

# 2020

## Business Plan & Budget



Oxford County

OXFORD COUNTY  
ADMINISTRATION  
BUILDING

 Oxford County

*Growing stronger together*

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# Introduction

## Where are we located

Situated in the heart of southwestern Ontario, the County of Oxford 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 County of Oxford consists of County Council and Administration, which is made up of seven departments focused on delivering excellent service to approximately 119,000 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 County of Oxford. The County of Oxford forms a second tier of local government. County Council is composed of ten members including the mayors of our eight Area Municipalities, and two additional City of Woodstock councillors. The head of County Council is the Warden who is elected every four years by a vote of Council. The Deputy Warden is elected by Council to assume the responsibilities of the Warden in his/her absence.

**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**  
Deputy Warden  
Mayor, Town of Tillsonburg

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

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

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

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

# Introduction

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

## Oxford County Departments

### CAO

*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.*

- CAO
- Tourism
- Strategic Communication & Engagement
- Strategic Initiatives
- Paramedic Services

### Corporate Services

*Focuses on support services for both staff and the public that help the corporation run effectively, efficiently, and in compliance with legislated requirements.*

- Finance
- Customer Service
- Information Technology
- Information Services
- Clerks
- Provincial Offences Administration
- Oxford County Library

### Human Resources

*Is involved in recruitment, benefits and salary administration, health and safety, and labour relations with five bargaining units and non-union employees.*

### Planning

*Plays a central role in long-range planning and managing new development in the County.*

### Public Works

*Plays a key role in maintaining municipal infrastructure at both the County level and in each of the eight area municipalities.*

- Engineering Services
- Facilities & Fleet
- Transportation Services
- Waste Management
- Water
- Wastewater
- Woodlands Conservation

### Human Services

*Provides integrated human services based on a holistic service delivery model, addressing issues such as shelter, income, employment, education, health, safety/legal and transportation.*

- Community Services (including Ontario Works and Child Care)
- Housing

### Woodingford Lodge

*Is Oxford County's municipally owned, not-for-profit 228 bed long-term care provider with locations in Woodstock, Ingersoll and Tillsonburg.*



# Introduction

## About the County levy

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:

1	<b>Education Tax Levy.</b> This is set by the Province of Ontario. Taxes collected are remitted to area school boards.
2	<b>Area Municipal Tax Levy.</b> This is set by your area municipality to support services and infrastructure provided by them. ( <i>Blandford-Blenheim, East Zorra-Tavistock, Ingersoll, Norwich, South-West Oxford, Tillsonburg, Woodstock or Zorra</i> ). These services include, but not limited, fire, parks and recreation, police (City or OPP), library (Woodstock only), local roads and bridges.
3	<b>County Municipal Tax Levy.</b> This is set by the County and supports the services and infrastructure provided at the County Level. Library and Court Security Levies are not levied for the City of Woodstock.

The County's levy (property tax) represents only a portion of resident's municipal property tax bill. For that amount, the County manages and provides services and infrastructure for major roads, human services, paramedic services (ambulance), community planning, long-term care at Woodingford Lodge, County libraries and archives, Provincial Offences court and administration. 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. The County also provides external transfers to other entities that provide services to residents such as Conservation Authorities, Public Health and community grants.

Services provided at the County level are outlined in [Figure 1](#).

# Introduction

Through its departments and divisions, Oxford County delivers the following services:



# Introduction

## About the budget planning process

The County of Oxford'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 Highlights

## Total Budget for 2020

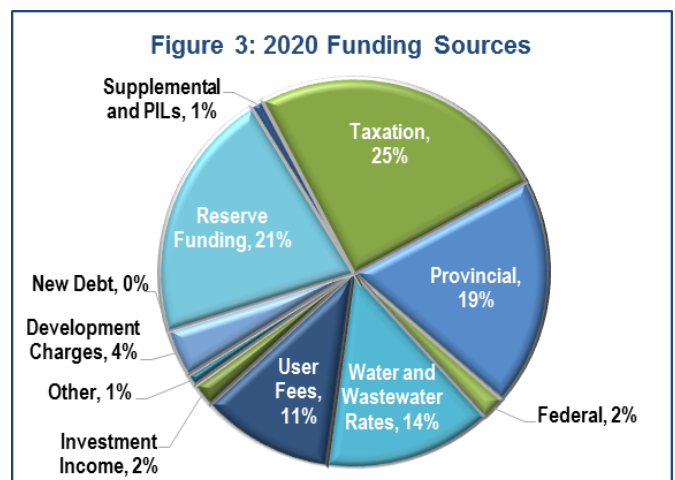
The 2020 budget presents a total gross expenditure budget of \$263.6 million, increase of \$8.6 million from 2019, resulting in a net levy increase for all County services of **5.5%**. The County's budget is divided amount four revenue sources – General Levy, Library Levy, Court Security Levy and Water and Wastewater Rates:

- **General levy** - Total gross expenditure budget of \$189.3 million, increase of \$3.1 million from 2019, resulting in a net levy increase of **5.8%**; and
- **Library levy** - Total gross expenditure budget of \$4.4 million, increase of \$0.1 million from 2019, resulting in a net levy increase of **2.2%**; and
- **Court Security levy** - Total gross expenditure budget of \$49,350, decrease of \$44,543 from 2019, resulting in a net levy decrease of **47.4%**; and
- **Water and wastewater rates** - Total gross expenditure budget of \$69.8 million, increase of \$5.4 million from 2019 (no impact on the levy).

## Funding Sources

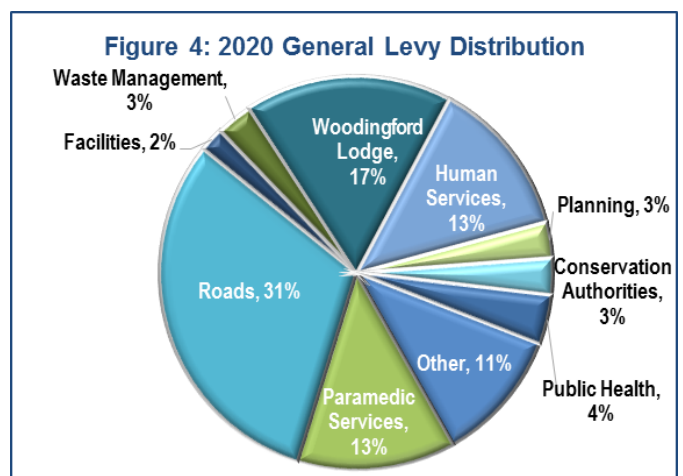
Property taxes remain the County's largest source of revenue.

The County levy (including Library and court security) represents 25% (25%-2019) of the funding sources included in the 2020 budget. Federal and provincial funding represent 2% and 19% respectively (2% and 20%-2019), water and wastewater rates 14% (15%-2019), user fees 11% (11%-2019), reserve funding 21%, new debt 0%, development charges 4% and other 1%.



## Property Tax Requirements

The total requirement from taxation for general purposes in 2020 is \$62.8 million, compared to \$59.4 million in 2019 (For library - \$4.0 million in 2020 and \$3.9 million in 2019 and for court security \$0.05 million in 2020 and \$0.09 million in 2019). This represents an increase of \$3.5 million (\$3.3 million-2019) for general purposes, \$0.1 (\$0.3 million-2019) for libraries and -\$0.04 million (-\$0.01 million-2019) for court security to meet expenditures.



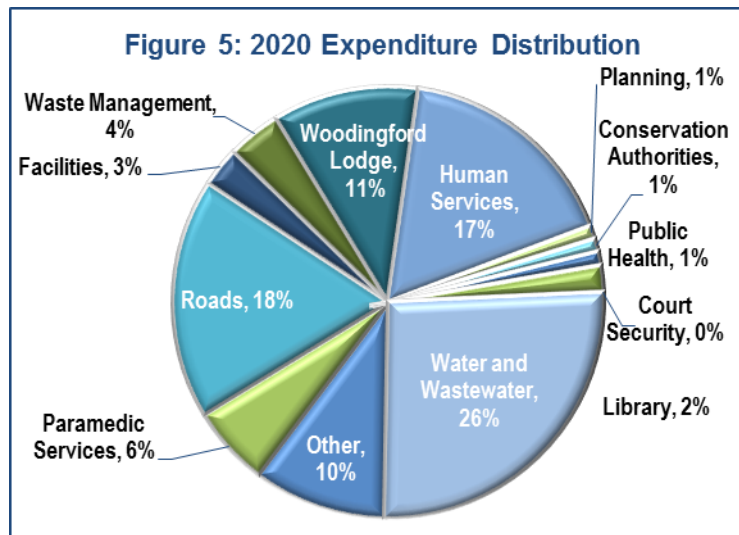
# Budget Highlights

## Comparison to Previous Budgets

The overall budget increased to \$263.6 million in 2020 from \$255.0 million in 2019. The increase of \$8.6 million is due to CAO (-\$0.4 million), Corporate Services (\$0.8 million), General Taxation (\$0.6 million), Conservation Authorities (\$0.1 million); Public Health (\$0.5 million), Public Works operations (\$2.1 million), Water and Wastewater Services (\$5.4 million), Woodingford Lodge operations (\$0.4 million), Human Services (-\$1.0 million), Library (\$0.1 million).

## Departmental Proportion of Budget

Water and wastewater services account for the largest portion of the expenditures at 26%, followed by Roads at 18%, Human Services at 17% and Woodingford Lodge at 11%.

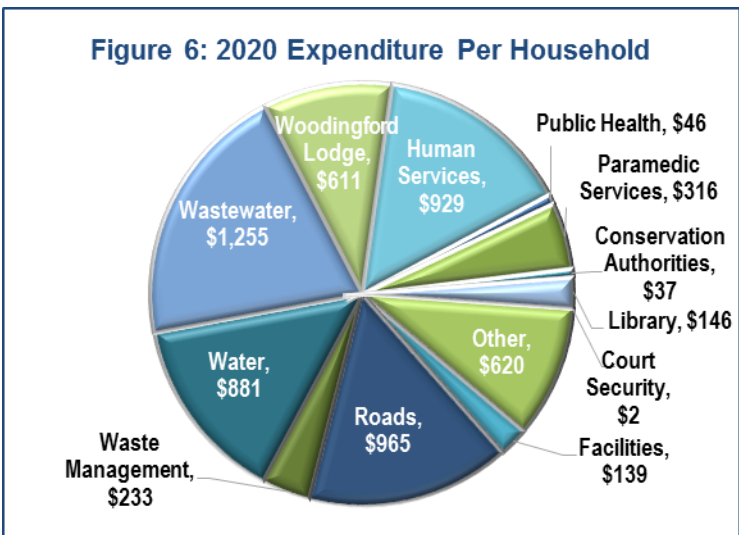


## Expenditures Distribution per Household

General Levy	\$3,896
Library Levy	\$146
Court Security	\$2

For water and wastewater customers, the actual cost per system will vary with the average expenditure per household:

Water	\$881
Wastewater	\$1,255



# Summary and Outlook

## New Initiatives

The 2020 overall levy represents an increase of 5.5% over the 2019 levy, with the base budget to base impact increasing by 1.6%. This increase is represented by one-time items, service level impacts, operating impacts of capital, new initiatives and provincial funding changes.

Budget Impacts	Total	Reserves	Other	Taxation	%
One-time items	\$7,015,300	\$5,996,500	\$ 146,000	\$207,800	0.3%
Service level	2,294,061	1,340,872	445,974	488,726	0.8%
New initiatives	55,635	-	117,000	(61,365)	-0.1%
Operating impacts of capital	588,815	-	163,030	425,785	0.7%
Provincial funding changes	1,569,773	-	190,371	1,379,402	2.2%
<b>Total</b>	<b>11,523,584</b>	<b>7,337,372</b>	<b>1,062,375</b>	<b>2,440,348</b>	<b>3.9%</b>
Approved levy increase over prior year				3,497,042	5.5%
<b>Base Budget increase</b>				<b>\$1,056,694</b>	<b>1.6%</b>

## New Initiatives

The 2020 budget reflects seven new initiatives, representing a total investment of \$55,635 as listed in the following table. Of the \$55,635:

- **(\$61,365)** is savings from taxation; and
- **\$117,000** is funded from other sources.

An overall summary of all the budget impacts can be found on page 59, with the accompanying reports and details regarding the initiative found on the pages indicated below:



# Summary and Outlook

## 2020 New initiatives

#	New Initiative	Description	Investment	Page
1	<b>Snow Plow Route Optimization</b>	To optimize the winter road maintenance routes by equalizing route distances amongst the four road patrol areas and adjusting the limits of patrol area coverage where required. The optimization also affords a more consistent supervision of winter road maintenance activities both during the day and afternoon shifts.	(\$316,519)	113
2	<b>Fleet utilization &amp; rationalization implementation</b>	Implement the findings of the 2019 annual fleet budget review which was revised to include utilization and rationalization criteria. Implementation will result in 26 changes to the corporate fleet (excluding tandem axle snow plows), including the re-assignment of nine (9) assets, replacement of eleven (11) assets and the removal of six (6) assets from the overall corporate fleet. The target implementation will come into effect by February 1, 2020.	(\$48,321)	100
3	<b>Security guard services for Oxford County Administration Building</b>	Implementation of a static, 10 hour/day security guard at the Oxford County Administration Building site. A security guard will provide a visible deterrent and provide professional protection for Oxford County staff and customers.	\$80,000	96
4	<b>SouthwestLynx</b>	Funding for SouthwestLynx related initiatives including but not limited to participating in Community Transportation partnerships participation with neighbouring municipalities operating through Oxford County, as opportunities arise with the implementation of Ontario Community Transportation Grants allocated to Stratford-Perth, Middlesex County, Tillsonburg and Norfolk County	\$175,000	258
5	<b>Social Housing Revitalization Pilot</b>	Pilot program to revitalize the Social Housing townhouse properties located in Woodstock.	\$115,000	161

# Summary and Outlook

## *2020 New initiatives continued*

#	New Initiative	Description	Investment	Page
6	<b>Third party short term income protection benefits adjudication for Woodingford Lodge – Trial</b>	A trial is being recommended so that staff can evaluate the effectiveness of third party adjudication within Woodingford Lodge.	\$16,000	237
7	<b>Webcasting of all open session council meetings</b>	Audio/video recording equipment, license, annual support and service fees necessary to facilitate the webcasting of all open session meetings of Oxford County Council.	\$34,475	196

# Summary and Outlook

## Full-time Equivalent Plan

The overall County's full-time equivalent (FTE) staffing complement is proposed to decrease by 6.9 FTE's in 2020, for a total of 573.6 FTE's.

