatic status updates, interactive mapping, easy-to-use online forms, digital plan and document submissions, fees management, and online payment capabilities.

Community Planning will be able circulate pre-consultation requests and complete applications to internal and external stakeholders, monitor legislative timelines, conduct plan and document reviews, and provide feedback online. Community Planning will also be able to cut down on paper and provide improved customer service with a fully digital planning approval experience.

The development community will be able to use one login for all Community Planning applications and, since most AMs will be moving to the same software solution for Building Permits, the same login would be used for their Building Permit applications as well. This is to say that a project that involves both planning approvals via the County as well as building permits from the AM can be tracked together using the proposed software solution.

Further, municipal staff will be able to see Planning and Building permit solutions in one application. The solution offers unlimited user accounts, so all relevant staff will have access (e.g. should area municipal Public Works staff need to comment on an application, they would be able to login and submit comments).

**Conclusions**

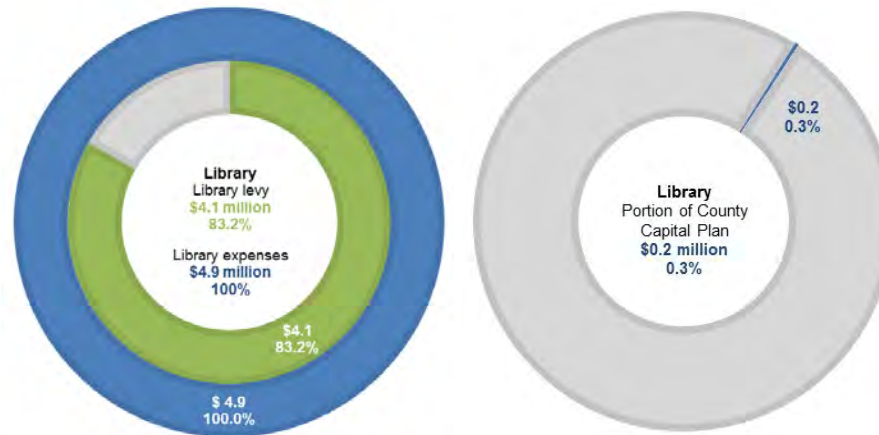
This solution will enable Community Planning and Area Municipalities to manage approval processes online and streamline development processes.

**BUDGET REQUIREMENTS**

	<b>2022 One-time</b>	<b>2023 Base</b>	<b>Total Budget</b>
<b>Revenues</b>			
Modernization Funding – Intake 1 <i>Information Services</i> – <i>Requirements for AMANDA – Community Planning</i>	75,000	-	75,000
Modernization Funding – Intake 1 <i>Information Services</i> – <i>Mobile Solution for AMANDA (Building Inspections)</i>	25,000	-	25,000
<b>Total revenues</b>	<b>100,000</b>	<b>-</b>	<b>100,000</b>
<b>Operating expenses</b>			
Implementation cost	25,000	-	25,000
Annual software license	75,000	75,000	150,000
<b>Total operating expenses</b>	<b>100,000</b>	<b>75,000</b>	<b>175,000</b>
<b>County Levy</b>	<b>\$-</b>	<b>\$75,000</b>	<b>\$75,000</b>



# Library 2022 Business Plan & Budget



Division	Division Description	Services	2022 FTE Base	2022 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"> <li>▪ Library Collections</li> <li>▪ Library Programming</li> <li>▪ Library Reference and Information</li> <li>▪ Library Public Space Access</li> <li>▪ Library Technology Access and Coaching</li> </ul>	36.7	0.7
<b>Total</b>			<b>36.7</b>	<b>0.7</b>

