

PUBLIC WORKS

What we do

Maintains and manages public works infrastructure across the County, including roads and bridges, drinking water, wastewater, facilities, and waste management

Strategic plan alignment

- **1.ii. A County that Works Together** > enhance the quality of life for all citizens by: maintaining and strengthening core infrastructure and working with community partners and organizations to maintain/strengthen public safety
- **5.ii. A County that Performs and Delivers Result** > deliver exceptional services by: conducting regular service reviews to ensure delivery effectiveness and efficiency

Key Performance Indicators

	2013	2014	2015	2016
km repaved or new Roads Capital	51.9 km	71.4 km	60 km	59 km
\$cost/lane km Roads Maintenance	\$6,465	\$6,731	\$6,838	\$7,091
\$cost/household Waste Management	\$216	\$220	\$222	\$220
\$cost/megalitre Water Supply	\$858	\$924	\$960	\$949
\$cost/megalitre Wastewater Treatment	\$534	\$627	\$642	\$624
% Project Spent Roads	79%	68%	80%	80%
% Project Spent Facilities	70%	89%	90%	90%
% Project Spent Water & Wastewater	53%	62%	65%	70%

2015 Goals/Objectives	Strategic Plan Alignment	Resources Required	Expected Completion/ Future Phases	Notes/Risks
Roads and Bridges				
Road Needs Study	3.ii. A County that Thinks Ahead and Wisely Shapes the Future > Implement development policies and community planning guidelines that: <ul style="list-style-type: none"> strategically grow our economy and our community 	\$70,000	2015	
Oxford Road 8, from Rd 59 to EZT 10th Line – construction	1.ii. A County that Works Together > enhance the quality of life for all of our citizens by: <ul style="list-style-type: none"> maintaining and strengthening core infrastructure 	\$2,400,000	\$2,500,000 Total 2015-2016	Construction to start in 2015. Surface asphalt in 2016
Oxford Road 16 Improvements, from Kintore to Zorra 31st Line – EA	1.ii. A County that Works Together > enhance the quality of life for all of our citizens by: <ul style="list-style-type: none"> maintaining and strengthening core infrastructure 	\$100,000	\$4,200,000 Total 2016 - 2018	Property Acquisitions
Oxford Road 20 (North St., Tillsonburg) Phase B & C – design and construction	1.ii. A County that Works Together > enhance the quality of life for all of our citizens by: <ul style="list-style-type: none"> maintaining and strengthening core infrastructure 	\$5,475,000	\$7,525,000 Total 2015-2016	Property Acquisition. Includes costs for water and wastewater work
Oxford Road 36 – Shared with Waterloo Region and Brant County	1.ii. A County that Works Together > enhance the quality of life for all of our citizens by: <ul style="list-style-type: none"> working with community partners and organizations to maintain/strengthen public safety 	\$1,800,000	\$5,450,000 Total 2015 – 2018	Requires all municipalities to have sufficient funds budgeted

Bell St (Rd 119) Ingersoll, Upgrade Study	<p>1.ii. A County that Works Together > enhance the quality of life for all of our citizens by:</p> <ul style="list-style-type: none"> maintaining and strengthening core infrastructure 	\$25,000	\$1,660,000 Total 2015 - 2019	Study 2015-2016 Construction 2018-2019
Facilities				
Building Condition Assessment	<p>1.ii. A County that Works Together > enhance the quality of life for all of our citizens by:</p> <ul style="list-style-type: none"> maintaining and strengthening core infrastructure 	\$325,000	\$650,000 Total 2015-2016	CS 2014-22 Recommendation to assist staff in better understanding the current condition of the portfolio
Woodingford Woodstock Building Management System update	<p>1.ii. A County that Works Together > enhance the quality of life for all of our citizens by:</p> <ul style="list-style-type: none"> adapting programs, services and facilities to reflect evolving community needs 	\$400,000	Q2	
Fleet				
GPS Implementation of New Provider	<p>5.ii. A County that Performs and Delivers Results > Deliver exceptional services by:</p> <ul style="list-style-type: none"> conducting regular service reviews to ensure delivery effectiveness and efficiency 	\$125,000	Q2 2015	
Green Energy Plan				
Green Energy Fleet Plan	<p>4.ii. A County that Informs and Engages > Better inform the public about County programs, services and activities through planned communication by:</p> <ul style="list-style-type: none"> implementing a County Report Card that engages and informs our community and celebrates our successes and our history. 	\$30,000	Q4 2015	Reviewing the needs of the fleet and looking for environmental savings

Alternative Heating – Highland Patrol Yard	3.iii. A County that Thinks Ahead and Wisely Shapes the Future > Apply social, financial and environmental sustainability lenses to significant decisions by assessing options in regard to: <ul style="list-style-type: none"> responsible environmental stewardship 	\$85,000	Q3 2015	
Electrical Car – Fleet	3.iii. A County that Thinks Ahead and Wisely Shapes the Future > Apply social, financial and environmental sustainability lenses to significant decisions by assessing options in regard to: <ul style="list-style-type: none"> responsible environmental stewardship 	\$40,000	Q2 2015	
Woodstock WWTP/Tillsonburg WWTP Energy Efficiency Projects	3.iii. A County that Thinks Ahead and Wisely Shapes the Future > Apply social, financial and environmental sustainability lenses to significant decisions by assessing options in regard to: <ul style="list-style-type: none"> responsible environmental stewardship 	\$100,000	Q4 2015	
Installation of LED fixtures at all WFL parking lots	5.ii. A County that Performs and Delivers Results > deliver exceptional services by: <ul style="list-style-type: none"> identify best practices and appropriate benchmarking 	\$30,000	Q3	
Install an Ozone generating system in Woodingford Lodge laundry	1.ii. A County that Works Together > enhance the quality of life for all of our citizens by: <ul style="list-style-type: none"> adapting programs, services and facilities to reflect evolving community needs 	\$27,200 with rebate from OPG of \$6,000	Q1	
Environmental Services Waste Management				
Curbside Collection Contract and Recycling Processing Contract	5.ii. A County that Performs and Delivers Results > Deliver exceptional services by: <ul style="list-style-type: none"> conducting regular service reviews to ensure delivery effectiveness and efficiency 	Staff	Q1 2015	New Contractor to be in operation September 2015