<b>2019 Approved FTE Plan</b>		<b>580.5</b>
2020 Proposed Changes		
Library	Adjust part-time branch staff hours to reflect 2019 actuals	<b>(0.6)</b>
Woodingford Lodge	Increase coverage for the Family Transition program	<b>0.6</b>
Woodingford Lodge	Reorganization of WFL due to funding changes from the province	<b>(1.2)</b>
Human Services	Reduction of 1.1 FTE Support clerk, 1.0 FTE Program Integrity worker and a 0.4 FTE student position	<b>(2.5)</b>
Transportation Services	Optimization of the snow plow routes - reduction in 2.0 full-time roads operators and 1.2 FTE seasonal equipment operators	<b>(3.2)</b>
2020 Approved budget decrease		<b>(6.9)</b>
<b>Approved 2020 FTE Plan</b>		<b>573.6</b>

Further information of 2020 FTE Plan can be found on page **58**.



# Summary and Outlook

## Property Tax Assessment

The 2020 budget year is the final year of a new four-year reassessment cycle. Property values are assessed using January 1, 2016 market values and those properties that increased in value will see that increase phased-in over four years.

In 2020, the assessment for increasing properties will increase by 25% (100% cumulative increase that started in 2017) of full value of their total assessment. 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 was provided through supplementary report CS 2019-52.

## Investing in Infrastructure

The capital budget has increased by \$4.3 million in 2020. Some notable changes to the capital budget program includes:

- Investment in the asset management systems across the County, to make decisions more informed and efficient. 2020 marks the first year of the three year project expected to cost \$1.7 million.
- An additional \$0.9 million spending for the road network, including a \$0.5 million increase in roads for resurfacing, and planned upgrades for urbanization to County Road 35 (Devonshire Ave).
- Investments in the water and wastewater SCADA system, of almost \$18 million over a 10 year period beginning in 2020, in both replacements and upgrades that centralizes the monitoring and controls of the system.

Additional details on the capital budget program can be found starting on page **18**.

## Challenges

The County of Oxford faced a number of pressures in business planning for 2020. These pressures are not unique to Oxford, but reflective of the social and economic realities also faced by other communities in Ontario. They include:

- **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
  - Additional investment of \$250,000 bringing the annual investment to the Affordable Housing reserve to \$500,000. This dedicated reserve is used to fund affordable housing projects throughout the County.

# Summary and Outlook

## Challenges continued

- **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 2020 budget reflects a \$0.5 million increase for roads resurfacing as a measure to ensure the standards 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 2021. To meet the regulation, cross-functional teams and workplans spanning across Oxford County municipalities is required.
  - 2020 budget includes the first 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.
- **Waste Management Services** Decreasing recycling revenues, higher processing costs and the addition of the bulk item depot in Woodstock is adding upward pressure to the cost of the Waste Management service.
  - Continue to monitor the decline in the recycling market revenues, and assess the impact on overall levy.
  - The 2020 business plan sets forth a plan to review the long term financial sustainability of the bag tag program.
- **Provincial Funding** The first budget of the new provincial government set forth a number of changes that affected the County's budget. These changes affect the provincial funding in Public Health, Paramedics Services and Child Care. The effects of these changes total \$1,375,402 or 2.3% of the 2020 overall levy increase.
  - Continue to monitor and report on these impacts as more details are released. Funding changes to the cost shared portion between the province and the municipalities, means that municipalities will need to bear a greater portion of these costs or services will need to be cut.

# Summary and Outlook

## Challenges continued

- **Sustainability plan** In 2015 County Council engaged the community of Oxford to develop a plan to recognize the importance of meeting the community's needs today without compromising the future. The plan is premised on a vision that encompasses vibrancy, prosperity and responsibility with a simple mission to "achieve community sustainability throughout Oxford" with emphasis on the three pillars of a community – community, economy and environment. This initiative was a priority identified by Council in the Strategic Plan (2015 – 2018) - ***A County that Thinks Ahead and Wisely Shapes the Future*** - Demonstrated commitment to sustainability by supporting the community implementation of the *Community Sustainability Plan* in response to the continued challenges and financial pressures in society and our economy.
  - Previous provincial funding sources and grant programs have ended, additional funding sources need to be found to continue moving these initiative forward.

## Summary and outlook

In summary, the 2020 business plans and budget prepared on the basis of the County's Strategic Plan (2015 – 2018) represent a responsible budget given the challenges faced in the upcoming year with a year over year increase in the overall base budget of 1.6%. Council will update the Strategic Plan in early 2020 which will form the basis of the next three year's budgets. In addition to the base budget increase there are seven new initiatives in the budget that contribute to the overall levy increase of 5.8%. 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 2020 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**





# 2020 Capital Budget Summary



# Capital Budget Highlights

## Capital Expenses

Capital expenses total \$58.3 million in 2020 (\$51.0 million–2019) representing a 14.3% increase (2.5% decrease–2019). The 2020 capital expenses include \$7.9 million in carry forward<sup>1</sup> projects. Of the capital projects included in the 2020 budget 26.3% represent road network projects, 10.2% bridges and culverts, 47.6% water and wastewater projects, 6.1% fleet and major equipment, 2.1% Social Housing Facilities, 6.1% other facilities and 1.6% furnishings and minor capital.

## 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 2020 Capital Plan can be found on page 33.

**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.

**Reserve** 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** Development charges are used to fund growth related capital expenditures. Development charge revenues are recovered in accordance with the County's development charge by-law.

**Grants** Funds received from the provincial or federal government to fund capital projects. The 2020 capital budget includes \$3.4 million in Federal Gas Tax and \$2.2 million from the Ontario Community Infrastructure Fund (OCIF).

**Debentures** A form of unsecured debt financing utilized by the municipality with debt repayments being funded through annual taxation.

**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.

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

# Capital Budget Highlights

## Capital Projects – Tax Supported

Of the \$25.3 million in tax supported capital projects (new request) included in the 2020 budget 5.8% represent non infrastructure solutions, 34.5% replacement projects, 43.5% renewal projects, 16.1% expansion projects and 0.1% representing combined replacement/expansion projects. Notable capital projects in the 2020 budget include:

Project Description	Asset Activity	Carry Forward <sup>1</sup> \$	New Request \$	Total 2020 \$
<b>General (page 78)</b>				
Asset Management Systems Implementation <sup>2</sup>	Non-infrastructure solutions	-	595,000	595,000
<b>Paramedic Services (page 251)</b>				
Vehicles and equipment	Replacement	-	615,190	615,190
<b>Information Technology (page 189)</b>				
Computer Equipment <sup>2</sup>	Replacement	-	447,050	447,050
<b>Woodingford Lodge (page 169)</b>				
Equipment and Furnishings	Replacement	-	396,133	396,133
<b>Property Management (page 79)</b>				
Renewable Energy Projects	Expansion	142,000	800,000	942,000
410 Buller Street, Roofing and Windows	Replacement	-	700,000	700,000
Housing / Shelter Building	Renewal	-	1,214,200	1,214,200
Woodingford Lodge - Buildings	Renewal	250,000	261,700	511,700
<b>Transportation Services (page 80)</b>				
Various County Road Improvements	Various	2,872,000	12,457,000	15,329,000
Bridge and Culvert Rehabilitation / Replacement	Renewal	1,335,000	4,529,000	5,864,000
<b>Fleet Management (page 86)</b>				
Vehicles <sup>2</sup>	Replacement	-	1,685,000	1,685,000

Details on the funding of these capital projects, along with the 10 year capital plan can be found starting on page 33. The capital projects are described in the department's business plan indicated above.

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

<sup>2</sup> Tax and rate supported project

# Capital Budget Highlights

## Capital Projects – Rate Supported

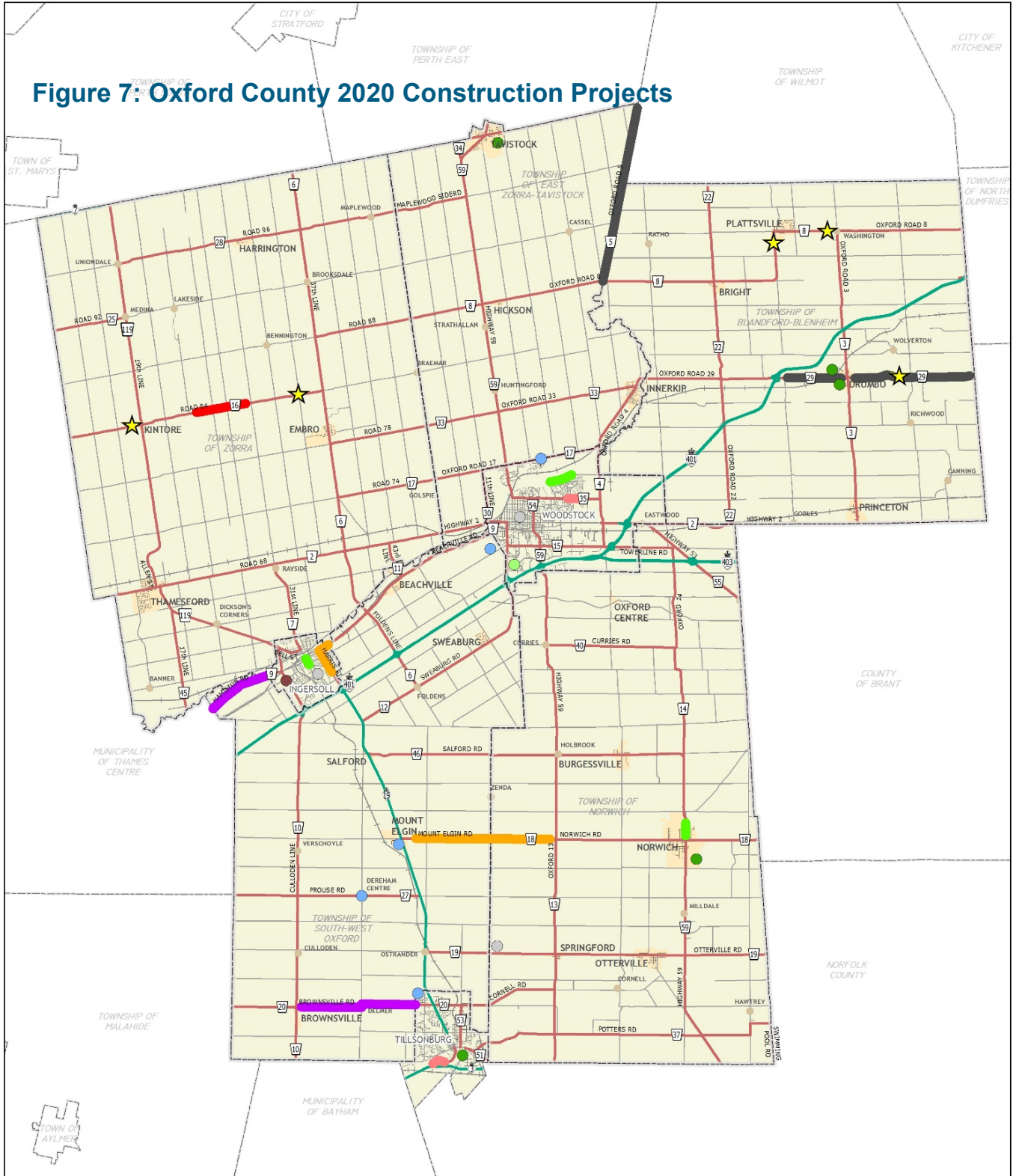
Of the \$25.2 million in rate supported capital projects (new request) included in the 2020 budget 3.4% represent non infrastructure solutions, 32.2% replacement projects, 3.8% renewal projects, 3.9% maintenance projects, 49.6% expansion projects and 7.1% representing combined replacement/expansion projects. Notable capital projects in the 2020 budget include:

Project Description	Asset Activity	Carry Forward \$ <sup>1</sup>	New Request \$	Total 2020 \$
<b>Property Management (page 78)</b>				
Various Water Facilities	Replacement	-	226,500	226,500
Various Wastewater Facilities	Replacement	-	234,000	234,000
<b>Water and Wastewater Combined Projects (page 85)</b>				
SCADA Master Plan	Replacement / Expansion	196,000	1,776,000	1,972,000
Groundwater Model	Non-infrastructure solutions	40,000	240,000	280,000
<b>Wastewater (page 83)</b>				
Woodstock Wastewater, Jack Poole Trunk Sewer	Expansion	50,000	2,500,000	2,550,000
Tillsonburg Wastewater, WWTP Upgrade	Expansion	295,000	4,605,000	4,900,000
Tavistock Wastewater, Aeration Upgrade	Renewal	-	575,000	575,000
Tavistock Wastewater, Biosolids Clean-out	Maintenance	-	625,000	625,000
Drumbo Wastewater, WWTP Expansion	Expansion	220,000	3,000,000	3,220,000
<b>Water (page 84)</b>				
Township Distribution Replacements	Replacement	90,000	340,000	430,000
Tavistock – Well 4	Non-infrastructure solutions	99,000	125,000	224,000
Township Water, Mount Elgin Graydon Well Construction	Expansion	603,000	1,897,000	2,500,000
General Operating Equipment	Replacement	-	285,000	285,000

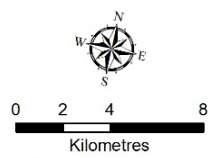
Details on the funding of these capital projects, along with the 10 year capital plan can be found starting on page 33. The capital projects are described in the department's business plan indicated above.

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

# Figure 7: Oxford County 2020 Construction Projects



- Rural Cluster
- ★ Bridge/Culvert Work
- ▬ Road Resurfacing
- + Village
- Facility Upgrades
- ▬ Culvert Replacements, Cold In Place Recycling & Hot Mix Asphalt
- Municipal Boundary
- Renewable Energy Project
- ▬ Road Reconstruction
- ▬ Municipal Road
- Wastewater
- ▬ Watermain Work
- ▬ County Road
- Water Facility Upgrades
- ▬ Culvert Replacements
- ▬ Provincial Road
- Intersection Work
- ▬ Sanitary Sewer Work
- ▬ Storm Sewer Work / Road Work



## Asset Management Funding Requirements

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 (2021 for Core Assets and 2023 for non-core Assets).