5 Year Projected Budget

	2022	2023	2024	2025	2026
	REQUESTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
<b>REVENUES</b>					
GENERAL REVENUES	(168,619)	(171,719)	(171,719)	(171,719)	(171,719)
OTHER REVENUES	(488,631)	(149,995)	(64,484)	(64,484)	(64,484)
CAPITAL REVENUES	(162,000)	(5,000)	(215,000)	-	-
<b>TOTAL REVENUES</b>	<b>(819,250)</b>	<b>(326,714)</b>	<b>(451,203)</b>	<b>(236,203)</b>	<b>(236,203)</b>
<b>EXPENSES</b>					
SALARIES AND BENEFITS	2,710,039	2,781,805	2,844,145	2,901,371	2,956,034
OPERATING EXPENSES	653,985	659,225	668,495	677,755	687,165
DEBT REPAYMENT	115,020	84,730	-	-	-
CAPITAL	194,000	25,000	235,000	20,000	20,000
RESERVE TRANSFERS	103,000	70,000	70,000	70,000	70,000
INTERDEPARTMENTAL CHARGES	1,104,209	1,101,235	1,120,357	1,146,115	1,166,708
<b>TOTAL EXPENSES</b>	<b>4,880,253</b>	<b>4,721,995</b>	<b>4,937,997</b>	<b>4,815,241</b>	<b>4,899,907</b>
<b>TOTAL</b>	<b>4,061,003</b>	<b>4,395,281</b>	<b>4,486,794</b>	<b>4,579,038</b>	<b>4,663,704</b>

Services Overview

Full-Time Equivalents 36.7 FTE

↑1.2  
Base

+0.7  
Temporary





Service	Service Description	2020 Service Level	Service Type
Library Collections	An external service offering loans of print, audiovisual and electronic materials to the public.	<b>278,878</b> Items borrowed, downloaded, or streamed	Information
Library Programming	An external service offering programming and events that respond to the literacy needs of the community.	<b>7,827</b> People attended 923 in-person programs (January through mid-March) <b>168</b> Virtual programs posted to Facebook (March -- December)	Information
Library Reference and Information	An external service offering answers to reference questions in person or via other channels (email, web, phone).	<b>99,560</b> Research database uses <b>2,499</b> Readers' Advisory calls to rural branches during COVID	Community
Library Public Space Access	An external service providing welcoming and accessible meeting places.	<b>269</b> Library room rentals for public use (January 1 to March 13)	Information
Library Technology Access and Coaching	An external service providing public access to technology and the internet.	<b>31,920</b> Wired or wireless computer sessions and <b>125</b> coaching sessions	Community

- **1.2 FTE Public Service Clerks; Associate Supervisor Part-time** - Overall increase in part-time hours to provide virtual and Maker Space programming, assistance with Home Delivery, check-in calls, and other services introduced in response to COVID-19. **FTE 2022-10**
- **0.7 FTE Temporary Student** - Post-secondary summer students to assist with Summer Outreach and training on Maker technologies. **FTE 2022-11**

Key Performance Indicators

	2018 Actual	2019 Actual	2020 Actual	2021 Forecast	2022 Budget	Target
Number of active library cards	16,535	16,351	13,710	13,000	14,000	↑
% of collection purchase requests filled	88.0%	88.0%	91.0%	90.0%	85.0%	85%
Physical & electronic materials circulation	569,316	507,011	278,878	425,000	500,000	↑
Branch attendance	288,745	264,723	84,663	76,000	150,000	↑
Number of programs offered	2,844	3,744	923 (in-person)	0	600	↑
Attendance at programs	33,600	36,177	7,827 (in-person)	0	10,000	↑
Attendance at Tech Coaching Sessions	1,313	1,088	125	325	500	↑