Update of Property uses bylaw including Hunting	1.ii. A County that Works Together > enhance the quality of life for all of our citizens by: <ul style="list-style-type: none"> working with community partners and organizations to maintain/strengthen public safety 	Staff time	Q1 2015	
Recycling Transfer Station	1.ii. A County that Works Together > enhance the quality of life for all of our citizens by: <ul style="list-style-type: none"> working with community partners and organizations to maintain/strengthen public safety 	\$500,000	Q3 2015	
Oxford County owned Properties assessment	1.ii. A County that Works Together > enhance the quality of life for all of our citizens by: <ul style="list-style-type: none"> working with community partners and organizations to maintain/strengthen public safety 	Staff time	Q3 2015	
Environmental Services Wastewater Treatment				
Ingersoll WWTP Upgrade -Phase 1 - Design/Construction	1.ii. A County that Works Together > enhance the quality of life for all of our citizens by: <ul style="list-style-type: none"> maintaining and strengthening core infrastructure 	\$11,624,000	\$19,737,000 Total 2015-2016	End of useful life/rated capacity
Woodstock WWTP-Receiving Station-Construction	1.ii. A County that Works Together > enhance the quality of life for all of our citizens by: <ul style="list-style-type: none"> adapting programs, services and facilities to reflect evolving community needs 	\$1,200,000	Q4 2015	
Drumbo WWTP Upgrade -Design	1.ii. A County that Works Together > enhance the quality of life for all of our citizens by: <ul style="list-style-type: none"> maintaining and strengthening core infrastructure 	\$400,000	\$1,450,000 Total 2015-2016	Reaching rated capacity

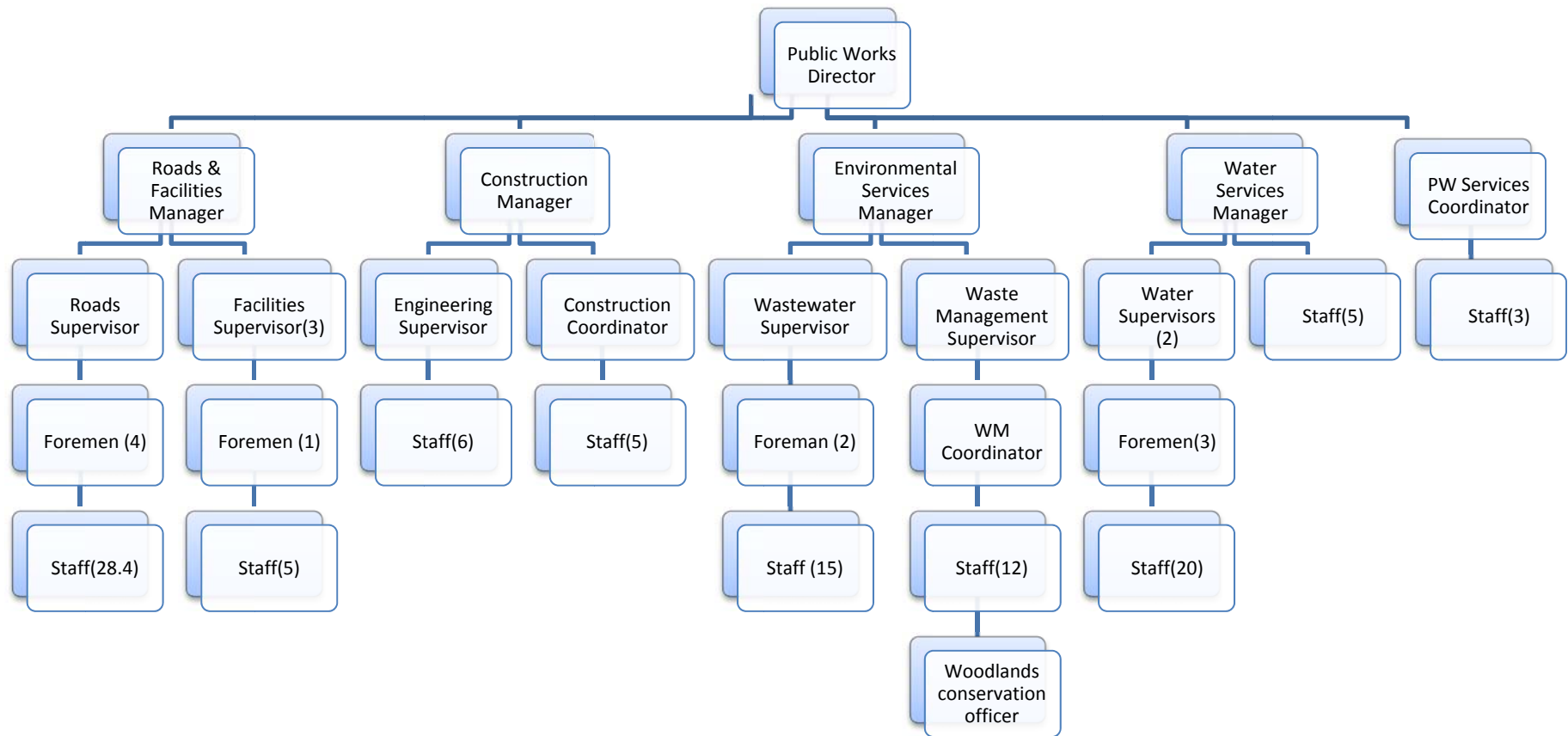
Water Services (includes Wastewater Collection)				
Mt. Elgin new well – design and construction	1.ii. A County that Works Together > enhance the quality of life for all of our citizens by: <ul style="list-style-type: none"> maintaining and strengthening core infrastructure 	\$700,000	\$1,185,000 Total 2015-2016	Currently pilot testing a new technology which may decrease capital costs
Water/Wastewater Servicing Study (Beachville or Sweaburg)	3.ii. A County that Thinks Ahead and Wisely Shapes the Future > Apply social, financial and environmental sustainability lenses to significant decisions by assessing options in regard to: <ul style="list-style-type: none"> responsible environmental stewardship 	\$80,000	\$120,000 Total 2015-2016	Initiation is dependent upon completion of Princeton Class EA
Development of Source Protection Funding Model	3.ii. A County that Thinks Ahead and Wisely Shapes the Future > Implement development policies and community planning guidelines that: <ul style="list-style-type: none"> actively promote the responsible use of land and natural resources 	Staff Time	Q2 2015	MOECC approval of Plans could be delayed
Climate change	3.ii. A County that Thinks Ahead and Wisely Shapes the Future > Apply social, financial and environmental sustainability lenses to significant decisions by assessing options in regard to: <ul style="list-style-type: none"> responsible environmental stewardship 	Staff Time	Q3 2015	Complete Council report on current/future implications for Oxford
Universal Metering in Township Systems and meter reading technology replacement in Tillsonburg and Ingersoll	1.ii. A County that Works Together > enhance the quality of life for all of our citizens by: <ul style="list-style-type: none"> maintaining and strengthening core infrastructure 	\$1,330,000	\$4,278,000 Total 2015-2017	Resulting water conservation may decrease revenues
Completion of South Ingersoll Sanitary Servicing	1.ii. A County that Works Together > enhance the quality of life for all of our citizens by: <ul style="list-style-type: none"> maintaining and strengthening core infrastructure 	\$1,895,000	Q4 2015	