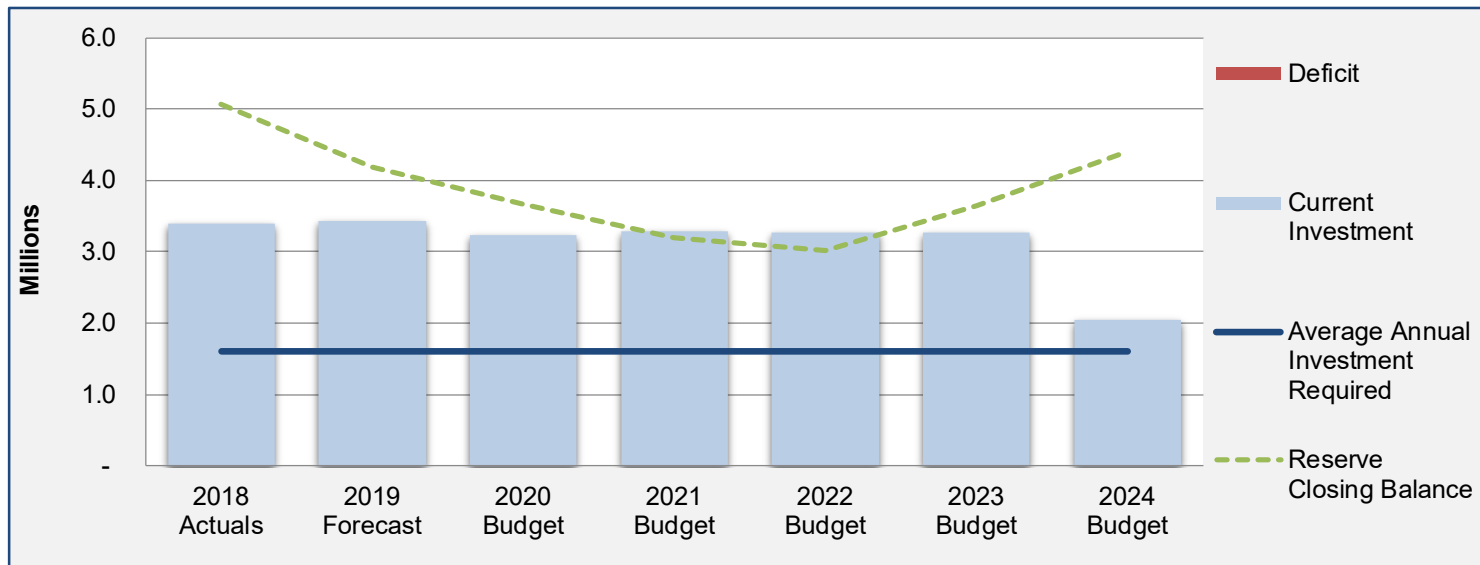
The following tables link the annual capital funding to the capital investments contained in the budget. The timing of the actual capital projects may vary, however annual investments in capital assets is important for financial sustainability. Reserve balances are reviewed annually.



## Asset Management Funding Requirements

### Facilities: Corporate

	2018 Actuals	2019 Forecast	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Debt P&I <sup>1,3</sup>	2,368,383	2,298,509	2,226,257	2,153,529	2,081,825	1,997,296	378,253
Reserve Interest	99,904	106,337	91,767	80,625	73,455	78,880	95,432
Capital Contribution	663,896	757,782	897,454	1,023,474	1,088,191	1,159,221	1,533,696
Facilities Operating Surplus	184,427	261,330	11,101	25,583	26,833	37,048	41,748
County Surplus	77,718	-	-	-	-	-	-
<b>Current Investment</b>	<b>3,394,328</b>	<b>3,423,959</b>	<b>3,226,580</b>	<b>3,283,211</b>	<b>3,270,304</b>	<b>3,272,445</b>	<b>2,049,129</b>
<b>Average Annual Investment Required</b>	<b>1,600,000</b>	<b>1,600,000</b>	<b>1,600,000</b>	<b>1,600,000</b>	<b>1,600,000</b>	<b>1,600,000</b>	<b>1,600,000</b>
<b>Deficit</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Surplus</b>	<b>1,794,328</b>	<b>1,823,959</b>	<b>1,626,580</b>	<b>1,683,211</b>	<b>1,670,304</b>	<b>1,672,445</b>	<b>449,129</b>
<b>Reserve Closing Balance</b>	<b>5,061,839</b>	<b>4,191,220</b>	<b>3,671,111</b>	<b>3,188,848</b>	<b>3,015,827</b>	<b>3,644,976</b>	<b>4,408,352</b>

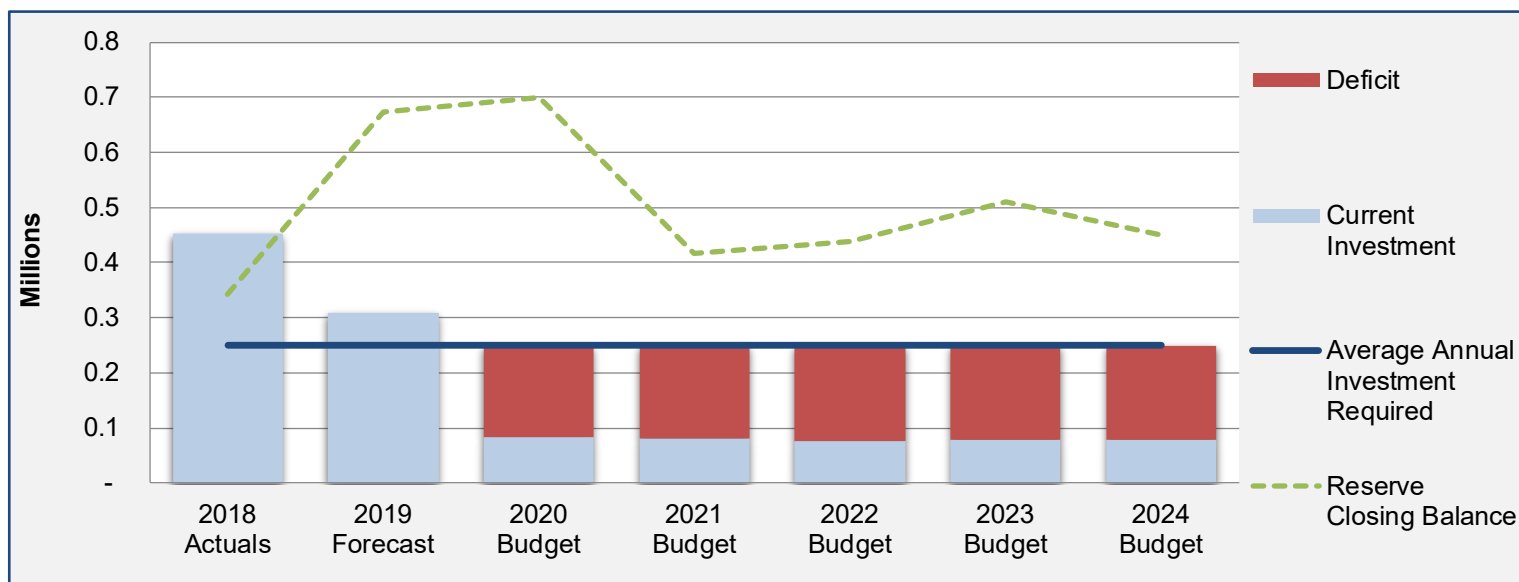


- 1 Net of development charge revenues related to debt payments
- 2 Including earned interest
- 3 Net of provincial funding related to debt repayments

## Asset Management Funding Requirements

### Facilities: Library

	2018 Actuals	2019 Forecast	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Debenture P&I <sup>1</sup>	84,590	79,392	-	-	-	-	-
Reserve Interest	4,245	11,720	15,940	13,008	10,034	11,109	11,250
Capital Contribution	67,000	67,000	67,000	67,000	67,000	67,000	67,000
Operating Surplus	295,972	150,498	-	-	-	-	-
<b>Current Investment</b>	<b>451,807</b>	<b>308,610</b>	<b>82,940</b>	<b>80,008</b>	<b>77,034</b>	<b>78,109</b>	<b>78,250</b>
<b>Average Annual Investment Required</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>
Deficit	-	-	167,060	169,992	172,966	171,891	171,750
Surplus	201,807	58,610	-	-	-	-	-
Reserve Closing Balance	342,391	673,992	699,111	416,119	437,553	510,662	449,912



<sup>1</sup> Net of development charge revenues related to debt payments

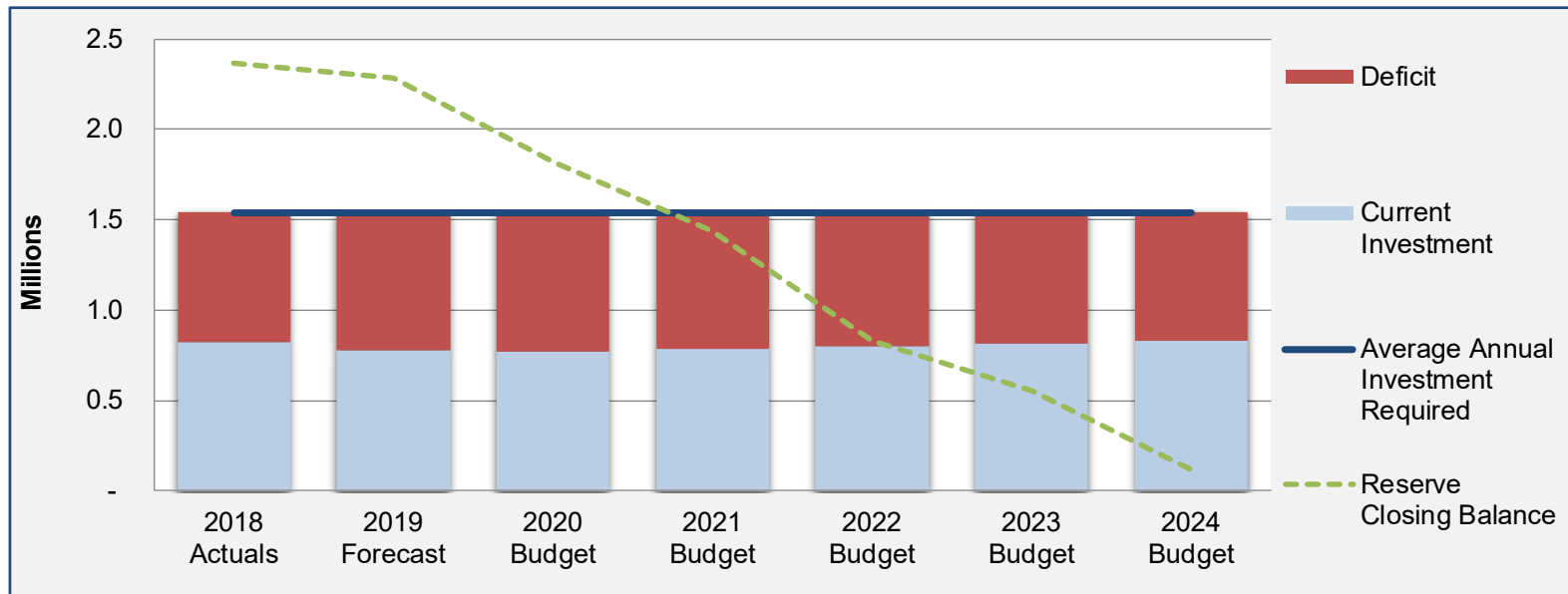
<sup>2</sup> Including earned interest

<sup>3</sup> Net of provincial funding related to debt repayments

## Asset Management Funding Requirements

### Facilities: Social Housing

	2018 Actuals	2019 Forecast	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Reserve Interest	43,460	52,827	46,567	37,005	25,837	15,725	7,632
Capital Contribution	700,000	725,000	725,000	750,000	775,000	800,000	825,000
County Surplus	77,718	-	-	-	-	-	-
<b>Current Investment</b>	<b>821,178</b>	<b>777,827</b>	<b>771,567</b>	<b>787,005</b>	<b>800,837</b>	<b>815,725</b>	<b>832,632</b>
<b>Average Annual Investment Required</b>	<b>1,540,000</b>	<b>1,540,000</b>	<b>1,540,000</b>	<b>1,540,000</b>	<b>1,540,000</b>	<b>1,540,000</b>	<b>1,540,000</b>
Deficit	718,822	762,173	768,433	752,995	739,163	724,275	707,368
Surplus	-	-	-	-	-	-	-
Reserve Closing Balance	2,366,541	2,279,968	1,815,925	1,438,930	833,567	549,592	121,724

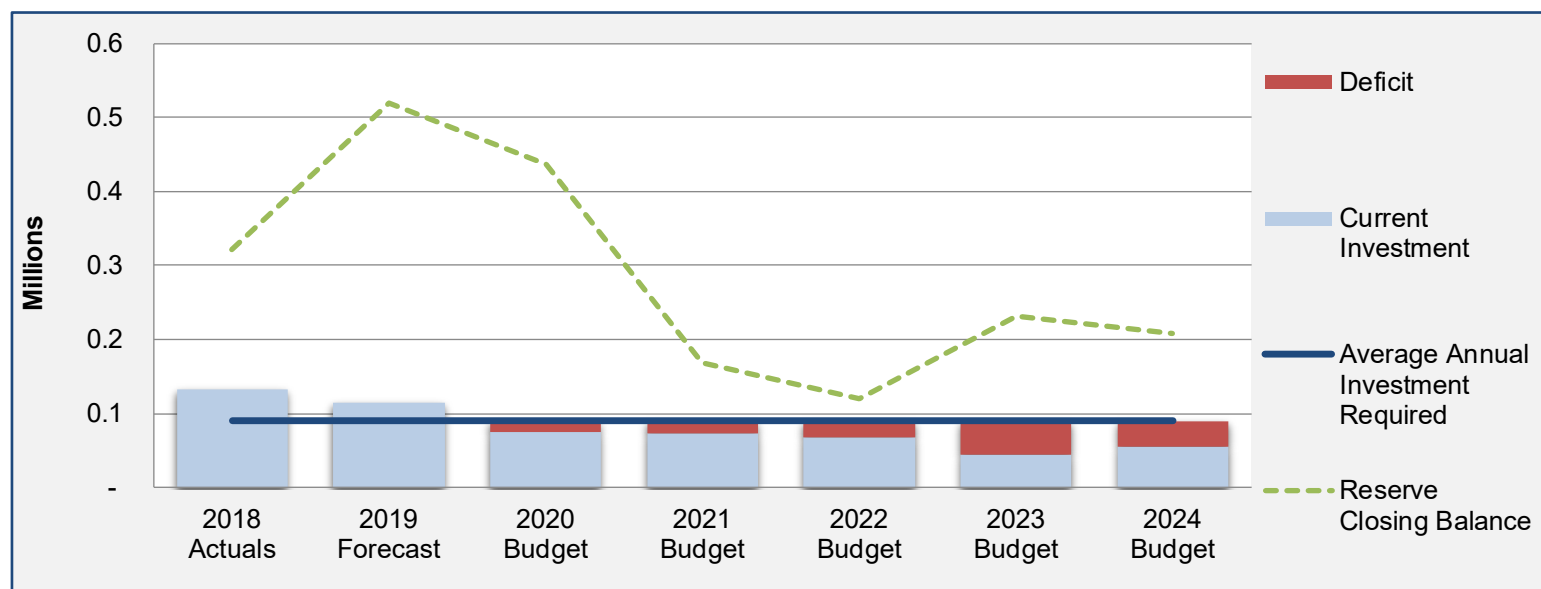


- 1 Net of development charge revenues related to debt payments
- 2 Including earned interest
- 3 Net of provincial funding related to debt repayments