Goals and Objectives

Description	2022	2023	2024	Strategic Plan	Other Plan Alignment
<p><b>Achieve Provincial Reaccreditation</b>                      Fulfillment of all requirements under Ontario Public Library Guidelines 2022 Edition.                      Deadline: 2022 Q4</p>	●			 Performs & Delivers Results 5.ii.	
<p><b>Policy Review</b>                      Utilize Social Inclusion practices to review service-related policies.                      Incorporate Diversity, Equity and Inclusion (DEI) framework.</p>	●			 Performs & Delivers Results 5.i.	Zero Poverty
<p><b>Evaluate Impacts of the Pandemic on Library Services</b>                      Using a SWOT framework, articulate the lessons learned, successes achieved, opportunities to adapt and improve services.                      Incorporate recommendations into Service Delivery Policy scheduled for review in 2022.</p>	●			 Performs & Delivers Results 5.ii.	
<p><b>Development of Technology Plan and Technology Leadership</b>                      Data from Bridge and Edge Projects (anticipated completion March 2022) to measure performance and outcomes of OCL technology services. Develop plan to address gaps identified through benchmarking re: community value &amp; engagement; technology planning and management; and staff digital expertise.                      Actively engage branch staff in Maker Culture through the development of Maker Spaces and Maker programs.</p>	●	●		 Works Together 1.ii.	



Operating Budget

	2021	2021	LESS:	2022	2022	2022	2022	2022	2022	\$ OVER	% OVER
	2021	REVISED	2021 ONE	BASE	ONE	SERVICE	NEW	2022	2022	2021	2021
	FORECAST	BUDGET*	TIME	BUDGET	TIME	LEVEL	INITIATIVES	OTHER	REQUESTED	BUDGET	BUDGET
<b>REVENUES</b>											
<b>GENERAL REVENUES</b>											
PROVINCIAL GRANTS	(154,241)	(173,904)	-	35,000	(5,000)	-	-	-	(143,904)	30,000	(17.3%)
USER FEES AND CHARGES	(6,761)	(21,520)	-	405	-	-	-	-	(21,115)	405	(1.9%)
NET INVESTMENT INCOME	(740)	-	-	-	-	-	-	-	-	-	-
OTHER REVENUE	(23,178)	(1,800)	-	(1,800)	-	-	-	-	(3,600)	(1,800)	100.0%
<b>TOTAL GENERAL REVENUES</b>	<b>(184,920)</b>	<b>(197,224)</b>	<b>-</b>	<b>33,605</b>	<b>(5,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(168,619)</b>	<b>28,605</b>	<b>(14.5%)</b>
<b>OTHER REVENUES</b>											
RESERVE TRANSFER	(84,332)	(84,332)	103,352	(19,020)	(308,346)	-	-	-	(308,346)	(224,014)	265.6%
DEVELOPMENT CHARGES	(212,461)	(212,461)	-	32,176	-	-	-	-	(180,285)	32,176	(15.1%)
<b>TOTAL OTHER REVENUES</b>	<b>(296,793)</b>	<b>(296,793)</b>	<b>103,352</b>	<b>13,156</b>	<b>(308,346)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(488,631)</b>	<b>(191,838)</b>	<b>64.6%</b>
<b>CAPITAL REVENUES</b>											
CAPITAL RESERVE TRANSFER	(430,865)	(448,965)	55,965	247,400	-	-	-	-	(145,600)	303,365	(67.6%)
CAPITAL CONTRIBUTIONS	-	-	-	(16,400)	-	-	-	-	(16,400)	(16,400)	-
<b>TOTAL CAPITAL REVENUES</b>	<b>(430,865)</b>	<b>(448,965)</b>	<b>55,965</b>	<b>231,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(162,000)</b>	<b>286,965</b>	<b>(63.9%)</b>
<b>TOTAL REVENUES</b>	<b>(912,578)</b>	<b>(942,982)</b>	<b>159,317</b>	<b>277,761</b>	<b>(313,346)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(819,250)</b>	<b>123,732</b>	<b>(13.1%)</b>
<b>EXPENSES</b>											
<b>SALARIES AND BENEFITS</b>											
SALARIES	1,862,448	2,079,434	(11,673)	37,209	22,711	61,711	-	-	2,189,392	109,958	5.3%
BENEFITS	443,734	466,349	(2,155)	44,198	1,841	10,414	-	-	520,647	54,298	11.6%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>2,306,182</b>	<b>2,545,783</b>	<b>(13,828)</b>	<b>81,407</b>	<b>24,552</b>	<b>72,125</b>	<b>-</b>	<b>-</b>	<b>2,710,039</b>	<b>164,256</b>	<b>6.5%</b>
<b>OPERATING EXPENSES</b>											
MATERIALS	565,508	650,737	(55,610)	27,558	5,000	5,000	-	-	632,685	(18,052)	(2.8%)
CONTRACTED SERVICES	41,952	44,952	(4,580)	(19,372)	-	-	-	-	21,000	(23,952)	(53.3%)
RENTS AND FINANCIAL EXPENSES	100	-	-	300	-	-	-	-	300	300	-
<b>TOTAL OPERATING EXPENSES</b>	<b>607,560</b>	<b>695,689</b>	<b>(60,190)</b>	<b>8,486</b>	<b>5,000</b>	<b>5,000</b>	<b>-</b>	<b>-</b>	<b>653,985</b>	<b>(41,704)</b>	<b>(6.0%)</b>
<b>DEBT REPAYMENT</b>											
PRINCIPAL REPAYMENT	137,458	137,458	-	(26,979)	-	-	-	-	110,479	(26,979)	(19.6%)
INTEREST REPAYMENT	9,739	9,740	-	(5,199)	-	-	-	-	4,541	(5,199)	(53.4%)
<b>TOTAL DEBT REPAYMENT</b>	<b>147,197</b>	<b>147,198</b>	<b>-</b>	<b>(32,178)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>115,020</b>	<b>(32,178)</b>	<b>(21.9%)</b>
<b>CAPITAL</b>											
MAJOR INFRASTRUCTURE	33,200	33,000	-	34,000	-	-	-	-	67,000	34,000	103.0%
BUILDING	341,700	360,000	-	(265,000)	-	-	-	-	95,000	(265,000)	(73.6%)
FURNISHINGS AND EQUIPMENT	65,965	65,965	(55,965)	10,000	12,000	-	-	-	32,000	(33,965)	(51.5%)
<b>TOTAL CAPITAL</b>	<b>440,865</b>	<b>458,965</b>	<b>(55,965)</b>	<b>(221,000)</b>	<b>12,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>194,000</b>	<b>(264,965)</b>	<b>(57.7%)</b>
<b>RESERVE TRANSFERS</b>											