Modifications to Embro and Innerkip odour control facilities	1.ii. A County that Works Together > enhance the quality of life for all of our citizens by: <ul style="list-style-type: none"> maintaining and strengthening core infrastructure 	\$75,000	Q3 2015	Council Report PW 2014-47
2016/2017/2018 Goals/Objectives	Strategic Plan Alignment	Resources	Expected Completion/ Future Phases	Notes/Risks
Roads and Bridges				
Transportation Master Plan	3.ii. A County that Thinks Ahead and Wisely Shapes the Future > Implement development policies and community planning guidelines that: <ul style="list-style-type: none"> strategically grow our economy and our community 	\$75,000	\$250,000 Total 2016 – 2018	Transportation Master Plan
Urban Cross-Section Construction	1.ii. A County that Works Together > enhance the quality of life for all of our citizens by: <ul style="list-style-type: none"> maintaining and strengthening core infrastructure 	\$5,000,000	2016 to 2018	Various Roads
Bridge Needs Study	1.ii. A County that Works Together > enhance the quality of life for all of our citizens by: <ul style="list-style-type: none"> maintaining and strengthening core infrastructure 	\$60,000	2018	
Oxford Rd 59 at Juliana -Woodstock	1.ii. A County that Works Together > enhance the quality of life for all of our citizens by: <ul style="list-style-type: none"> maintaining and strengthening core infrastructure 	\$350,000	2017	
Oxford Rd 35 – east of Lansdowne	1.ii. A County that Works Together > enhance the quality of life for all of our citizens by: <ul style="list-style-type: none"> maintaining and strengthening core infrastructure 	\$250,000	2017	
Bridge Needs Study	1.ii. A County that Works Together > enhance the quality of life for all of our citizens by: <ul style="list-style-type: none"> maintaining and strengthening core infrastructure 	\$60,000	2018	

Environmental Services Waste Management				
Excavation of cell 5 North fill area	1.ii. A County that Works Together > enhance the quality of life for all of our citizens by: <ul style="list-style-type: none"> working with community partners and organizations to maintain/strengthen public safety 	\$300,000	2018	Last cell of North Fill area/ may be delayed depending on fill rate
Water Services (includes Wastewater Collection)				
Undertaking a Benchmarking Initiative	5. ii. A County that Performs and Delivers Results > Deliver exceptional services by: <ul style="list-style-type: none"> identifying best practices and appropriate benchmarking 	\$100,000	Q4 2016	
Tavistock additional supply - study	1.ii. A County that Works Together > enhance the quality of life for all of our citizens by: <ul style="list-style-type: none"> maintaining and strengthening core infrastructure 	\$1,100,000	2017-2019	
Bright & Plattsville – additional supply	1.ii. A County that Works Together > enhance the quality of life for all of our citizens by: <ul style="list-style-type: none"> maintaining and strengthening core infrastructure 	\$750,000	2017-2019	Timing dependant on finding and securing source
Environmental Services Wastewater Treatment				
Tillsonburg WWTP Upgrade Phase 1- Design	3.iii. A County that Thinks Ahead and Wisely Shapes the Future > Apply social, financial and environmental sustainability lenses to significant decisions by assessing options in regard to: <ul style="list-style-type: none"> responsible environmental stewardship 	\$6,200,000	2018	
Woodstock WWTP Stage 2	1.ii. A County that Works Together > enhance the quality of life for all of our citizens by: <ul style="list-style-type: none"> maintaining and strengthening core infrastructure 	\$8,600,000	2018	

PUBLIC WORKS 2014 BUDGET SUMMARY	2014 FORECAST	2014 BUDGET	2015 BUDGET	BUDGET VARIANCE	BUDGET VARIANCE %
Revenues	\$(56,975,640)	\$(56,651,905)	\$(59,025,935)	\$(2,374,030)	4.19%
Salaries & benefits	12,185,256	11,239,424	11,857,293	617,869	5.50
Operating and Program expenses	38,276,111	38,100,197	39,944,046	1,843,849	4.84
Debt repayment	5,812,434	5,842,982	6,129,665	286,683	4.91
Interdepartmental allocation	(10,862,786)	(10,718,164)	(11,610,271)	(892,107)	8.32
Capital	27,659,702	40,958,065	56,842,323	15,884,258	38.78
Other	4,983,993	(8,157,409)	(22,648,364)	(14,490,955)	177.64
Expenses	78,054,710	77,265,095	80,514,692	3,249,597	4.21
Net Levy	21,079,070	20,613,190	21,488,757	875,567	4.25
FTE'S	127.4	127.4	127.4	0	0
Student FTE's	10.3	10.3	9.1	(1.2)	(11.65)
Total FTE's	137.7	137.7	136.5	(1.2)	(0.87)
Reason for FTE increase/decrease	Adjusted student FTE's based on forecasted needs				

Efficiency Measures - \$ Cost	2013	2014	2015	2016
Gross Expenses	68,454,892	73,070,717	103,163,056	83,846,263
Gross Expenses as a % of total County gross Expenses	43.58	42.48	50.23	45.44
Gross cost per household	1,547.88	1,635.85	2,286.67	1,840.10
Gross cost per capita	628.52	664.26	928.53	747.20



Proposed 2015 Fleet Purchase

Description	Type	Qty	Division	Admin	Roads / Facilities	Water	Construction	Environmental Services	Fleet Reserve
Tandem	Replacement	1	Roads / Facilities						\$250,000
Sweeper	Replacement	1	Roads / Facilities						\$270,000
3/4 ton van	Replacement	1	Environmental Services						\$45,000
3/4 ton pickup ext cab	Replacement	1	Water						\$35,000
Compactor	Replacement	1	Environmental Services						\$820,000
Compact ext pickup	Replacement	1	Construction						\$30,000
Electric car	Addition	1	Admin	\$40,000					
UTV	Addition	1	Environmental Services						\$18,000
GPS upgrade									\$125,000
TOTALS				\$40,000	\$0	\$0	\$0	\$0	\$1,593,000
CAPITAL TOTAL									\$40,000
RESERVE TOTAL									\$1,593,000
GRAND TOTAL									\$1,633,000