## Asset Management Funding Requirements

### Facilities: Paramedic Services

	2018 Actuals	2019 Forecast	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Debt P&I <sup>1,3</sup>	126,477	98,210	27,087	26,208	25,339	-	-
Reserve Interest	6,171	7,279	8,584	6,862	3,269	3,997	5,006
Capital Contribution	43	9,621	40,000	40,000	40,000	40,000	50,000
<b>Current Investment</b>	<b>132,691</b>	<b>115,110</b>	<b>75,671</b>	<b>73,070</b>	<b>68,608</b>	<b>43,997</b>	<b>55,006</b>
<b>Average Annual Investment Required</b>	<b>90,000</b>	<b>90,000</b>	<b>90,000</b>	<b>90,000</b>	<b>90,000</b>	<b>90,000</b>	<b>90,000</b>
<b>Deficit</b>	<b>-</b>	<b>-</b>	<b>14,329</b>	<b>16,930</b>	<b>21,392</b>	<b>46,003</b>	<b>34,994</b>
<b>Surplus</b>	<b>42,691</b>	<b>25,110</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Reserve Closing Balance</b>	<b>320,879</b>	<b>519,359</b>	<b>435,693</b>	<b>167,871</b>	<b>119,640</b>	<b>231,900</b>	<b>208,406</b>



1 Net of development charge revenues related to debt payments

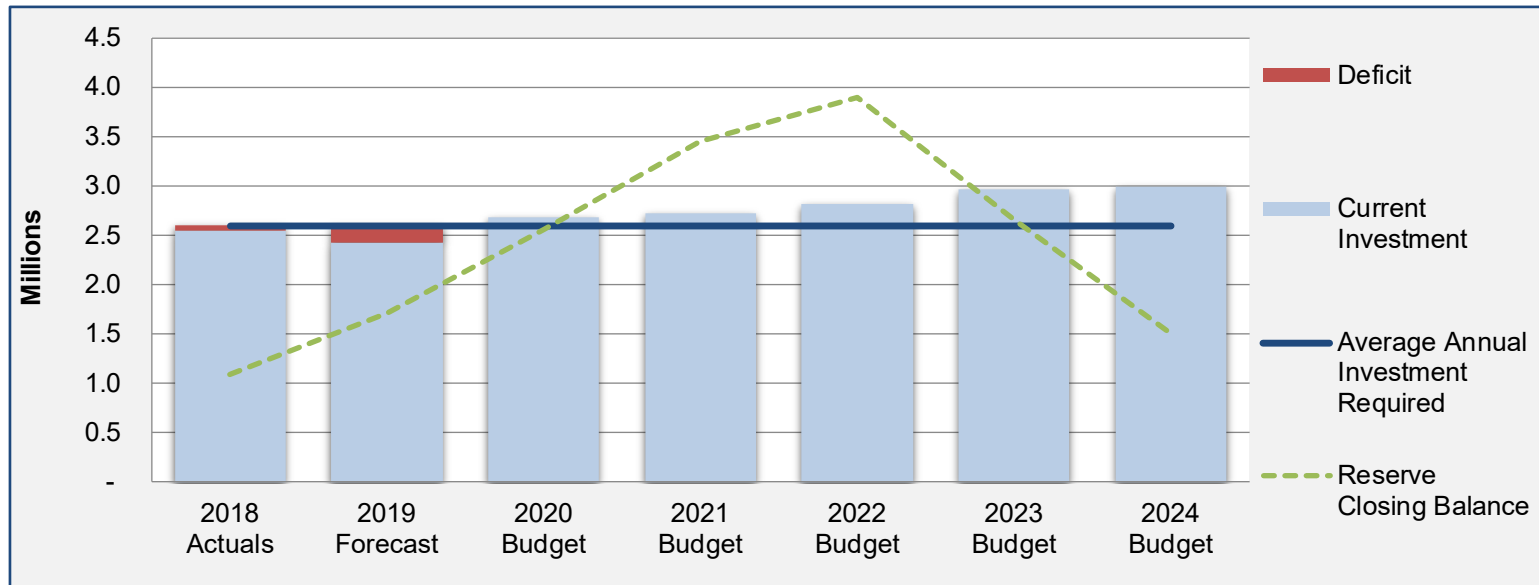
2 Including earned interest

3 Net of provincial funding related to debt repayments

## Asset Management Funding Requirements

### Fleet & Equipment *(excludes IT equipment and WFL Equipment)*

	2018 Actuals	2019 Forecast	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Reserve Interest	20,106	31,866	48,556	68,416	83,629	74,522	47,318
Taxation/Rates	2,526,377	2,396,185	2,632,263	2,658,506	2,736,463	2,888,819	2,938,928
<b>Current Investment</b>	<b>2,546,483</b>	<b>2,428,051</b>	<b>2,680,819</b>	<b>2,726,922</b>	<b>2,820,092</b>	<b>2,963,341</b>	<b>2,986,246</b>
Average Annual Investment Required	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000
Deficit	53,517	171,949	-	-	-	-	-
Surplus	-	-	80,819	126,922	220,092	363,341	386,246
Reserve Closing Balance	1,094,739	1,708,118	2,562,747	3,454,884	3,900,852	2,653,868	1,508,039

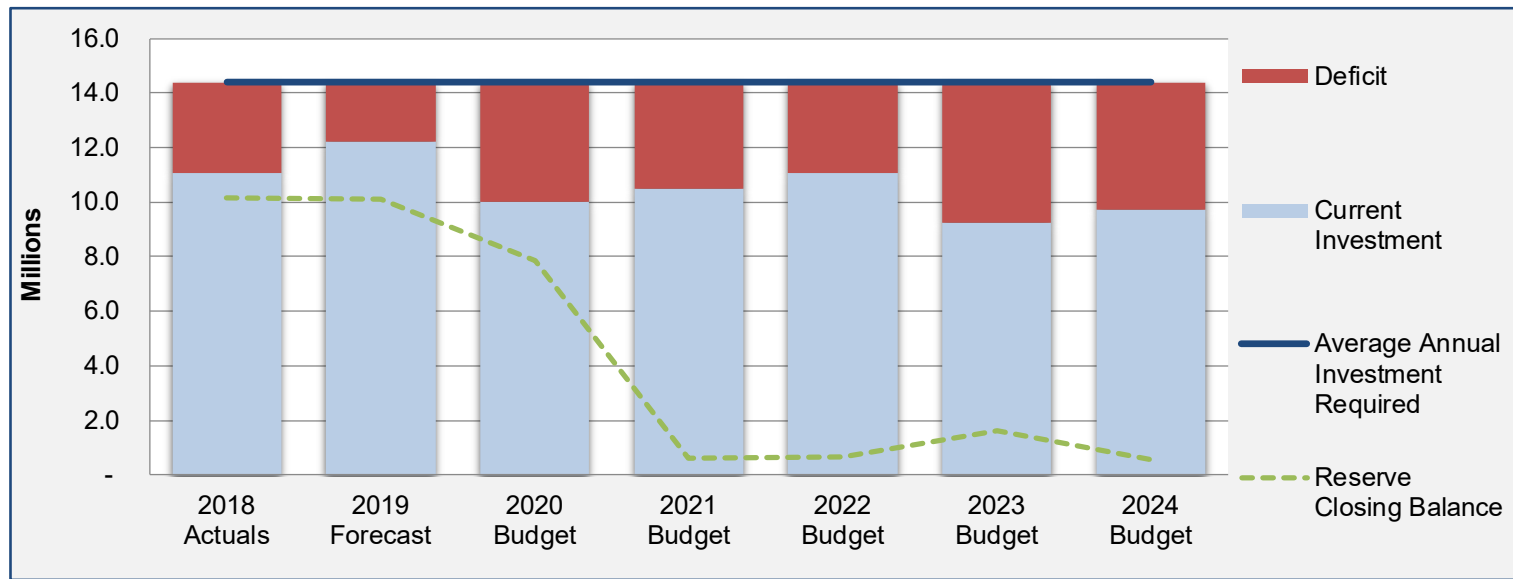


- 1 Net of development charge revenues related to debt payments
- 2 Including earned interest
- 3 Net of provincial funding related to debt repayments



## Asset Management Funding Requirements

Road Network	Road Facilities and Stormwater						
	2018 Actuals	2019 Forecast	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Gas Tax Grant <sup>2</sup>	3,368,019	4,703,136	2,050,000	2,100,000	2,300,000	-	-
Debenture P&I	207,769	204,186	200,651	197,019	193,434	151,108	147,536
Reserve Interest	149,836	229,812	204,329	96,646	14,966	26,276	25,213
Capital Contribution	6,574,000	7,074,000	7,574,000	8,074,000	8,574,000	9,074,000	9,574,000
County Surplus	777,178	-	-	-	-	-	-
<b>Current Investment</b>	<b>11,076,802</b>	<b>12,211,134</b>	<b>10,028,980</b>	<b>10,467,665</b>	<b>11,082,400</b>	<b>9,251,384</b>	<b>9,746,749</b>
<b>Average Annual Investment Required</b>	<b>14,390,000</b>	<b>14,390,000</b>	<b>14,390,000</b>	<b>14,390,000</b>	<b>14,390,000</b>	<b>14,390,000</b>	<b>14,390,000</b>
<b>Deficit</b>	<b>3,313,198</b>	<b>2,178,866</b>	<b>4,361,020</b>	<b>3,922,335</b>	<b>3,307,600</b>	<b>5,138,616</b>	<b>4,643,251</b>
Surplus	-	-	-	-	-	-	-
<b>Reserve Closing Balance</b>	<b>10,154,936</b>	<b>10,107,457</b>	<b>7,864,638</b>	<b>635,965</b>	<b>680,431</b>	<b>1,630,707</b>	<b>586,920</b>

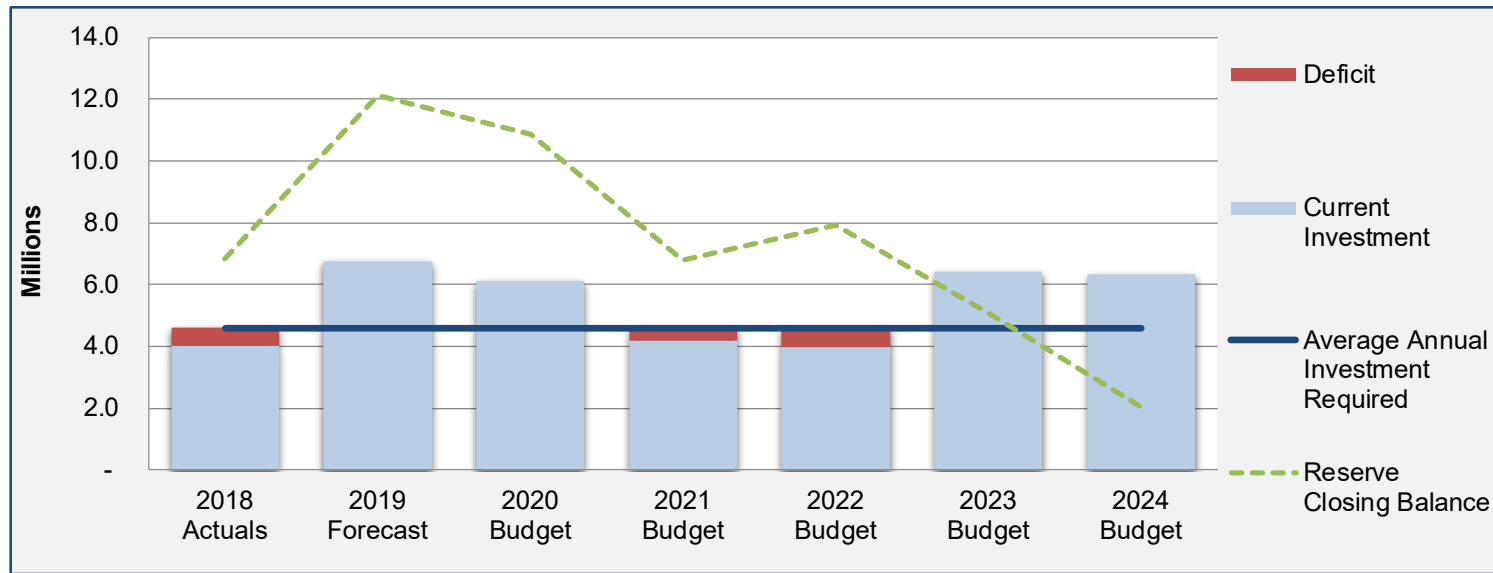


- 1 Net of development charge revenues related to debt payments
- 2 Including earned interest
- 3 Net of provincial funding related to debt repayments