	2021	2021	LESS:	2022	2022	2022	2022		2022	\$ OVER	% OVER
	2021	REVISED	2021 ONE	BASE	ONE	SERVICE	NEW	2022	2022	2021	2021
	FORECAST	BUDGET*	TIME	BUDGET	TIME	LEVEL	INITIATIVES	OTHER	REQUESTED	BUDGET	BUDGET
CONTRIBUTIONS TO RESERVES	308,346	-	-	-	-	-	-	-	-	-	-
CONTRIBUTIONS TO CAPITAL RESERVES	67,000	67,000	-	33,000	-	-	-	-	100,000	33,000	49.3%
DEVELOPMENT CHARGES EXEMPTIONS	3,200	-	-	3,000	-	-	-	-	3,000	3,000	-
TOTAL RESERVE TRANSFERS	378,546	67,000	-	36,000	-	-	-	-	103,000	36,000	53.7%
INTERDEPARTMENTAL CHARGES											
INTERDEPARTMENTAL CHARGES	1,026,236	1,022,356	-	81,853	-	-	-	-	1,104,209	81,853	8.0%
TOTAL INTERDEPARTMENTAL CHARGES	1,026,236	1,022,356	-	81,853	-	-	-	-	1,104,209	81,853	8.0%
<b>TOTAL EXPENSES</b>	<b>4,906,586</b>	<b>4,936,991</b>	<b>(129,983)</b>	<b>(45,432)</b>	<b>41,552</b>	<b>77,125</b>	<b>-</b>	<b>-</b>	<b>4,880,253</b>	<b>(56,738)</b>	<b>(1.1%)</b>
<b>TOTAL</b>	<b>3,994,008</b>	<b>3,994,009</b>	<b>29,334</b>	<b>232,329</b>	<b>(271,794)</b>	<b>77,125</b>	<b>-</b>	<b>-</b>	<b>4,061,003</b>	<b>66,994</b>	<b>1.7%</b>

\* Includes in-year approved transfer and account reclassifications.