PUBLIC WORKS
2015 BUDGET REPORT

	2014 FORECAST	2014 BUDGET	2015		
			REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES					
FEDERAL	(3,125,137)	(3,152,040)	(3,061,137)	90,903	(2.88%)
PROVINCIAL	(30,576)	-	(790,340)	(790,340)	- %
WATER/WASTEWATER RATES	(33,247,300)	(33,299,179)	(34,756,096)	(1,456,917)	4.38%
DONATIONS	(5,000)	-	-	-	- %
USER FEES	(15,825,079)	(16,141,686)	(16,162,362)	(20,676)	0.13%
DEVELOPMENT CHARGES	(3,529,000)	(3,267,000)	(3,472,000)	(205,000)	6.27%
OTHER	(1,213,548)	(792,000)	(784,000)	8,000	(1.01%)
TOTAL REVENUES	(56,975,640)	(56,651,905)	(59,025,935)	(2,374,030)	4.19%
SALARIES AND BENEFITS	12,185,256	11,239,424	11,857,293	617,869	5.50%
OPERATING AND PROGRAM EXPENSES	38,276,111	38,100,197	39,944,046	1,843,849	4.84%
DEBT REPAYMENT	5,812,434	5,842,982	6,129,665	286,683	4.91%
INTERDEPARTMENTAL ALLOCATIONS	(10,862,786)	(10,718,164)	(11,610,271)	(892,107)	8.32%
CAPITAL	27,659,702	40,958,065	56,842,323	15,884,258	38.78%
OTHER	4,983,993	(8,157,409)	(22,648,364)	(14,490,955)	177.64%
TOTAL PUBLIC WORKS	21,079,070	20,613,190	21,488,757	875,567	4.25%

\$500,000 of the budget variance is for increased capital roads projects



FACILITIES

2015 BUDGET REPORT

	2014 FORECAST	2014 BUDGET	2015		
			REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES					
REV - SERVICE RECOVERY FEES	(49,627)	(48,500)	(48,505)	(5)	0.01%
REV - RENT	(806,918)	(727,660)	(848,189)	(120,529)	16.56%
REV - DEVEL CHARGES	(75,000)	(75,000)	(90,000)	(15,000)	20.00%
REV - OTHER SOURCES	(175,000)	(100,000)	-	100,000	(100.00%)
REV - FEED IN TARIFF	(2,100)	-	(36,000)	(36,000)	- %
REV - INSURANCE CLAIM PROCEEDS	(367,399)	-	-	-	- %
REV - OTHER REVENUE	(6,001)	-	-	-	- %
TOTAL REVENUES	(1,482,045)	(951,160)	(1,022,694)	(71,534)	7.52%
SALARIES AND BENEFITS					
SALARIES	700,770	620,945	661,387	40,442	6.51%
BENEFITS	174,748	155,193	173,090	17,897	11.53%
TOTAL SALARIES AND BENEFITS	875,518	776,138	834,477	58,339	7.52%
OPERATING AND PROGRAM EXPENSES					
INTERDEPARTMENTAL CHARGES	418,265	417,632	840,943	423,311	101.36%
PROPERTY TAXES	534	-	-	-	- %
INSURANCE CLAIM COSTS	20,000	20,000	20,000	-	- %
COMPUTER SOFTWARE & SUPPORT	8,500	-	2,000	2,000	- %
UTILITIES	399,400	380,700	393,400	12,700	3.34%
ADVERTISING	400	700	700	-	- %
TELECOMMUNICATIONS	8,779	2,900	9,300	6,400	220.69%
TRAINING/SEMINARS/CONFERENCE	5,000	5,000	10,500	5,500	110.00%
POSTAGE	58	-	50	50	- %
TRAVEL, EXPENSES, MILEAGE	2,613	1,200	1,200	-	- %
TOOLS/EQUIPMENT PURCHASE	8,950	2,400	12,000	9,600	400.00%
R & M - BUILDINGS	492,629	237,000	210,400	(26,600)	(11.22%)
MATERIALS	13,315	-	-	-	- %
LIFE SAFETY SERVICES	34,796	29,650	43,900	14,250	48.06%
SUPPLIES	200	300	300	-	- %
GARBAGE DISPOSAL	12,200	10,850	11,500	650	5.99%
INSURANCE	17,917	16,629	21,791	5,162	31.04%
LEGAL	5,000	5,000	5,000	-	- %
SECURITY	3,161	3,150	20,900	17,750	563.49%
JANITORIAL SERVICE	228,150	207,670	226,300	18,630	8.97%
PURCHASED SERVICES	192,387	37,500	-	(37,500)	(100.00%)
LOCKSMITHING	3,800	5,100	5,400	300	5.88%
HVAC REPAIRS INC CONTRACT	86,832	74,800	74,600	(200)	(0.27%)

Certain costs in the 2015 budget have been reallocated to increase consistency and clarity in accounts across all departments