## Asset Management Funding Requirements

### Bridges and Culverts

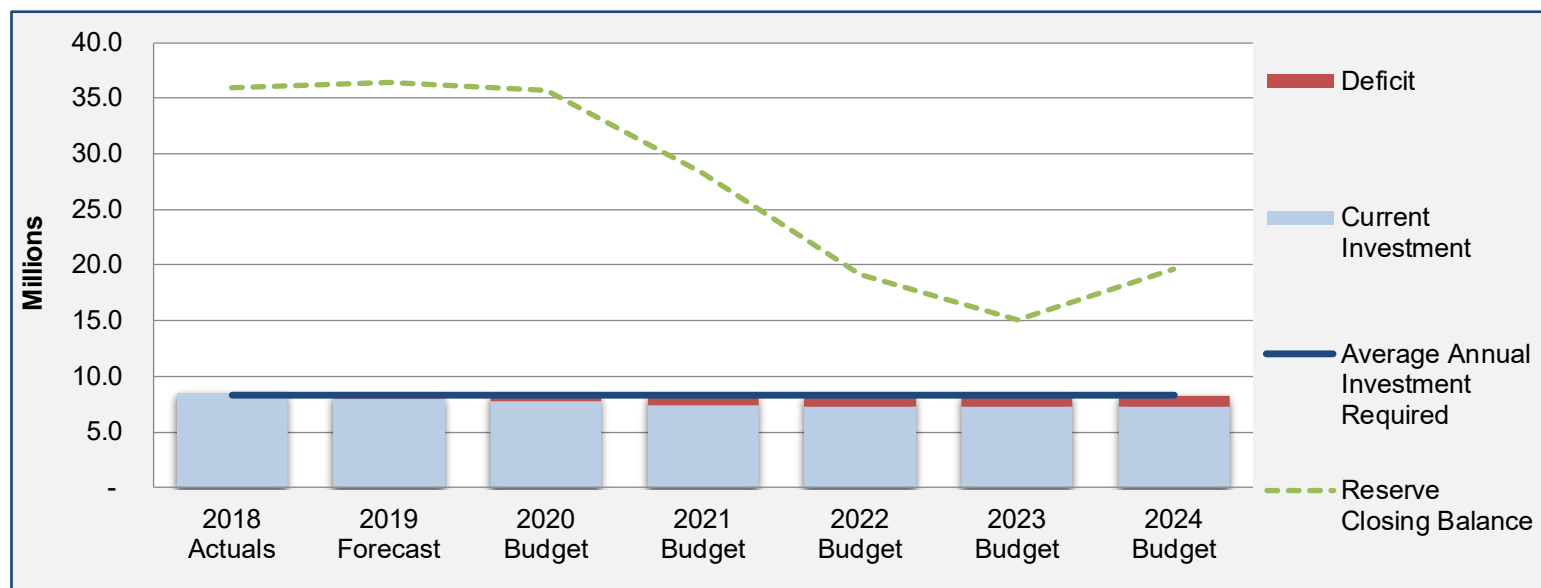
		2018	2019	2020	2021	2022	2023	2024
		Actuals	Forecast	Budget	Budget	Budget	Budget	Budget
OCIF Grant	<sup>2</sup>	1,377,185	2,153,250	2,240,855	1,415	-	-	-
Gas Tax Grant	<sup>2</sup>	-	2,130,570	1,380,507	1,443,861	1,217,270	3,669,995	3,669,305
Reserve Interest		106,827	167,858	202,969	202,100	196,482	176,966	111,002
Capital Contribution		2,300,000	2,300,000	2,300,000	2,550,000	2,550,000	2,550,000	2,550,000
County Surplus		233,154	-	-	-	-	-	-
<b>Current Investment</b>		<b>4,017,166</b>	<b>6,751,678</b>	<b>6,124,331</b>	<b>4,197,376</b>	<b>3,963,752</b>	<b>6,396,961</b>	<b>6,330,307</b>
<b>Average Annual Investment Required</b>		<b>4,600,000</b>	<b>4,600,000</b>	<b>4,600,000</b>	<b>4,600,000</b>	<b>4,600,000</b>	<b>4,600,000</b>	<b>4,600,000</b>
<b>Deficit</b>		<b>582,834</b>	<b>-</b>	<b>-</b>	<b>402,624</b>	<b>636,248</b>	<b>-</b>	<b>-</b>
<b>Surplus</b>		<b>-</b>	<b>2,151,678</b>	<b>1,524,331</b>	<b>-</b>	<b>-</b>	<b>1,796,961</b>	<b>1,730,307</b>
<b>Reserve Closing Balance</b>		<b>6,830,402</b>	<b>12,120,381</b>	<b>10,875,854</b>	<b>6,794,699</b>	<b>7,918,451</b>	<b>5,065,412</b>	<b>2,055,719</b>



- 1 Net of development charge revenues related to debt payments
- 2 Including earned interest
- 3 Net of provincial funding related to debt repayments

## Asset Management Funding Requirements

<b>Water</b>							
	2018	2019	2020	2021	2022	2023	2024
	Actuals	Forecast	Budget	Budget	Budget	Budget	Budget
Debenture P&I	<sup>1</sup> 399,017	389,416	380,178	370,213	360,611	351,010	309,927
Reserve Interest	659,801	822,975	819,732	726,683	538,306	388,897	399,285
Capital Contribution	5,562,196	6,353,782	6,577,068	6,278,716	6,418,427	6,566,062	6,580,639
Operating Surplus	1,818,497	461,606	-	-	-	-	-
<b>Current Investment</b>	<b>8,439,512</b>	<b>8,027,779</b>	<b>7,776,978</b>	<b>7,375,612</b>	<b>7,317,344</b>	<b>7,305,969</b>	<b>7,289,851</b>
<b>Average Annual Investment Required</b>	<b>8,275,000</b>	<b>8,275,000</b>	<b>8,275,000</b>	<b>8,275,000</b>	<b>8,275,000</b>	<b>8,275,000</b>	<b>8,275,000</b>
<b>Deficit</b>	<b>-</b>	<b>247,221</b>	<b>498,022</b>	<b>899,388</b>	<b>957,656</b>	<b>969,031</b>	<b>985,149</b>
<b>Surplus</b>	<b>164,512</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Reserve Closing Balance</b>	<b>35,989,991</b>	<b>36,396,014</b>	<b>35,696,094</b>	<b>28,216,865</b>	<b>19,154,897</b>	<b>15,104,815</b>	<b>19,620,171</b>



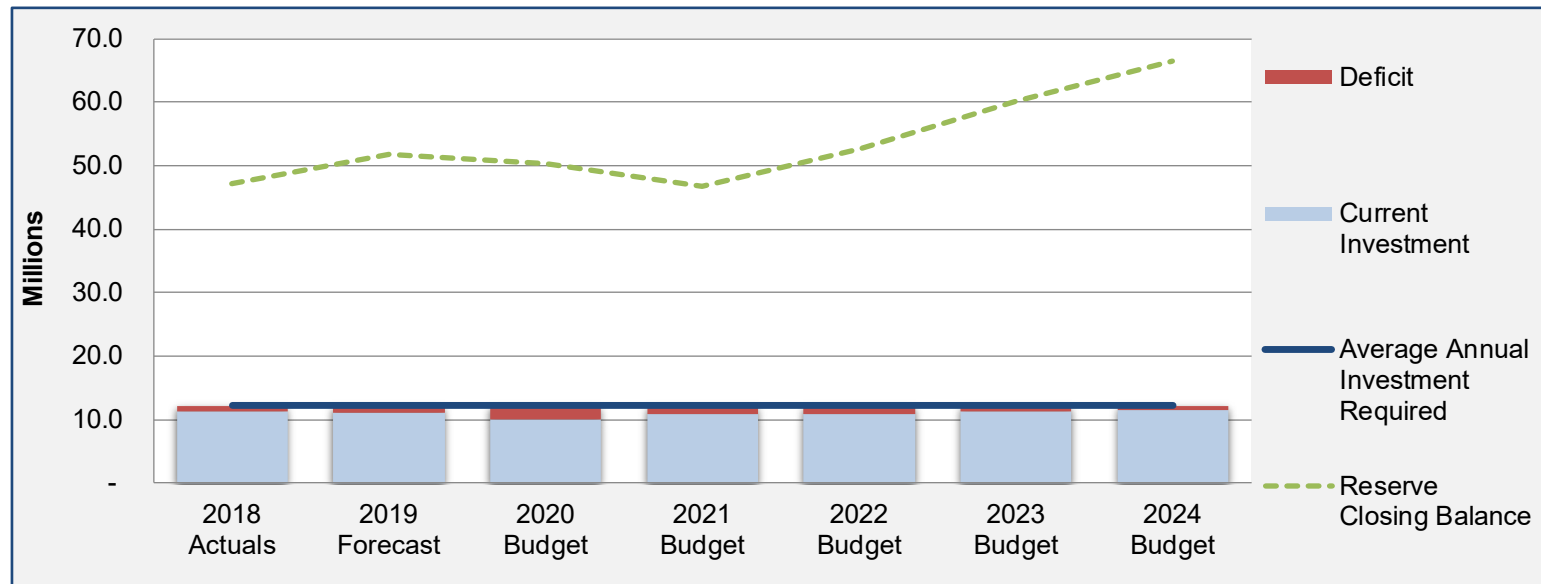
<sup>1</sup> Net of development charge revenues related to debt payments

<sup>2</sup> Including earned interest

<sup>3</sup> Net of provincial funding related to debt repayments

## Asset Management Funding Requirements

<b>Wastewater</b>								
	2018	2019	2020	2021	2022	2023	2024	
	Actuals	Forecast	Budget	Budget	Budget	Budget	Budget	Budget
Debenture P&I	<sup>1</sup> 1,026,648	1,450,470	1,384,236	1,376,284	1,339,617	1,308,252	1,277,934	
Reserve Interest	849,161	1,125,580	1,162,262	1,104,047	1,129,309	1,280,570	1,441,509	
Capital Contribution	7,808,539	6,288,898	7,532,424	8,477,190	8,346,504	8,685,775	8,817,288	
Operating Surplus	1,703,020	2,228,150	-	-	-	-	-	
<b>Current Investment</b>	<b>11,387,368</b>	<b>11,093,098</b>	<b>10,078,922</b>	<b>10,957,521</b>	<b>10,815,430</b>	<b>11,274,597</b>	<b>11,536,731</b>	
<b>Average Annual Investment Required</b>	<b>12,220,000</b>	<b>12,220,000</b>	<b>12,220,000</b>	<b>12,220,000</b>	<b>12,220,000</b>	<b>12,220,000</b>	<b>12,220,000</b>	
<b>Deficit</b>	<b>832,632</b>	<b>1,126,903</b>	<b>2,141,078</b>	<b>1,262,479</b>	<b>1,404,570</b>	<b>945,403</b>	<b>683,269</b>	
Surplus	-	-	-	-	-	-	-	
<b>Reserve Closing Balance</b>	<b>47,150,638</b>	<b>51,851,493</b>	<b>50,369,402</b>	<b>46,735,899</b>	<b>52,617,070</b>	<b>60,067,504</b>	<b>66,401,487</b>	



1 Net of development charge revenues related to debt payments

2 Including earned interest

3 Net of provincial funding related to debt repayments

## 2020 CAPITAL PLAN BUDGET

DESCRIPTION	CARRY FORWARD BUDGET (2)	NEW REQUESTED BUDGET (3)	2020 CAPITAL BUDGET	UNFINANCED CAPITAL (1)	2020 FINANCED CAPITAL	TAXATION	WWW RATES & RESERVES	RESERVES	DEVELOPMEN CHARGES	GAS TAX/ GRANTS	DEBENTURES	OTHER SOURCES
<b>MINOR CAPITAL</b>												
MINOR CAPITAL												
FURNITURE AND FURNISHINGS												
982160 FACILITIES FURNISHINGS	-	49,000	49,000	-	49,000	49,000	-	-	-	-	-	-
983960 WOODINGFORD LODGE FURNISHINGS	-	250,138	250,138	-	250,138	4,000	-	246,138	-	-	-	-
<b>TOTAL FURNITURE AND FURNISHINGS</b>	-	299,138	299,138	-	299,138	53,000	-	246,138	-	-	-	-
TRAILS												
900027 CORRIDOR FENCING	-	50,000	50,000	-	50,000	-	-	50,000	-	-	-	-
<b>TOTAL TRAILS</b>	-	50,000	50,000	-	50,000	-	-	50,000	-	-	-	-
GENERAL CAPITAL												
900050 ASSET MGMT SYSTEMS ENHANCEMENT	-	595,000	595,000	-	595,000	-	300,594	294,406	-	-	-	-
<b>TOTAL GENERAL CAPITAL</b>	-	595,000	595,000	-	595,000	-	300,594	294,406	-	-	-	-
<b>TOTAL MINOR CAPITAL</b>	-	944,138	944,138	-	944,138	53,000	300,594	590,544	-	-	-	-
<b>TOTAL MINOR CAPITAL</b>	-	944,138	944,138	-	944,138	53,000	300,594	590,544	-	-	-	-
<b>FLEET &amp; MAJOR EQUIPMENT</b>												
FLEET & MAJOR EQUIPMENT												
FLEET & MAJOR EQUIPMENT												
981230 COMPUTER EQUIPMENT	-	487,350	487,350	-	487,350	31,400	13,900	442,050	-	-	-	-
982200 FLEET VEHICLES	-	1,685,000	1,685,000	-	1,685,000	-	-	1,685,000	-	-	-	-
982550 WASTEWATER GENERAL OP EQUIPMENT	-	285,000	285,000	-	285,000	-	285,000	-	-	-	-	-
982650 WATER GENERAL OP EQUIPMENT	-	285,000	285,000	-	285,000	-	285,000	-	-	-	-	-
982950 GENERAL EQUIPMENT	-	61,500	61,500	-	61,500	57,500	-	4,000	-	-	-	-
983950 WOODINGFORD LODGE EQUIPMENT	-	145,995	145,995	-	145,995	-	-	145,995	-	-	-	-
985120 EMERGENCY SERVICES FLEET	-	516,000	516,000	-	516,000	-	-	516,000	-	-	-	-
985150 EMERGENCY SERVICES EQUIPMENT	-	99,190	99,190	-	99,190	-	-	99,190	-	-	-	-
<b>TOTAL FLEET &amp; MAJOR EQUIPMENT</b>	-	3,565,035	3,565,035	-	3,565,035	88,900	583,900	2,892,235	-	-	-	-
<b>TOTAL FLEET &amp; MAJOR EQUIPMENT</b>	-	3,565,035	3,565,035	-	3,565,035	88,900	583,900	2,892,235	-	-	-	-
<b>TOTAL FLEET &amp; MAJOR EQUIPMENT</b>	-	3,565,035	3,565,035	-	3,565,035	88,900	583,900	2,892,235	-	-	-	-
<b>SOCIAL HOUSING &amp; CORPORATE FACILITIES</b>												
SOCIAL HOUSING & CORPORATE FACILITIES												
GREEN INITIATIVES												
911006 GREEN INITIATIVES FACILITIES	-	95,000	95,000	-	95,000	-	-	95,000	-	-	-	-
911011 CNG FACILITY	-	8,000	8,000	-	8,000	-	-	8,000	-	-	-	-
911900 FACILITIES RENEWABLE ENERGY	142,000	850,000	992,000	-	992,000	-	-	50,000	-	-	942,000	-
<b>TOTAL GREEN INITIATIVES</b>	142,000	953,000	1,095,000	-	1,095,000	-	-	153,000	-	-	942,000	-
FACILITIES												