### Budget Impact Details

	REF	BASE BUDGET	CAPITAL/ ONE TIME	EXPENSES	REVENUES	TAXATION
<b>2021 REVISED BUDGET</b>		<b>4,404,008</b>	<b>532,983</b>	<b>4,936,991</b>	<b>942,982</b>	<b>3,994,009</b>
LESS: 2021 ONE-TIME ITEMS		-	(129,983)	(129,983)	(159,317)	29,334
<b>BASE BUDGET IMPACT</b>		<b>175,568</b>	<b>(221,000)</b>	<b>(45,432)</b>	<b>(277,761)</b>	<b>232,329</b>
ONE-TIME ITEMS						
OCL-2 Summer Students	FTE2022-11	-	24,552	24,552	-	24,552
OCL-Microfilm Scanner and Software		-	12,000	12,000	-	12,000
LIB-Library Levy Stabilization Reserve Funding		-	-	-	308,346	(308,346)
		-	36,552	36,552	308,346	(271,794)
COVID (ONE-TIME ITEMS)						
OCL-COVID Additional Supplies		-	5,000	5,000	5,000	-
		-	5,000	5,000	5,000	-
SERVICE LEVEL						
OCL-Service Level FTE changes	FTE2022-10	72,125	-	72,125	-	72,125
OCL-Building Inventory-Library of Things		5,000	-	5,000	-	5,000
		77,125	-	77,125	-	77,125
<b>TOTAL</b>		<b>252,693</b>	<b>(309,431)</b>	<b>(56,738)</b>	<b>(123,732)</b>	<b>66,994</b>
<b>2022 APPROVED BUDGET</b>		<b>4,656,701</b>	<b>223,552</b>	<b>4,880,253</b>	<b>819,250</b>	<b>4,061,003</b>

Capital Budget

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2022 REQUEST	2023	2024-2031
<b>BUILDING</b>							
916040 - Ingersoll Library	Windows, paving and sidewalk replacement and Air Handling Unit	Replacement	Poor	\$95,000	95,000	-	-
916110 - Thamesford Library	Masonry and Low-Sloped Roof	Replacement	Poor	\$41,000	41,000	-	-
916140 - Tillsonburg Library	Exterior Walls - Masonry	Renewal	Poor	\$26,000	26,000	-	-
<b>COMPUTER EQUIPMENT</b>							
600000 - Computer Equipment	Chromebooks and ipads for public use. Maker space and assistive technologies.	Expansion	N/A	\$20,000	20,000	-	-
<b>EQUIPMENT</b>							
600000 - Equipment	Microfilm Scanner and Software	Replacement	Poor	\$12,000	12,000	-	-
				\$194,000	\$194,000	\$0	\$0

FTE Proposal – Various part-time

FTE 2022-10

**DESCRIPTION**

<b>Type of FTE request</b>	<b>Service Level</b>
<b>Classification</b>	<b>Part-time - Permanent</b>
<b>Job Title</b>	<b>Various part-time</b>
<b>FTE</b>	<b>1.20</b>

<b>Strategic Plan</b>	
	<b>Performs &amp; Delivers Results</b>
	5.ii.

Enhanced services cannot be provided without increasing the number of hours available for part-time staff beyond the hours they work at the service desk at branches. The library has responded to the pandemic by enhancing its programs and services in order to reach people who cannot come into the library branches for a variety of reasons, including transportation and mobility issues.