FACILITIES
2015 BUDGET REPORT

	2014 FORECAST	2014 BUDGET	2015		
			REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
PLUMBING REPAIRS INC CONTRACT	32,950	39,350	30,450	(8,900)	(22.62%)
ELECTRICAL REPAIRS INC CONTRAC	81,144	49,300	53,200	3,900	7.91%
GROUNDS WORK INC SNOW	162,995	145,285	155,402	10,117	6.96%
ROOF REPAIRS	4,300	7,700	5,700	(2,000)	(25.97%)
SUPPLIES	21,468	-	-	-	- %
ENERGY MANAGEMENT	-	-	4,000	4,000	- %
TOTAL OPERATING AND PROGRAM EXPEI	2,265,743	1,699,816	2,158,936	459,120	27.01%
DEBT REPAYMENT					
DEBT REPAYMENT	714,534	714,534	733,483	18,949	2.65%
DEBT PAYMENT - INTEREST	335,595	335,595	330,265	(5,330)	(1.59%)
TOTAL DEBT REPAYMENT	1,050,129	1,050,129	1,063,748	13,619	1.30%
INTERDEPARTMENTAL ALLOCATIONS					
CHARGE TO OTHER JOB	(1,877,707)	(1,559,117)	(1,787,328)	(228,211)	14.64%
CHARGE TO ROAD OPERATIONS	-	(143,726)	-	143,726	(100.00%)
CHARGE TO FACILITY OPERATIONS	(344,296)	(422,780)	(721,831)	(299,051)	70.73%
CHARGE TO WATER	(355)	(21,986)	-	21,986	(100.00%)
TOTAL INTERDEPARTMENTAL ALLOCATIC	(2,222,358)	(2,147,609)	(2,509,159)	(361,550)	16.84%
CAPITAL					
CAPITAL - BUILDING	27,701	-	-	-	- %
CAPITAL - EQUIPMENT	1,000	-	-	-	- %
CAPITAL - FURNISHINGS	15,000	45,000	5,000	(40,000)	(88.89%)
TOTAL CAPITAL	43,701	45,000	5,000	(40,000)	(88.89%)
OTHER					
CONTRIBUTIONS TO RESERVE	908,852	778,185	742,408	(35,777)	(4.60%)
CONTRIBUTIONS FROM RESERVE	(324,614)	(170,000)	(153,500)	16,500	(9.71%)
TOTAL OTHER	584,238	608,185	588,908	(19,277)	(3.17%)
TOTAL FACILITIES	1,114,926	1,080,499	1,119,216	38,717	3.58%

Certain costs in the 2015 budget have been reallocated to increase consistency and clarity in accounts across all departments



ROADS

2015 BUDGET REPORT

			2015		
	2014 FORECAST	2014 BUDGET	REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES					
REV - SALE OF EQUIPMENT	(59,000)	(50,000)	(50,000)	-	-
REV - SERVICE RECOVERY FEES	(274,700)	(274,500)	(274,500)	-	-
REV - FINES	-	(200)	-	200	(100.00%)
REV - DEVEL CHARGES	(650,000)	(600,000)	(650,000)	(50,000)	8.33%
TOTAL REVENUES	(983,700)	(924,700)	(974,500)	(49,800)	5.39%
SALARIES AND BENEFITS					
SALARIES	2,320,000	2,185,553	2,224,379	38,826	1.78%
BENEFITS	528,000	527,280	523,147	(4,133)	(0.78%)
TOTAL SALARIES AND BENEFITS	2,848,000	2,712,833	2,747,526	34,693	1.28%
OPERATING AND PROGRAM EXPENSES					
INTERDEPARTMENTAL CHARGES	2,035,865	2,019,794	2,016,520	(3,274)	(0.16%)
INSURANCE CLAIM COSTS	51,012	25,000	25,000	-	-
UTILITIES	45,200	46,300	46,300	-	-
LICENCES	46,190	42,877	48,453	5,576	13.00%
ADVERTISING	9,200	5,000	9,500	4,500	90.00%
TELECOMMUNICATIONS	14,350	14,300	14,750	450	3.15%
MEMBERSHIP/DUES/SUBSCRIPTIONS	3,000	3,500	3,500	-	-
TRAINING/SEMINARS/CONFERENCE	40,000	50,000	50,000	-	-
POSTAGE	100	-	100	100	-
TRAVEL, EXPENSES, MILEAGE	17,000	22,000	23,000	1,000	4.55%
TOOLS/EQUIPMENT PURCHASE	6,538	21,600	141,300	119,700	554.17%
R & M - BUILDINGS	49,152	44,000	-	(44,000)	(100.00%)
R & M - EQUIPMENT	49,800	31,200	31,200	-	-
R & M - VEHICLES	536,878	561,087	521,550	(39,537)	(7.05%)
MATERIALS	1,009,805	1,132,900	1,198,700	65,800	5.81%
FUEL DEPOT	12,000	-	-	-	-
FUEL - VEHICLES	786,161	698,770	776,050	77,280	11.06%
LANDFILL TIPPING FEES	24,028	17,100	24,000	6,900	40.35%
TIRES	-	740	-	(740)	(100.00%)
SUPPLIES	203,428	199,900	23,500	(176,400)	(88.24%)
INSURANCE	204,659	194,953	226,267	31,314	16.06%
LEGAL	-	15,000	15,000	-	-
PURCHASED SERVICES	70,000	70,000	-	(70,000)	(100.00%)
CONTRACTOR PAYMENTS	552,888	691,174	738,100	46,926	6.79%
CONSULTANT FEES	-	-	70,000	70,000	-
TOOLS/EQUIPMENT RENTAL	108,460	95,600	130,400	34,800	36.40%

Certain costs in the 2015 budget have been reallocated to increase consistency and clarity in accounts across all departments



ROADS 2015 BUDGET REPORT

	2014 FORECAST	2014 BUDGET	2015		
			REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
SALT	793,791	805,500	814,000	8,500	1.06%
SAND	88,944	43,400	65,000	21,600	49.77%
SUPPLIES/PROGRAM EXPENSES	735,000	696,000	631,600	(64,400)	(9.25%)
PAYMENT CERTIFICATES	91,000	74,000	74,000	-	- %
TOTAL OPERATING AND PROGRAM EXPENSES	7,584,449	7,621,695	7,717,790	96,095	1.26%
DEBT REPAYMENT					
DEBT REPAYMENT	30,341	30,341	157,537	127,196	419.22%
DEBT PAYMENT - INTEREST	8,489	8,489	50,205	41,716	491.41%
TOTAL DEBT REPAYMENT	38,830	38,830	207,742	168,912	435.00%
INTERDEPARTMENTAL ALLOCATIONS					
CHARGE TO FACILITY OPERATIONS	-	-	(10,000)	(10,000)	- %
CHARGE EQUIPMENT TO OTHER JOB	(2,801,273)	(2,567,426)	(2,870,940)	(303,514)	11.82%
TOTAL INTERDEPARTMENTAL ALLOCATIONS	(2,801,273)	(2,567,426)	(2,880,940)	(313,514)	12.21%
CAPITAL					
CAPITAL - EQUIPMENT	2,000	-	-	-	- %
CAPITAL - VEHICLE	918,000	1,193,000	1,633,000	440,000	36.88%
TOTAL CAPITAL	920,000	1,193,000	1,633,000	440,000	36.88%
OTHER					
CONTRIBUTIONS TO RESERVE	3,733,111	1,557,926	1,972,250	414,324	26.59%
CONTRIBUTIONS FROM RESERVE	(2,784,402)	(1,128,000)	(1,742,000)	(614,000)	54.43%
TOTAL OTHER	948,709	429,926	230,250	(199,676)	(46.44%)
TOTAL ROADS	8,555,015	8,504,158	8,680,868	176,710	2.08%