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



## 2020 CAPITAL PLAN BUDGET

DESCRIPTION	CARRY FORWARD BUDGET (2)	NEW REQUESTED BUDGET (3)	2020 CAPITAL BUDGET	UNFINANCED CAPITAL (1)	2020 FINANCED CAPITAL	TAXATION	WWW RATES & RESERVES	RESERVES	DEVELOPMEN CHARGES	GAS TAX/ GRANTS	DEBENTURES	OTHER SOURCES
911000 FACILITIES CONDITION ASSESSMT	-	250,000	250,000	-	250,000	-	205,128	44,872	-	-	-	-
911002 COURTHOUSE RENOVATIONS	50,000	15,000	65,000	-	65,000	-	-	65,000	-	-	-	-
911125 ARCHIVES	-	50,000	50,000	-	50,000	-	-	50,000	-	-	-	-
911303 SPRINGFORD YARD FACILITIES	-	225,000	225,000	-	225,000	-	-	225,000	-	-	-	-
911500 WOODINGFORD LODGE FLOORING	250,000	-	250,000	-	250,000	-	-	250,000	-	-	-	-
915000 BOH - Facility	-	700,000	700,000	-	700,000	-	-	700,000	-	-	-	-
915010 EMS MILL ST	-	74,000	74,000	-	74,000	-	-	74,000	-	-	-	-
915020 EMS 208 BYSHAM	-	9,000	9,000	-	9,000	-	-	9,000	-	-	-	-
915030 EMS 162 CARNEGIE ING	-	58,500	58,500	-	58,500	-	-	58,500	-	-	-	-
915040 EMS 81 KING TBURG	-	17,000	17,000	-	17,000	-	-	17,000	-	-	-	-
915050 EMS WILMOT DRUMBO	-	3,000	3,000	-	3,000	-	-	3,000	-	-	-	-
915060 EMS CR 8 EMBRO	-	8,000	8,000	-	8,000	-	-	8,000	-	-	-	-
915070 EMS TIDEY NORWICH	-	15,000	15,000	-	15,000	-	-	15,000	-	-	-	-
916040 INGERSOLL LIBRARY	-	45,000	45,000	-	45,000	-	-	45,000	-	-	-	-
982100 FACILITIES	-	417,600	417,600	-	417,600	-	75,000	342,600	-	-	-	-
983910 WOODINGFORD LODGE BUILDINGS	-	261,700	261,700	-	261,700	-	-	261,700	-	-	-	-
<b>TOTAL FACILITIES</b>	<b>300,000</b>	<b>2,148,800</b>	<b>2,448,800</b>	<b>-</b>	<b>2,448,800</b>	<b>-</b>	<b>280,128</b>	<b>2,168,672</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>SOCIAL HOUSING FACILITIES</b>												
983610 H.S.I SHELTER BUILDING	-	1,214,200	1,214,200	-	1,214,200	-	-	1,214,200	-	-	-	-
<b>TOTAL SOCIAL HOUSING FACILITIES</b>	<b>-</b>	<b>1,214,200</b>	<b>1,214,200</b>	<b>-</b>	<b>1,214,200</b>	<b>-</b>	<b>-</b>	<b>1,214,200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL SOCIAL HOUSING &amp; CORPORATE FACILITIES</b>	<b>442,000</b>	<b>4,316,000</b>	<b>4,758,000</b>	<b>-</b>	<b>4,758,000</b>	<b>-</b>	<b>280,128</b>	<b>3,535,872</b>	<b>-</b>	<b>-</b>	<b>942,000</b>	<b>-</b>
<b>TOTAL SOCIAL HOUSING &amp; CORPORATE FACILITIES</b>	<b>442,000</b>	<b>4,316,000</b>	<b>4,758,000</b>	<b>-</b>	<b>4,758,000</b>	<b>-</b>	<b>280,128</b>	<b>3,535,872</b>	<b>-</b>	<b>-</b>	<b>942,000</b>	<b>-</b>
<b>ROAD NETWORK</b>												
<b>ROADS</b>												
930001 ROADS NEEDS STUDY	-	120,000	120,000	-	120,000	-	-	120,000	-	-	-	-
930002 CR 2	-	45,000	45,000	-	45,000	-	-	45,000	-	-	-	-
930003 CR 3	-	75,000	75,000	-	75,000	-	-	75,000	-	-	-	-
930009 CR 9	55,000	-	55,000	-	55,000	-	-	55,000	-	-	-	-
930010 CR 10	-	150,000	150,000	-	150,000	-	-	150,000	-	-	-	-
930015 CR 15	-	50,000	50,000	-	50,000	-	-	50,000	-	-	-	-
930016 CR 16	2,349,000	350,000	2,699,000	-	2,699,000	-	-	1,349,500	1,349,500	-	-	-
930029 CR 29	-	50,000	50,000	-	50,000	-	-	50,000	-	-	-	-
930035 CR 35	75,000	2,475,000	2,550,000	-	2,550,000	-	-	1,950,000	100,000	-	-	500,000
930045 CR 45	-	75,000	75,000	-	75,000	-	-	75,000	-	-	-	-
930054 CR 54	-	50,000	50,000	-	50,000	-	-	50,000	-	-	-	-

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## 2020 CAPITAL PLAN BUDGET

DESCRIPTION	CARRY FORWARD BUDGET (2)	NEW REQUESTED BUDGET (3)	2020 CAPITAL BUDGET	UNFINANCED CAPITAL (1)	2020 FINANCED CAPITAL	TAXATION	WWW RATES & RESERVES	RESERVES	DEVELOPMEN CHARGES	GAS TAX/ GRANTS	DEBENTURES	OTHER SOURCES
930059 CR 59	-	250,000	250,000	-	250,000	-	-	-	250,000	-	-	-
930070 GUIDE RAILS	-	150,000	150,000	-	150,000	-	-	150,000	-	-	-	-
930071 CYCLING MASTER PLAN	-	125,000	125,000	-	125,000	-	-	45,000	-	80,000	-	-
930074 GRADE LVL XING SAFETY ASSESSMT	-	25,000	25,000	-	25,000	-	-	25,000	-	-	-	-
930076 PEDESTRIAN CROSSINGS	-	500,000	500,000	-	500,000	-	-	500,000	-	-	-	-
930099 REHAB & RESURFACING	100,000	3,835,000	3,935,000	-	3,935,000	-	-	545,000	-	3,390,000	-	-
930102 CRACK SEALING	-	200,000	200,000	-	200,000	-	-	100,000	-	-	-	100,000
930115 DRAIN IMPROV	-	300,000	300,000	-	300,000	-	-	300,000	-	-	-	-
930150 URBANIZATION	225,000	30,000	255,000	-	255,000	-	-	127,500	127,500	-	-	-
930198 URBAN STORM SEWER	10,000	1,450,000	1,460,000	-	1,460,000	-	-	1,460,000	-	-	-	-
930199 RURAL STORM SEWER	58,000	1,652,000	1,710,000	-	1,710,000	-	-	1,585,000	-	-	-	125,000
930300 TRAFFIC SIGNALS	-	400,000	400,000	-	400,000	-	-	400,000	-	-	-	-
930301 TRAFFIC - TRAFFIC CALMING	-	100,000	100,000	-	100,000	-	-	100,000	-	-	-	-
<b>TOTAL ROADS</b>	<b>2,872,000</b>	<b>12,457,000</b>	<b>15,329,000</b>	<b>-</b>	<b>15,329,000</b>	<b>-</b>	<b>-</b>	<b>9,307,000</b>	<b>1,827,000</b>	<b>3,470,000</b>	<b>-</b>	<b>725,000</b>
<b>TOTAL ROAD NETWORK</b>	<b>2,872,000</b>	<b>12,457,000</b>	<b>15,329,000</b>	<b>-</b>	<b>15,329,000</b>	<b>-</b>	<b>-</b>	<b>9,307,000</b>	<b>1,827,000</b>	<b>3,470,000</b>	<b>-</b>	<b>725,000</b>
<b>TOTAL ROAD NETWORK</b>	<b>2,872,000</b>	<b>12,457,000</b>	<b>15,329,000</b>	<b>-</b>	<b>15,329,000</b>	<b>-</b>	<b>-</b>	<b>9,307,000</b>	<b>1,827,000</b>	<b>3,470,000</b>	<b>-</b>	<b>725,000</b>
<b>BRIDGES AND CULVERTS</b>												
BRIDGES AND CULVERTS												
BRIDGES AND CULVERTS												
930200 BRIDGE REHAB	1,335,000	4,529,000	5,864,000	-	5,864,000	-	-	2,154,000	-	3,710,000	-	-
930201 BRIDGE NEEDS STUDY	-	85,000	85,000	-	85,000	-	-	85,000	-	-	-	-
<b>TOTAL BRIDGES AND CULVERTS</b>	<b>1,335,000</b>	<b>4,614,000</b>	<b>5,949,000</b>	<b>-</b>	<b>5,949,000</b>	<b>-</b>	<b>-</b>	<b>2,239,000</b>	<b>-</b>	<b>3,710,000</b>	<b>-</b>	<b>-</b>
<b>TOTAL BRIDGES AND CULVERTS</b>	<b>1,335,000</b>	<b>4,614,000</b>	<b>5,949,000</b>	<b>-</b>	<b>5,949,000</b>	<b>-</b>	<b>-</b>	<b>2,239,000</b>	<b>-</b>	<b>3,710,000</b>	<b>-</b>	<b>-</b>
<b>TOTAL BRIDGES AND CULVERTS</b>	<b>1,335,000</b>	<b>4,614,000</b>	<b>5,949,000</b>	<b>-</b>	<b>5,949,000</b>	<b>-</b>	<b>-</b>	<b>2,239,000</b>	<b>-</b>	<b>3,710,000</b>	<b>-</b>	<b>-</b>
<b>WATER &amp; WASTEWATER</b>												
WATER & WASTEWATER GENERAL												
GREEN INITIATIVES												
911008 GREEN INITIATIVES WASTEWATER	-	15,000	15,000	-	15,000	-	15,000	-	-	-	-	-
<b>TOTAL GREEN INITIATIVES</b>	<b>-</b>	<b>15,000</b>	<b>15,000</b>	<b>-</b>	<b>15,000</b>	<b>-</b>	<b>15,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
GENERAL												
900016 SCADA MASTER PLAN	196,000	1,776,000	1,972,000	-	1,972,000	-	1,797,547	-	174,453	-	-	-
900018 WATER MODEL	-	50,000	50,000	-	50,000	-	13,258	-	36,742	-	-	-
900021 MANGANESE TREATMENT STUDY	15,000	50,000	65,000	-	65,000	-	65,000	-	-	-	-	-
<b>TOTAL GENERAL</b>	<b>211,000</b>	<b>1,876,000</b>	<b>2,087,000</b>	<b>-</b>	<b>2,087,000</b>	<b>-</b>	<b>1,875,805</b>	<b>-</b>	<b>211,195</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL WATER &amp; WASTEWATER GENERAL</b>	<b>211,000</b>	<b>1,891,000</b>	<b>2,102,000</b>	<b>-</b>	<b>2,102,000</b>	<b>-</b>	<b>1,890,805</b>	<b>-</b>	<b>211,195</b>	<b>-</b>	<b>-</b>	<b>-</b>
WASTEWATER SYSTEMS												

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## 2020 CAPITAL PLAN BUDGET

DESCRIPTION	CARRY FORWARD BUDGET (2)	NEW REQUESTED BUDGET (3)	2020 CAPITAL BUDGET	UNFINANCED CAPITAL (1)	2020 FINANCED CAPITAL	TAXATION	W/WW RATES & RESERVES	RESERVES	DEVELOPMENTS CHARGES	GAS TAX/ GRANTS	DEBENTURES	OTHER SOURCES
<b>WOODSTOCK - WW</b>												
911280 W DSTK - WW FACILITIES	-	155,000	155,000	-	155,000	-	155,000	-	-	-	-	-
950141 W DSTK - TRUNK SEWER JACK POOLE	50,000	2,500,000	2,550,000	-	2,550,000	-	510,000	-	2,040,000	-	-	-
950158 W DSTK - CITY PROJECTS	-	1,355,000	1,355,000	-	1,355,000	-	1,355,000	-	-	-	-	-
950159 W DSTK - BRICK PONDS TRUNK SEWER	-	20,000	20,000	-	20,000	-	20,000	-	-	-	-	-
950163 W DSTK - LANSDOWNE PS	50,000	-	50,000	-	50,000	-	-	-	50,000	-	-	-
950165 W DSTK - SANITARY OVERSIZING	-	50,000	50,000	-	50,000	-	-	-	50,000	-	-	-
950171 W DSTK - TRUNK SEWER UPGRADES	135,000	65,000	200,000	-	200,000	-	200,000	-	-	-	-	-
950172 W DSTK - N TRUNK SEWER I/I	25,000	100,000	125,000	-	125,000	-	108,374	-	16,626	-	-	-
950174 W DSTK - LINEAR R/R CR PROJ	50,000	-	50,000	-	50,000	-	50,000	-	-	-	-	-
<b>TOTAL WOODSTOCK - WW</b>	<b>310,000</b>	<b>4,245,000</b>	<b>4,555,000</b>	<b>-</b>	<b>4,555,000</b>	<b>-</b>	<b>2,398,374</b>	<b>-</b>	<b>2,156,626</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TILLSONBURG - WW</b>												
911281 TBURG - WW FACILITIES	-	40,000	40,000	-	40,000	-	40,000	-	-	-	-	-
950200 TBURG - WWTP UPGRADE	295,000	4,605,000	4,900,000	-	4,900,000	-	1,470,000	-	3,430,000	-	-	-
950226 TBURG - TOWN PROJECTS	-	750,000	750,000	-	750,000	-	430,000	-	-	-	-	320,000
<b>TOTAL TILLSONBURG - WW</b>	<b>295,000</b>	<b>5,395,000</b>	<b>5,690,000</b>	<b>-</b>	<b>5,690,000</b>	<b>-</b>	<b>1,940,000</b>	<b>-</b>	<b>3,430,000</b>	<b>-</b>	<b>-</b>	<b>320,000</b>
<b>INGERSOLL - WW</b>												
950330 ING - TOWN PROJECTS	-	850,000	850,000	-	850,000	-	790,000	-	-	-	-	60,000
950332 ING - RELINING	-	200,000	200,000	-	200,000	-	200,000	-	-	-	-	-
950334 ING - LINEAR R/R CR PROJ	4,000	176,000	180,000	-	180,000	-	180,000	-	-	-	-	-
950341 ING - KING ST W SEWER	20,000	-	20,000	-	20,000	-	20,000	-	-	-	-	-
<b>TOTAL INGERSOLL - WW</b>	<b>24,000</b>	<b>1,226,000</b>	<b>1,250,000</b>	<b>-</b>	<b>1,250,000</b>	<b>-</b>	<b>1,190,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>60,000</b>
<b>NORWICH - WW</b>												
950409 NOR - BIOSOLIDS CLEAN-OUT	80,000	-	80,000	-	80,000	-	80,000	-	-	-	-	-
950411 NOR - EFFLUENT QUALITY INVESTIGATIC	-	50,000	50,000	-	50,000	-	50,000	-	-	-	-	-
950450 NOR - SANITARY REPLACEMENTS	-	880,000	880,000	-	880,000	-	880,000	-	-	-	-	-
<b>TOTAL NORWICH - WW</b>	<b>80,000</b>	<b>930,000</b>	<b>1,010,000</b>	<b>-</b>	<b>1,010,000</b>	<b>-</b>	<b>1,010,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TAVISTOCK - WW</b>												
950505 TAV - WWTP AERATION UPGRADE	-	575,000	575,000	-	575,000	-	575,000	-	-	-	-	-
950507 TAV - BIOSOLIDS CLEAN-OUT	-	625,000	625,000	-	625,000	-	625,000	-	-	-	-	-
950508 TAV - BERM REPAIR	-	350,000	350,000	-	350,000	-	350,000	-	-	-	-	-
950550 TAV - SANITARY REPLACEMENTS	50,000	40,000	90,000	-	90,000	-	90,000	-	-	-	-	-
<b>TOTAL TAVISTOCK - WW</b>	<b>50,000</b>	<b>1,590,000</b>	<b>1,640,000</b>	<b>-</b>	<b>1,640,000</b>	<b>-</b>	<b>1,640,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>PLATTSVILLE - WW</b>												
911285 PLAT - WW FACILITIES	-	7,000	7,000	-	7,000	-	7,000	-	-	-	-	-
<b>TOTAL PLATTSVILLE - WW</b>	<b>-</b>	<b>7,000</b>	<b>7,000</b>	<b>-</b>	<b>7,000</b>	<b>-</b>	<b>7,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