As identified in the Technology Needs survey completed in early 2021, as well as the 2022 County Budget Survey, there is a demand for Maker Space programs and equipment. Maker Spaces are being planned in Ingersoll and Tillsonburg, as well as a mobile Maker Lab to travel between rural branches and community locations. Existing part-time staff have the skills required to staff a Maker Space and offer Maker programming – staff resources are required to build the services and make them successful.

**BACKGROUND**

**Background**

Oxford County Library branches’ workforce is predominantly part-time. Branch activity can fluctuate from year to year for a variety of reasons, and as a result, branch staff salaries are adjusted each year to reflect changing needs. Evolving use patterns are difficult to predict as they must respond to the needs of users and part-time staffing complements must remain flexible. Each year, adjustments are made to the staffing requirements at various branches to more closely reflect actual usage over time.

While the proposed 2022 staffing budget does not include any change to the number of Full Time Permanent staff, it does propose to increase the part-time FTE complement by 1.95 FTE (rounded up to 2.0).

Increases represent additional hours for existing part-time staff to address the need to continue offering virtual programming, Maker Space programming, check-in calls and Home Delivery. These services were established or enhanced in response to COVID-19. Given that we remain in a state of recovery, virtual programs and outreach services will continue to be in demand, therefore additional staffing hours will be required in

order to provide these services. The value of the services will be evaluated in 2022 and recommendations will go forward to the Library Board as they review the service delivery model.

**Comments**

The requested additional hours to offer to existing part-time staff are represented by:

<b>FTE</b>	<b>Staff Requirement</b>
<b>0.4</b>	Additional Public Service Clerk hours for virtual, hybrid, and in-person programming, staffing and coaching in Maker Space (Ingersoll)
<b>0.7</b>	Additional Public Service Clerk hours for virtual, hybrid, and in-person programming, staffing and coaching in Maker Space (Tillsonburg)
<b>0.2</b>	Administrative hours for Associate Supervisor(s) to offer Check-in calls, online and phone registrations and trouble-shooting, Home Delivery service
<b>(0.1)</b>	Reduction in part-time staffing hours, various locations

**Conclusions**

A key objective for Oxford County Library is to develop an excellent technology program, providing Oxford County residents with access to state of the art technologies, software, and Maker resources (high and low-tech), and by so doing, advancing digital equity in our communities. Fostering a Maker Culture is a major part of public library technology leadership, and Oxford County Library currently ranks low in this area. Technology Leadership implies that the library branches and staff are equipped to serve as go-to community resources for access to and assistance with technologies.

The pandemic has spurred additional efforts to reach out and connect with Oxford residents who face barriers to accessing library and community services.

**BUDGET REQUIREMENTS**

	<b>One-time</b>	<b>Base</b>	<b>Total Budget</b>
Salaries and benefits	\$-	\$72,125	\$72,125
<b>Library Levy</b>	<b>\$-</b>	<b>\$72,125</b>	<b>\$72,125</b>

Position changes planned to start January 2022

**FTE Proposal – 2 Library Summer Students**

FTE 2022-11

**DESCRIPTION**

Type of FTE request	One time
Classification	Student - Temporary
Job Title	2 Library Summer Students
FTE	0.67

Strategic Plan	
	Informs & Engages
	4.i.

To assist with the provision of Summer Reading programming, STEAM programming, and training in the use of Maker Spaces, both in-branch and out in the community.

**BACKGROUND**

**Background**

The Library provides a wide range of programming and activities as part of its annual Summer Reading Program, in partnership with the TD Summer Reading Club. In 2022, due to COVID and the resultant inability to offer in-person programming at the branches, staff developed virtual programs and resources to keep children engaged with the library. In addition, activity kits were assembled for families to pick up at curbside locations. The warm weather months also offer our Mobile Outreach project, Ox on the Run, which visits parks, splash pads, special events, and other community locations. At these stops, a pop-up library is erected and staff interact with families, issuing library cards, demonstrating the use of online resources, providing activities such as robotics and story times.