Certain costs in the 2015 budget have been reallocated to increase consistency and clarity in accounts across all departments



ADMINISTRATION 2015 BUDGET REPORT

	2014 FORECAST	2014 BUDGET	2015		
			REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES					
REV - FEDERAL GOVT	(64,000)	-	-	-	- %
REV - FEDERAL GAS REBATE	(3,061,137)	(3,152,040)	(3,061,137)	90,903	(2.88%)
REV - PROVINCIAL GOVT	-	-	(730,000)	(730,000)	- %
REV - SERVICE RECOVERY FEES	(52,356)	(51,300)	(52,250)	(950)	1.85%
REV - DONATIONS	(5,000)	-	-	-	- %
REV - CAPITAL CONTRIBUTION	-	-	(118,500)	(118,500)	- %
TOTAL REVENUES	(3,182,493)	(3,203,340)	(3,961,887)	(758,547)	23.68%
SALARIES AND BENEFITS					
SALARIES	1,461,572	1,532,867	1,521,543	(11,324)	(0.74%)
BENEFITS	356,925	390,382	379,653	(10,729)	(2.75%)
TOTAL SALARIES AND BENEFITS	1,818,497	1,923,249	1,901,196	(22,053)	(1.15%)
OPERATING AND PROGRAM EXPENSES					
INTERDEPARTMENTAL CHARGES	809,203	604,483	961,689	357,206	59.09%
COMPUTER SOFTWARE & SUPPORT	10,000	10,000	10,000	-	- %
ADVERTISING	900	400	900	500	125.00%
TELECOMMUNICATIONS	12,100	11,410	12,160	750	6.57%
MEMBERSHIP/DUES/SUBSCRIPTIONS	1,650	1,650	1,650	-	- %
TRAINING/SEMINARS/CONFERENCE	24,980	34,000	30,000	(4,000)	(11.76%)
POSTAGE	4,100	5,600	4,200	(1,400)	(25.00%)
PRINTING & PHOTOCOPYING	300	500	300	(200)	(40.00%)
TRAVEL, EXPENSES, MILEAGE	4,390	7,000	8,000	1,000	14.29%
R & M - EQUIPMENT	1,300	1,300	1,300	-	- %
MATERIALS	-	5,000	-	(5,000)	(100.00%)
SUPPLIES	16,500	13,500	15,500	2,000	14.81%
INSURANCE	50,002	49,628	55,002	5,374	10.83%
LEGAL	8,000	11,500	11,500	-	- %
PURCHASED SERVICES	11,000	24,000	25,500	1,500	6.25%
SUPPLIES/PROGRAM EXPENSES	-	-	2,000	2,000	- %
TOTAL OPERATING AND PROGRAM EXPENSES	954,425	779,971	1,139,701	359,730	46.12%
INTERDEPARTMENTAL ALLOCATIONS					
CHARGE TO LANDFILL	(166,303)	(169,977)	-	169,977	(100.00%)
CHARGE TO ROAD OPERATIONS	(332,605)	(352,292)	-	352,292	(100.00%)
CHARGE TO WASTE MGMT	(166,303)	(169,977)	-	169,977	(100.00%)
CHARGE TO WASTE WATER	(415,757)	(424,940)	-	424,940	(100.00%)
CHARGE TO WATER	(415,757)	(424,940)	-	424,940	(100.00%)
CHARGE TO PW OPERATIONS	-	-	(1,838,724)	(1,838,724)	- %

Certain costs in the 2015 budget have been reallocated to increase consistency and clarity in accounts across all departments



ADMINISTRATION
2015 BUDGET REPORT

	2014 FORECAST	2014 BUDGET	2015		
			REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
CHARGE TO OTHER JOB (CAPITAL)	(347,827)	(362,977)	(185,140)	177,837	(48.99%)
TOTAL INTERDEPARTMENTAL ALLOCATIONS	(1,844,552)	(1,905,103)	(2,023,864)	(118,761)	6.23%
CAPITAL					
CAPITAL - MAJOR PROJECTS	11,405,738	16,726,000	20,450,726	3,724,726	22.27%
CAPITAL - EQUIPMENT	20,000	20,000	15,000	(5,000)	(25.00%)
TRANSFER TO UNFINANCED CAPITAL	863,992	-	660,097	660,097	- %
TOTAL CAPITAL	12,289,730	16,746,000	21,125,823	4,379,823	26.15%
OTHER					
CONTRIBUTIONS TO RESERVE	7,306,602	3,152,040	3,591,137	439,097	13.93%
CONTRIBUTIONS FROM RESERVE	(7,245,195)	(8,815,000)	(11,312,323)	(2,497,323)	28.33%
PROCEEDS FROM DEBENTURES	(1,450,000)	(400,000)	(1,480,000)	(1,080,000)	270.00%
TOTAL OTHER	(1,388,593)	(6,062,960)	(9,201,186)	(3,138,226)	51.76%
TOTAL ADMINISTRATION	8,647,014	8,277,817	8,979,783	701,966	8.48%

Certain costs in the 2015 budget have been reallocated to increase consistency and clarity in accounts across all departments