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<b>THAMESFORD - WW</b>												
911286 THAMES - WW FACILITIES	-	32,000	32,000	-	32,000	-	32,000	-	-	-	-	-
<b>TOTAL THAMESFORD - WW</b>	-	32,000	32,000	-	32,000	-	32,000	-	-	-	-	-
<b>DRUMBO - WW</b>												
950807 DRUMBO - STANDBY POWER	130,000	-	130,000	-	130,000	-	130,000	-	-	-	-	-
950810 DRUMBO - WWTP	220,000	3,000,000	3,220,000	(1,810,000)	1,410,000	-	1,070,000	-	340,000	-	-	-
<b>TOTAL DRUMBO - WW</b>	350,000	3,000,000	3,350,000	(1,810,000)	1,540,000	-	1,200,000	-	340,000	-	-	-
<b>MT ELGIN - WW</b>												
950902 MT ELGIN - WW SERVICING	10,000	50,000	60,000	100,000	160,000	-	30,000	-	-	-	-	130,000
<b>TOTAL MT ELGIN - WW</b>	10,000	50,000	60,000	100,000	160,000	-	30,000	-	-	-	-	130,000
<b>EMBRO - WW</b>												
951003 EMBRO - SERVICING	-	-	-	62,500	62,500	-	-	-	-	-	-	62,500
<b>TOTAL EMBRO - WW</b>	-	-	-	62,500	62,500	-	-	-	-	-	-	62,500
<b>INNERKIP - WW</b>												
951100 INNERKIP - WW SERVICING	-	-	-	75,000	75,000	-	-	-	-	-	-	75,000
951102 INNERKIP - ODOUR CONTROL	18,000	42,000	60,000	-	60,000	-	60,000	-	-	-	-	-
<b>TOTAL INNERKIP - WW</b>	18,000	42,000	60,000	75,000	135,000	-	60,000	-	-	-	-	75,000
<b>TOTAL WASTEWATER SYSTEMS</b>	1,137,000	16,517,000	17,654,000	(1,572,500)	16,081,500	-	9,507,374	-	5,926,626	-	-	647,500
<b>WATER SYSTEMS</b>												
<b>WOODSTOCK - W</b>												
911261 WDSTK - WATER FAC	-	45,000	45,000	-	45,000	-	45,000	-	-	-	-	-
960141 WDSTK - CITY PROJECTS	-	1,370,000	1,370,000	-	1,370,000	-	1,370,000	-	-	-	-	-
960149 WDSTK - CITY PROJ OVERSIZING	-	110,000	110,000	-	110,000	-	-	-	110,000	-	-	-
960153 WDSTK - LINEAR R/R CR PROJ	50,000	20,000	70,000	-	70,000	-	70,000	-	-	-	-	-
960170 WDSTK - CR4 & Lansdowne WM	108,000	-	108,000	-	108,000	-	12,096	-	95,904	-	-	-
960171 WDSTK - CR17 BPS & Watermain	260,000	-	260,000	-	260,000	-	-	-	260,000	-	-	-
<b>TOTAL WOODSTOCK - W</b>	418,000	1,545,000	1,963,000	-	1,963,000	-	1,497,096	-	465,904	-	-	-
<b>TILLSONBURG - W</b>												
911262 TBURG - WATER FACILITIES	-	40,000	40,000	-	40,000	-	40,000	-	-	-	-	-
960207 TBURG - GROUNDWATER MODEL	-	20,000	20,000	-	20,000	-	20,000	-	-	-	-	-
960230 TBURG - IN-DIST WATER STORAGE	-	150,000	150,000	-	150,000	-	30,000	-	120,000	-	-	-
960235 TBURG - TOWN PROJECTS	-	445,000	445,000	-	445,000	-	445,000	-	-	-	-	-
960243 TBURG - STANDBY POWER	130,000	-	130,000	-	130,000	-	125,000	5,000	-	-	-	-
<b>TOTAL TILLSONBURG - W</b>	130,000	655,000	785,000	-	785,000	-	660,000	5,000	120,000	-	-	-
<b>INGERSOLL - W</b>												
911272 WATER INGERSOLL FACILITIES	-	92,000	92,000	-	92,000	-	92,000	-	-	-	-	-

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3. New Requested Budget: Additional or new project budget requested.

## 2020 CAPITAL PLAN BUDGET

DESCRIPTION	CARRY	NEW	2020	UNFINANCED	2020	WWW		DEVELOPMEN	GAS TAX/	OTHER	
	FORWARD	REQUESTED	CAPITAL	CAPITAL (1)	FINANCED	TAXATION	RATES &	RESERVES	GRANTS	DEBENTURES	SOURCES
	BUDGET (2)	BUDGET (3)	BUDGET		CAPITAL		RESERVES	RESERVES	CHARGES		
960304 ING - CORROSION CONTROL STUDY	10,000	100,000	110,000	-	110,000	-	110,000	-	-	-	-
960307 ING - GROUNDWATER MODEL	-	20,000	20,000	-	20,000	-	20,000	-	-	-	-
960315 ING - LINEAR R/R CR PROJ	55,000	-	55,000	-	55,000	-	55,000	-	-	-	-
960325 ING - TOWN PROJECTS	-	910,000	910,000	-	910,000	-	910,000	-	-	-	-
960341 ING - TOWER PAINT/REPAIR	-	100,000	100,000	-	100,000	-	100,000	-	-	-	-
<b>TOTAL INGERSOLL - W</b>	<b>65,000</b>	<b>1,222,000</b>	<b>1,287,000</b>	<b>-</b>	<b>1,287,000</b>	<b>-</b>	<b>1,287,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOWNSHIPS - W</b>											
911264 WATER TOWNSHIP FACILITIES	-	49,500	49,500	-	49,500	-	49,500	-	-	-	-
960400 TOWNSHIP DISTRIB REPLACEMENTS	90,000	340,000	430,000	-	430,000	-	430,000	-	-	-	-
960403 MT ELGIN GRAYDON WELL	603,000	1,897,000	2,500,000	-	2,500,000	-	2,425,000	-	75,000	-	-
960417 TWSP - GROUNDWATER MODEL	40,000	200,000	240,000	-	240,000	-	240,000	-	-	-	-
960430 TREATABILITY STUDY	410,000	65,000	475,000	-	475,000	-	475,000	-	-	-	-
960437 TAV - WELL 4	99,000	125,000	224,000	-	224,000	-	56,000	-	168,000	-	-
960441 NORWICH TOWER PAINT/REPAIR	-	70,000	70,000	-	70,000	-	70,000	-	-	-	-
960460 PLATTSVILLE WATER QUALITY	-	20,000	20,000	-	20,000	-	20,000	-	-	-	-
<b>TOTAL TOWNSHIPS - W</b>	<b>1,242,000</b>	<b>2,766,500</b>	<b>4,008,500</b>	<b>-</b>	<b>4,008,500</b>	<b>-</b>	<b>3,765,500</b>	<b>-</b>	<b>243,000</b>	<b>-</b>	<b>-</b>
<b>TOTAL WATER SYSTEMS</b>	<b>1,855,000</b>	<b>6,188,500</b>	<b>8,043,500</b>	<b>-</b>	<b>8,043,500</b>	<b>-</b>	<b>7,209,596</b>	<b>5,000</b>	<b>828,904</b>	<b>-</b>	<b>-</b>
<b>TOTAL WATER &amp; WASTEWATER</b>	<b>3,203,000</b>	<b>24,596,500</b>	<b>27,799,500</b>	<b>(1,572,500)</b>	<b>26,227,000</b>	<b>-</b>	<b>18,607,775</b>	<b>5,000</b>	<b>6,966,725</b>	<b>-</b>	<b>647,500</b>
<b>TOTAL Cost Centre/System</b>	<b>7,852,000</b>	<b>50,492,673</b>	<b>58,344,673</b>	<b>(1,572,500)</b>	<b>56,772,173</b>	<b>141,900</b>	<b>19,772,397</b>	<b>18,569,651</b>	<b>8,793,725</b>	<b>7,180,000</b>	<b>942,000</b>
											<b>1,372,500</b>

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









## LONG TERM CAPITAL PLAN REPORT 2020 TO 2029

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	TOTAL
<b>BRIDGES AND CULVERTS</b>											
930200 BRIDGE REHAB	5,864,000	7,725,000	3,250,000	9,250,000	9,250,000	6,750,000	6,750,000	6,675,000	6,350,000	6,175,000	68,039,000
930201 BRIDGE NEEDS STUDY	85,000	-	90,000	-	90,000	-	90,000	-	90,000	-	445,000
<b>TOTAL BRIDGES AND CULVERTS</b>	<b>5,949,000</b>	<b>7,725,000</b>	<b>3,340,000</b>	<b>9,250,000</b>	<b>9,340,000</b>	<b>6,750,000</b>	<b>6,840,000</b>	<b>6,675,000</b>	<b>6,440,000</b>	<b>6,175,000</b>	<b>68,484,000</b>
<b>TOTAL BRIDGES AND CULVERTS</b>	<b>5,949,000</b>	<b>7,725,000</b>	<b>3,340,000</b>	<b>9,250,000</b>	<b>9,340,000</b>	<b>6,750,000</b>	<b>6,840,000</b>	<b>6,675,000</b>	<b>6,440,000</b>	<b>6,175,000</b>	<b>68,484,000</b>
<b>TOTAL BRIDGES AND CULVERTS</b>	<b>5,949,000</b>	<b>7,725,000</b>	<b>3,340,000</b>	<b>9,250,000</b>	<b>9,340,000</b>	<b>6,750,000</b>	<b>6,840,000</b>	<b>6,675,000</b>	<b>6,440,000</b>	<b>6,175,000</b>	<b>68,484,000</b>
<b>WATER &amp; WASTEWATER</b>											
<b>WATER &amp; WASTEWATER GENERAL</b>											
<b>GREEN INITIATIVES</b>											
911008 GREEN INITIATIVES WASTEWATER	15,000	150,000	60,000	-	15,000	-	-	-	-	-	240,000
<b>TOTAL GREEN INITIATIVES</b>	<b>15,000</b>	<b>150,000</b>	<b>60,000</b>	<b>-</b>	<b>15,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>240,000</b>
<b>GENERAL</b>											
900016 SCADA MASTER PLAN	1,972,000	1,310,000	2,313,000	1,343,000	2,208,000	1,473,000	1,874,000	827,000	827,000	3,830,000	17,977,000
900018 WATER MODEL	50,000	-	-	-	-	-	-	-	-	-	50,000
900021 MANGANESE TREATMENT STUDY	65,000	-	-	-	-	-	-	-	-	-	65,000
900025 W/WW MASTER PLAN	-	-	200,000	200,000	-	-	-	200,000	-	-	600,000
900026 DC TECHNICAL STUDY W/WW	-	-	-	75,000	-	-	-	-	75,000	-	150,000
900028 BIOSOLIDS MASTER PLAN	-	150,000	-	-	-	-	-	-	-	75,000	225,000
<b>TOTAL GENERAL</b>	<b>2,087,000</b>	<b>1,460,000</b>	<b>2,513,000</b>	<b>1,618,000</b>	<b>2,208,000</b>	<b>1,473,000</b>	<b>1,874,000</b>	<b>1,027,000</b>	<b>902,000</b>	<b>3,905,000</b>	<b>19,067,000</b>
<b>TOTAL WATER &amp; WASTEWATER GENERAL</b>	<b>2,102,000</b>	<b>1,610,000</b>	<b>2,573,000</b>	<b>1,618,000</b>	<b>2,223,000</b>	<b>1,473,000</b>	<b>1,874,000</b>	<b>1,027,000</b>	<b>902,000</b>	<b>3,905,000</b>	<b>19,307,000</b>
<b>WASTEWATER SYSTEMS</b>											
<b>WOODSTOCK - WW</b>											
911280 WDSTK - WW FACILITIES	155,000	75,000	293,000	114,000	199,000	637,500	-	23,000	-	134,500	1,631,000
950104 WDSTK - WWTP STAGE 2	-	-	450,000	450,000	-	50,000	4,500,000	4,800,000	-	-	10,250,000
950141 WDSTK - TRUNK SEWER JACK POOLE	2,550,000	-	-	-	-	-	-	-	-	-	2,550,000
950158 WDSTK - CITY PROJECTS	1,355,000	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	13,955,000
950159 WDSK - BRICK PONDS TRUNK SEWER	20,000	-	-	-	-	-	-	-	-	-	20,000
950162 WDSTK - 11th LINE SANITARY	-	50,000	200,000	-	-	-	-	-	-	-	250,000
950163 WDSTK - LANSDOWNE PS	50,000	1,500,000	-	-	-	-	-	-	-	-	1,550,000
950165 WDSTK - SANITARY OVERSIZING	50,000	-	-	60,000	-	-	-	-	-	-	110,000
950171 WDSTK - TRUNK SEWER UPGRADES	200,000	3,000,000	-	-	-	-	-	-	-	-	3,200,000
950172 WDSTK - N TRUNK SEWER I/I	125,000	-	-	-	-	-	-	-	-	-	125,000
950173 WDSTK - TWINNING @ 59 & FAIRWAY	-	250,000	-	-	-	-	-	-	-	-	250,000
950174 WDSTK - LINEAR R/R CR PROJ	50,000	350,000	-	-	-	-	-	-	-	-	400,000
<b>TOTAL WOODSTOCK - WW</b>	<b>4,555,000</b>	<b>6,625,000</b>	<b>2,343,000</b>	<b>2,024,000</b>	<b>1,599,000</b>	<b>2,087,500</b>	<b>5,900,000</b>	<b>6,223,000</b>	<b>1,400,000</b>	<b>1,534,500</b>	<b>34,291,000</b>