**Comments**

Oxford County Library, like every County department, expects to remain in a period of recovery for some time from the changes wrought by COVID-19. It is impossible to predict if and when library operations will be able to resume under normal conditions in 2022. Staff and the Library Board are considering the lessons learned from COVID, the new initiatives that were implemented on an experimental basis but which may be considered worthy of permanent retention, and the ways in which we can take the best parts of the old and the new and create hybrid modes of service delivery moving forward.

Virtual programming is reaching a population that had not previously been able to access in-person programming. Branch and program staff have heard from numerous families that COVID virtual programming has been the first time their children were able to access OCL programs,

due to several factors that inhibited being able to get to a physical branch. Others are asking us to retain the virtual option for library events and programs, even though they might have attended in-person programs in the past. The extent to which a hesitancy to gather in groups might persist indicates the value of maintaining virtual programs as an option moving forward.

Another new strategic initiative slated for 2022 is the establishment of Maker Labs in Ingersoll and Tillsonburg and a “Mobile Maker Lab” to be available to move around the rural communities. A Maker Culture can include both low-tech and high-tech options, but its need has been supported in both the OCL Technology Survey in early 2021 and the 2022 County Budget survey. In order for a Maker Culture to take root in a multi-branch system, the supports have to be in place to ensure that branch staff have the regular opportunities and support to gain familiarity and comfort with those technologies, in order to actively promote them.

Given that it is anticipated that the summer of 2022 could see the need for BOTH a virtual Summer Reading Program as well as select in-person programming as well as Ox on the Run locations, additional staffing resources are anticipated to be required. The existing OCL programming staff who traditionally manage all aspects of the Summer Reading Program will need assistance if a virtual presence is also required, and if Ox on the Run can maximize its reach. In 2022, Ox on the Run should be able to expand beyond the limited occupancy, pre-registration required, parameters of COVID in 2021. A busy, inclusive schedule of stops in 2022 is the goal, including regular stops at low-income housing cooperatives.

Two post-secondary summer students are requested to assist with the organization of the system-wide Summer Reading Program, the creation of in-person and virtual programming and activity kits, tech coaching in Maker Space Technology, and Ox on the Run programs.

These positions would be a rich experience for MLIS students or any post-secondary student with experience/interest in the benefits of hands-on STEM education.

**Conclusions**

Two 4-month post-secondary students are requested to provide hands-on programming and training assistance in branches, with the public and with library staff, as well as at community outreach locations.

**BUDGET REQUIREMENTS**

	One-time	Base	Total Budget
Salaries and benefits	\$24,552	\$-	\$24,552
<b>Library Levy</b>	<b>\$24,552</b>	<b>\$-</b>	<b>\$24,552</b>

Positions planned to start May 2022



# Court Security 2022 Budget



Operating Budget

	2021	2021	LESS:	2022	2022	2022	2022	2022	2022	\$ OVER	% OVER
	2021	REVISED	2021 ONE	BASE	ONE	SERVICE	NEW	2022	2022	2021	2021
	FORECAST	BUDGET*	TIME	BUDGET	TIME	LEVEL	INITIATIVES	OTHER	REQUESTED	BUDGET	BUDGET
<b>EXPENSES</b>											
<b>OPERATING EXPENSES</b>											
EXTERNAL TRANSFERS	95,088	95,088	-	(43,547)	-	-	-	-	51,541	(43,547)	(45.8%)
TOTAL OPERATING EXPENSES	95,088	95,088	-	(43,547)	-	-	-	-	51,541	(43,547)	(45.8%)
<b>TOTAL EXPENSES</b>	<b>95,088</b>	<b>95,088</b>	<b>-</b>	<b>(43,547)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>51,541</b>	<b>(43,547)</b>	<b>(45.8%)</b>
<b>TOTAL</b>	<b>95,088</b>	<b>95,088</b>	<b>-</b>	<b>(43,547)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>51,541</b>	<b>(43,547)</b>	<b>(45.8%)</b>

\* Includes in-year approved transfer and account reclassifications