WATER 2015 BUDGET REPORT

	2015				
	2014 FORECAST	2014 BUDGET	REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES					
REV - PROVINCIAL GOVT	(30,576)	-	(60,340)	(60,340)	- %
REV - SERVICE RECOVERY FEES	(463,792)	(417,442)	(541,399)	(123,957)	29.69%
REV - RATES	(17,569,350)	(17,493,098)	(18,161,287)	(668,189)	3.82%
REV - DEVEL CHARGES	(929,000)	(842,000)	(902,000)	(60,000)	7.13%
REV - OTHER SOURCES	(707,159)	(314,540)	-	314,540	(100.00%)
REV - CWA LAKE ERIE	(57,278)	-	-	-	- %
REV - CWA THAMES	(9,771)	-	-	-	- %
REV - CAP PROJECT BILLING REV	(114,000)	-	(160,000)	(160,000)	- %
REV - CAPITAL CONTRIBUTION	-	-	(321,420)	(321,420)	- %
TOTAL REVENUES	(19,880,926)	(19,067,080)	(20,146,446)	(1,079,366)	5.66%
SALARIES AND BENEFITS					
SALARIES	1,868,392	1,854,790	1,853,786	(1,004)	(0.05%)
BENEFITS	910,696	471,188	691,109	219,921	46.67%
TOTAL SALARIES AND BENEFITS	2,779,088	2,325,978	2,544,895	218,917	9.41%
OPERATING AND PROGRAM EXPENSES					
INTERDEPARTMENTAL CHARGES	3,514,387	3,522,550	3,603,168	80,618	2.29%
BAD DEBTS EXPENSE	116,420	85,800	98,680	12,880	15.01%
PROPERTY TAXES	192,940	192,940	196,290	3,350	1.74%
INSURANCE CLAIM COSTS	800	-	-	-	- %
COMPUTER SOFTWARE & SUPPORT	-	-	21,900	21,900	- %
UTILITIES	1,023,100	1,305,000	1,346,700	41,700	3.20%
LICENCES	7,938	-	20,000	20,000	- %
ADVERTISING	2,500	7,000	18,000	11,000	157.14%
TELECOMMUNICATIONS	121,400	140,000	139,400	(600)	(0.43%)
MEMBERSHIP/DUES/SUBSCRIPTIONS	15,000	12,500	15,000	2,500	20.00%
TRAINING/SEMINARS/CONFERENCE	35,900	37,500	39,000	1,500	4.00%
POSTAGE	8,620	8,100	9,000	900	11.11%
PRINTING & PHOTOCOPYING	800	2,100	-	(2,100)	(100.00%)
TRAVEL, EXPENSES, MILEAGE	3,250	5,500	5,000	(500)	(9.09%)
TOOLS/EQUIPMENT PURCHASE	30,000	30,000	33,000	3,000	10.00%
R & M - BUILDINGS	152,500	184,500	174,000	(10,500)	(5.69%)
R & M - EQUIPMENT	4,000	5,000	5,000	-	- %
TESTING	91,843	91,100	99,916	8,816	9.68%
MATERIALS	424,157	476,525	485,720	9,195	1.93%
CHLORINE AND CHEMICALS	160,000	190,000	194,000	4,000	2.11%
SUPPLIES	105,500	109,450	2,500	(106,950)	(97.72%)

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WATER 2015 BUDGET REPORT

			2015		
	2014 FORECAST	2014 BUDGET	REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
BILLING & COLLECTING EXPENSES	938,020	1,010,846	955,600	(55,246)	(5.47%)
INSURANCE	141,007	140,907	155,107	14,200	10.08%
LEGAL	14,000	-	15,000	15,000	-
SECURITY	10,000	10,200	10,400	200	1.96%
JANITORIAL SERVICE	6,700	7,150	2,000	(5,150)	(72.03%)
PURCHASED SERVICES	2,724,408	2,709,920	3,603,992	894,072	32.99%
CONTRACTOR PAYMENTS	698,108	821,225	-	(821,225)	(100.00%)
CONSULTANT FEES	-	-	25,000	25,000	-
GROUNDS WORK INC SNOW	101,000	100,950	108,600	7,650	7.58%
EXP - CWA THAMES	1,500	-	-	-	-
TOOLS/EQUIPMENT RENTAL	3,450	3,800	3,800	-	-
SUPPLIES/PROGRAM EXPENSES	-	-	124,000	124,000	-
TOTAL OPERATING AND PROGRAM EXPENSES	10,649,248	11,210,563	11,509,773	299,210	2.67%
DEBT REPAYMENT					
DEBT REPAYMENT	1,228,818	1,228,818	1,238,840	10,022	0.82%
DEBT PAYMENT - INTEREST	307,647	307,646	266,133	(41,513)	(13.49%)
TOTAL DEBT REPAYMENT	1,536,465	1,536,464	1,504,973	(31,491)	(2.05%)
INTERDEPARTMENTAL ALLOCATIONS					
CHARGE TO WATER	(2,584,117)	(2,609,088)	(2,643,123)	(34,035)	1.30%
TOTAL INTERDEPARTMENTAL ALLOCATIONS	(2,584,117)	(2,609,088)	(2,643,123)	(34,035)	1.30%
CAPITAL					
CAPITAL - MAJOR PROJECTS	5,666,048	6,552,000	7,735,500	1,183,500	18.06%
CAPITAL - EQUIPMENT	2,000	-	6,500	6,500	-
TOTAL CAPITAL	5,668,048	6,552,000	7,742,000	1,190,000	18.16%
OTHER					
CONTRIBUTIONS TO RESERVE	13,222,743	7,413,132	9,156,902	1,743,770	23.52%
CONTRIBUTIONS FROM RESERVE	(11,411,346)	(7,361,969)	(9,668,974)	(2,307,005)	31.34%
TFR TO UNFINANCED CAPITAL (OP)	20,797	-	-	-	-
TOTAL OTHER	1,832,194	51,163	(512,072)	(563,235)	(1,100.86%)
TOTAL WATER	-	-	-	-	-

Certain costs in the 2015 budget have been reallocated to increase consistency and clarity in accounts across all departments



ENVIRONMENTAL SERVICES

2015 BUDGET REPORT

	2014 FORECAST	2014 BUDGET	2015		
			REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES					
REV - TIPPING FEES	(3,121,999)	(3,100,000)	(3,100,000)	-	- %
REV - SERVICE RECOVERY FEES	(6,201,633)	(5,787,114)	(6,650,805)	(863,691)	14.92%
REV - RATES	(15,677,950)	(15,806,081)	(16,594,809)	(788,728)	4.99%
REV - NOTICES OF INTENT	(490)	(500)	(500)	-	- %
REV - IN TRUST-PLANNING	(400)	(400)	(400)	-	- %
REV - RENT	(173,024)	(183,811)	(174,524)	9,287	(5.05%)
REV - DEVEL CHARGES	(1,875,000)	(1,750,000)	(1,830,000)	(80,000)	4.57%
REV - STEWARDSHIP ONTARIO	(718,000)	(742,000)	(698,000)	44,000	(5.93%)
REV - OTHER SOURCES	(290,980)	(5,135,719)	-	5,135,719	(100.00%)
REV - CAP PROJECT BILLING REV	(3,387,000)	-	(3,574,000)	(3,574,000)	- %
REV - CAPITAL CONTRIBUTION	-	-	(297,370)	(297,370)	- %
TOTAL REVENUES	(31,446,476)	(32,505,625)	(32,920,408)	(414,783)	1.28%
SALARIES AND BENEFITS					
SALARIES	2,867,852	2,779,661	2,819,992	40,331	1.45%
BENEFITS	996,301	721,565	1,009,207	287,642	39.86%
TOTAL SALARIES AND BENEFITS	3,864,153	3,501,226	3,829,199	327,973	9.37%
OPERATING AND PROGRAM EXPENSES					
INTERDEPARTMENTAL CHARGES	2,932,684	2,795,439	3,196,888	401,449	14.36%
BAD DEBTS EXPENSE	94,820	63,296	75,300	12,004	18.96%
PROPERTY TAXES	265,936	172,476	189,400	16,924	9.81%
INSURANCE CLAIM COSTS	35,213	5,000	10,000	5,000	100.00%
COMPUTER SOFTWARE & SUPPORT	16,314	13,000	28,400	15,400	118.46%
UTILITIES	1,598,552	1,630,150	1,726,050	95,900	5.88%
ADVERTISING	29,234	19,502	63,500	43,998	225.61%
MARKETING & PROMOTION	1,500	2,002	-	(2,002)	(100.00%)
TELECOMMUNICATIONS	53,167	58,340	60,400	2,060	3.53%
CUSTOMER SERV TEL/COUNTER	113,000	113,003	-	(113,003)	(100.00%)
MEMBERSHIP/DUES/SUBSCRIPTIONS	3,193	3,403	4,950	1,547	45.46%
TRAINING/SEMINARS/CONFERENCE	39,090	44,703	48,580	3,877	8.67%
POSTAGE	6,074	6,503	11,390	4,887	75.15%
PRINTING & PHOTOCOPYING	17,100	25,503	-	(25,503)	(100.00%)
TRAVEL, EXPENSES, MILEAGE	13,620	13,753	9,650	(4,103)	(29.83%)
TOOLS/EQUIPMENT PURCHASE	99,156	105,450	97,950	(7,500)	(7.11%)
R & M - BUILDINGS	21,900	34,600	36,100	1,500	4.34%
R & M - EQUIPMENT	23,100	31,600	32,200	600	1.90%
TESTING	166,497	172,250	174,475	2,225	1.29%

Certain costs in the 2015 budget have been reallocated to increase consistency and clarity in accounts across all departments



ENVIRONMENTAL SERVICES

2015 BUDGET REPORT

	2015				
	2014 FORECAST	2014 BUDGET	REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
MATERIALS	519,175	582,152	517,110	(65,042)	(11.17%)
CHLORINE AND CHEMICALS	540,484	537,000	593,070	56,070	10.44%
LANDFILL TIPPING FEES	963,214	920,550	990,200	69,650	7.57%
SUPPLIES	37,030	43,303	4,350	(38,953)	(89.95%)
GARBAGE DISPOSAL	-	-	7,750	7,750	-
TRANSPORTATION	45,000	45,000	56,874	11,874	26.39%
TSFR STATION	106,304	106,304	122,598	16,294	15.33%
COLLECTION SERVICES	-	1,000	-	(1,000)	(100.00%)
BILLING & COLLECTING EXPENSES	447,190	444,280	456,960	12,680	2.85%
INSURANCE	181,525	181,886	197,476	15,590	8.57%
LEGAL	6,353	2,000	7,000	5,000	250.00%
SECURITY	10,000	10,000	10,200	200	2.00%
JANITORIAL SERVICE	3,000	10,150	3,000	(7,150)	(70.44%)
PURCHASED SERVICES	832,480	857,055	8,380,020	7,522,965	877.77%
CONTRACTOR PAYMENTS	1,276,875	1,389,120	-	(1,389,120)	(100.00%)
CONSULTANT FEES	-	-	101,600	101,600	-
GROUNDS WORK INC SNOW	44,450	32,140	37,835	5,695	17.72%
RENT - EQUIPMENT	500	2,500	-	(2,500)	(100.00%)
TOOLS/EQUIPMENT RENTAL	6,700	7,800	10,300	2,500	32.05%
BAG TAG PURCHASE	18,400	20,000	-	(20,000)	(100.00%)
SUPPLIES/PROGRAM EXPENSES	6,250,116	6,282,539	156,270	(6,126,269)	(97.51%)
BAG TAG DISTRIBUTION	3,300	3,400	-	(3,400)	(100.00%)
TOTAL OPERATING AND PROGRAM EXPENSES	16,822,246	16,788,152	17,417,846	629,694	3.75%
DEBT REPAYMENT					
DEBT REPAYMENT	2,201,833	2,230,153	2,301,069	70,916	3.18%
DEBT PAYMENT - INTEREST	985,177	987,406	1,052,133	64,727	6.56%
TOTAL DEBT REPAYMENT	3,187,010	3,217,559	3,353,202	135,643	4.22%
INTERDEPARTMENTAL ALLOCATIONS					
CHARGE TO WASTE WATER	(1,410,486)	(1,488,938)	(1,553,185)	(64,247)	4.31%
TOTAL INTERDEPARTMENTAL ALLOCATIONS	(1,410,486)	(1,488,938)	(1,553,185)	(64,247)	4.31%
CAPITAL					
CAPITAL - MAJOR PROJECTS	8,872,222	16,483,000	26,192,000	9,709,000	58.90%
CAPITAL - EQUIPMENT	4,001	12,000	6,500	(5,500)	(45.83%)
TRANSFER TO UNFINANCED CAPITAL	(138,000)	(72,935)	138,000	210,935	(289.21%)
TOTAL CAPITAL	8,738,223	16,422,065	26,336,500	9,914,435	60.37%
OTHER					
CONTRIBUTIONS TO RESERVE	13,103,297	9,212,777	10,691,031	1,478,254	16.05%

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ENVIRONMENTAL SERVICES

2015 BUDGET REPORT

	2014		2015		
	FORECAST	BUDGET	REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
CONTRIBUTIONS FROM RESERVE	(11,829,338)	(8,796,500)	(14,048,681)	(5,252,181)	59.71%
TFR TO UNFINANCED CAPITAL (OP)	2,233,486	-	38,386	38,386	-
PROCEEDS FROM DEBENTURES	(500,000)	(3,600,000)	(10,435,000)	(6,835,000)	189.86%
TOTAL OTHER	3,007,445	(3,183,723)	(13,754,264)	(10,570,541)	332.02%
TOTAL ENVIRONMENTAL SERVICES	2,762,115	2,750,716	2,708,890	(41,826)	(1.52%)

Certain costs in the 2015 budget have been reallocated to increase consistency and clarity in accounts across all departments