## LONG TERM CAPITAL PLAN REPORT 2020 TO 2029

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	TOTAL
<b>TILLSONBURG - WW</b>											
911281 TBURG - WW FACILITIES	40,000	77,500	32,500	-	-	228,500	8,000	3,500	9,000	-	399,000
950200 TBURG - WWTP UPGRADE	4,900,000	6,400,000	-	-	-	-	-	-	-	-	11,300,000
950226 TBURG - TOWN PROJECTS	750,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	4,350,000
<b>TOTAL TILLSONBURG - WW</b>	<b>5,690,000</b>	<b>6,877,500</b>	<b>432,500</b>	<b>400,000</b>	<b>400,000</b>	<b>628,500</b>	<b>408,000</b>	<b>403,500</b>	<b>409,000</b>	<b>400,000</b>	<b>16,049,000</b>
<b>INGERSOLL - WW</b>											
950330 ING - TOWN PROJECTS	850,000	408,000	418,000	420,000	422,000	424,000	426,000	425,000	425,000	425,000	4,643,000
950332 ING - RELINING	200,000	-	-	-	-	-	-	-	-	-	200,000
950334 ING - LINEAR R/R CR PROJ	180,000	-	-	-	-	-	-	-	-	-	180,000
950341 ING - KING ST W SEWER	20,000	400,000	-	-	-	-	-	-	-	-	420,000
<b>TOTAL INGERSOLL - WW</b>	<b>1,250,000</b>	<b>808,000</b>	<b>418,000</b>	<b>420,000</b>	<b>422,000</b>	<b>424,000</b>	<b>426,000</b>	<b>425,000</b>	<b>425,000</b>	<b>425,000</b>	<b>5,443,000</b>
<b>NORWICH - WW</b>											
911283 NOR - WW FACILITIES	-	4,500	13,000	-	-	97,000	-	-	-	-	114,500
950408 NOR - WWTP EXPANSION	-	-	80,000	700,000	4,000,000	3,000,000	-	-	-	-	7,780,000
950409 NOR - BIOSOLIDS CLEAN-OUT	80,000	-	-	-	-	-	-	-	-	-	80,000
950410 NOR - BERM REPAIR	-	100,000	-	-	-	-	-	-	-	-	100,000
950411 NOR - EFFLUENT QUALITY INVESTIGATI	50,000	-	-	-	-	-	-	-	-	-	50,000
950450 NOR - SANITARY REPLACEMENTS	880,000	1,100,000	200,000	-	200,000	-	200,000	-	300,000	-	2,880,000
<b>TOTAL NORWICH - WW</b>	<b>1,010,000</b>	<b>1,204,500</b>	<b>293,000</b>	<b>700,000</b>	<b>4,200,000</b>	<b>3,097,000</b>	<b>200,000</b>	<b>-</b>	<b>300,000</b>	<b>-</b>	<b>11,004,500</b>
<b>TAVISTOCK - WW</b>											
911284 TAV - WW FACILITIES	-	12,000	8,000	-	14,000	-	-	5,000	-	98,000	137,000
950505 TAV - WWTP AERATION UPGRADE	575,000	-	-	-	-	-	-	-	-	-	575,000
950507 TAV - BIOSOLIDS CLEAN-OUT	625,000	650,000	650,000	-	-	-	-	-	-	-	1,925,000
950508 TAV - BERM REPAIR	350,000	-	-	-	-	-	-	-	-	-	350,000
950550 TAV - SANITARY REPLACEMENTS	90,000	200,000	-	200,000	-	200,000	-	220,000	-	220,000	1,130,000
<b>TOTAL TAVISTOCK - WW</b>	<b>1,640,000</b>	<b>862,000</b>	<b>658,000</b>	<b>200,000</b>	<b>14,000</b>	<b>200,000</b>	<b>-</b>	<b>225,000</b>	<b>-</b>	<b>318,000</b>	<b>4,117,000</b>
<b>PLATTSVILLE - WW</b>											
911285 PLAT - WW FACILITIES	7,000	-	3,000	1,000	-	29,000	2,000	-	-	-	42,000
950650 PLAT - SANITARY REPLACEMENTS	-	200,000	-	200,000	-	200,000	-	220,000	-	220,000	1,040,000
<b>TOTAL PLATTSVILLE - WW</b>	<b>7,000</b>	<b>200,000</b>	<b>3,000</b>	<b>201,000</b>	<b>-</b>	<b>229,000</b>	<b>2,000</b>	<b>220,000</b>	<b>-</b>	<b>220,000</b>	<b>1,082,000</b>
<b>THAMESFORD - WW</b>											
911286 THAMES - WW FACILITIES	32,000	7,000	-	147,000	-	40,000	15,000	-	-	-	241,000
950718 THAMES - PRETREATMENT/SCREENING	-	100,000	400,000	-	-	-	-	-	-	-	500,000
<b>TOTAL THAMESFORD - WW</b>	<b>32,000</b>	<b>107,000</b>	<b>400,000</b>	<b>147,000</b>	<b>-</b>	<b>40,000</b>	<b>15,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>741,000</b>
<b>DRUMBO - WW</b>											



## LONG TERM CAPITAL PLAN REPORT 2020 TO 2029

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	TOTAL
960235 TBURG - TOWN PROJECTS	445,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	4,045,000
960243 TBURG - STANDBY POWER	130,000	-	-	-	-	-	-	-	-	-	130,000
<b>TOTAL TILLSONBURG - W</b>	<b>785,000</b>	<b>815,000</b>	<b>2,910,000</b>	<b>423,000</b>	<b>400,000</b>	<b>404,500</b>	<b>400,000</b>	<b>2,696,500</b>	<b>407,500</b>	<b>467,000</b>	<b>9,708,500</b>
<b>INGERSOLL - W</b>											
911272 WATER INGERSOLL FACILITIES	92,000	83,000	62,000	38,000	5,000	80,000	13,000	160,500	-	35,000	568,500
960304 ING - CORROSION CONTROL STUDY	110,000	-	-	-	-	-	-	-	-	-	110,000
960306 ING - FILTER EFFIC PILOT STUDY	-	65,000	-	-	-	-	-	-	-	-	65,000
960307 ING - GROUNDWATER MODEL	20,000	80,000	-	-	-	-	-	-	-	-	100,000
960315 ING - LINEAR R/R CR PROJ	55,000	-	-	-	-	-	-	-	-	-	55,000
960325 ING - TOWN PROJECTS	910,000	619,000	630,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	6,709,000
960335 ING - CAST IRON PIPE REPLACE	-	1,500,000	-	1,500,000	-	1,500,000	-	1,500,000	-	1,500,000	7,500,000
960341 ING - TOWER PAINT/REPAIR	100,000	2,400,000	-	10,000	-	-	-	-	-	-	2,510,000
<b>TOTAL INGERSOLL - W</b>	<b>1,287,000</b>	<b>4,747,000</b>	<b>692,000</b>	<b>2,198,000</b>	<b>655,000</b>	<b>2,230,000</b>	<b>663,000</b>	<b>2,310,500</b>	<b>650,000</b>	<b>2,185,000</b>	<b>17,617,500</b>
<b>TOWNSHIPS - W</b>											
911264 WATER TOWNSHIP FACILITIES	49,500	61,000	62,000	36,000	17,400	57,500	45,500	37,100	33,000	-	399,000
960400 TOWNSHIP DISTRIB REPLACEMENTS	430,000	1,260,000	300,000	300,000	300,000	500,000	500,000	500,000	500,000	500,000	5,090,000
960402 NEW ASSET SUPPLY/LINEAR	-	100,000	250,000	150,000	100,000	150,000	150,000	150,000	150,000	150,000	1,350,000
960403 MT ELGIN GRAYDON WELL	2,500,000	-	-	-	-	-	-	-	-	-	2,500,000
960416 OTTERVILLE TOWER PAINT/REPAIR	-	10,000	-	-	-	-	-	-	-	-	10,000
960417 TWSP - GROUNDWATER MODEL	240,000	100,000	-	-	-	-	-	-	-	-	340,000
960423 THAMES TOWER PAINT/REPAIR	-	10,000	-	-	-	-	-	-	-	-	10,000
960430 TREATABILITY STUDY	475,000	-	-	-	-	-	-	-	-	-	475,000
960437 TAV - WELL 4	224,000	750,000	1,000,000	-	-	-	-	-	-	-	1,974,000
960441 NORWICH TOWER PAINT/REPAIR	70,000	1,700,000	-	10,000	-	-	-	-	-	-	1,780,000
960460 PLATTSVILLE WATER QUALITY	20,000	80,000	1,000,000	1,000,000	-	-	-	-	-	-	2,100,000
<b>TOTAL TOWNSHIPS - W</b>	<b>4,008,500</b>	<b>4,071,000</b>	<b>2,612,000</b>	<b>1,496,000</b>	<b>417,400</b>	<b>707,500</b>	<b>695,500</b>	<b>687,100</b>	<b>683,000</b>	<b>650,000</b>	<b>16,028,000</b>
<b>TOTAL WATER SYSTEMS</b>	<b>8,043,500</b>	<b>16,329,500</b>	<b>16,303,000</b>	<b>11,576,500</b>	<b>2,872,400</b>	<b>4,831,500</b>	<b>3,228,500</b>	<b>7,277,600</b>	<b>3,865,300</b>	<b>4,702,000</b>	<b>79,029,800</b>
<b>TOTAL WATER &amp; WASTEWATER</b>	<b>26,227,000</b>	<b>37,571,000</b>	<b>23,561,000</b>	<b>17,424,000</b>	<b>11,867,900</b>	<b>13,148,000</b>	<b>12,194,500</b>	<b>15,944,100</b>	<b>7,438,800</b>	<b>11,652,000</b>	<b>177,028,300</b>
<b>TOTAL CAPITAL COSTS</b>	<b>56,772,173</b>	<b>74,297,955</b>	<b>46,613,549</b>	<b>45,731,896</b>	<b>42,246,743</b>	<b>40,565,256</b>	<b>36,696,633</b>	<b>43,125,548</b>	<b>34,755,867</b>	<b>37,302,923</b>	<b>458,108,543</b>
<b>TOTAL CAPITAL COSTS</b>	<b>56,772,173</b>	<b>74,297,955</b>	<b>46,613,549</b>	<b>45,731,896</b>	<b>42,246,743</b>	<b>40,565,256</b>	<b>36,696,633</b>	<b>43,125,548</b>	<b>34,755,867</b>	<b>37,302,923</b>	<b>458,108,543</b>
<b>FINANCING</b>											
TAXATION	141,900	87,771	74,000	70,771	57,078	44,000	67,615	53,000	54,006	44,000	694,141
RESERVES	18,569,651	26,528,237	16,078,649	20,126,125	25,040,765	21,028,256	18,834,320	21,671,948	18,936,661	20,336,923	207,151,535
DEVELOPMENT CHARGES	8,793,725	7,946,182	3,331,796	4,495,048	2,955,177	1,648,876	3,712,203	4,387,036	3,987,593	675,596	41,933,232
GAS TAX	4,550,000	5,900,000	3,500,000	3,700,000	3,700,000	3,650,000	3,675,000	3,675,000	3,650,000	3,675,000	39,675,000







# 2020 Operating Budget Summary

## County of Oxford 2020 BUDGET REPORT

	2019 FORECAST	2019 BUDGET	2020 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
<b>REVENUES</b>					
<b>PROPERTY TAXATION</b>					
IN LIEU AND SUPPS	(1,542,507)	(1,542,507)	(1,760,500)	(217,993)	14.1%
<b>TOTAL PROPERTY TAXATION</b>	<b>(1,542,507)</b>	<b>(1,542,507)</b>	<b>(1,760,500)</b>	<b>(217,993)</b>	<b>14.1%</b>
<b>GENERAL REVENUES</b>					
PROVINCIAL GRANTS	(51,307,551)	(50,904,894)	(49,965,202)	939,692	(1.8%)
FEDERAL GRANTS	(8,603,538)	(5,000,832)	(4,676,779)	324,053	(6.5%)
WATER AND WASTEWATER RATES	(37,429,429)	(37,204,547)	(38,010,900)	(806,353)	2.2%
USER FEES AND CHARGES	(27,678,033)	(27,828,052)	(27,995,483)	(167,431)	0.6%
NET INVESTMENT INCOME	(582,427)	(252,472)	(514,890)	(262,418)	103.9%
OTHER REVENUE	(6,862,115)	(5,983,021)	(6,116,740)	(133,719)	2.2%
<b>TOTAL GENERAL REVENUES</b>	<b>(132,463,093)</b>	<b>(127,173,818)</b>	<b>(127,279,994)</b>	<b>(106,176)</b>	<b>0.1%</b>
<b>OTHER REVENUES</b>					
DEVELOPMENT CHARGES	(7,455,546)	(4,777,291)	(10,706,879)	(5,929,588)	124.1%
PROCEEDS FROM DEBENTURES	(3,136,325)	(2,688,000)	(942,000)	1,746,000	(65.0%)
RESERVE TRANSFER	(4,642,921)	(13,042,438)	(11,131,520)	1,910,918	(14.7%)
CAPITAL RESERVE TRANSFER	(33,027,018)	(42,381,270)	(44,878,148)	(2,496,878)	5.9%
<b>TOTAL OTHER REVENUES</b>	<b>(48,261,810)</b>	<b>(62,888,999)</b>	<b>(67,658,547)</b>	<b>(4,769,548)</b>	<b>7.6%</b>
<b>TOTAL REVENUES</b>	<b>(182,267,410)</b>	<b>(191,605,324)</b>	<b>(196,699,041)</b>	<b>(5,093,717)</b>	<b>2.7%</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	46,048,296	46,932,242	47,626,144	693,902	1.5%
BENEFITS	11,858,025	13,060,281	13,111,396	51,115	0.4%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>57,906,321</b>	<b>59,992,523</b>	<b>60,737,540</b>	<b>745,017</b>	<b>1.2%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	25,207,559	30,927,359	30,485,248	(442,111)	(1.4%)
CONTRACTED SERVICES	23,958,170	24,854,116	25,346,840	492,724	2.0%
RENTS AND FINANCIAL EXPENSES	456,053	486,114	480,466	(5,648)	(1.2%)
EXTERNAL TRANSFERS	35,279,286	38,027,700	37,619,649	(408,051)	(1.1%)
<b>TOTAL OPERATING EXPENSES</b>	<b>84,901,068</b>	<b>94,295,289</b>	<b>93,932,203</b>	<b>(363,086)</b>	<b>(0.4%)</b>
<b>DEBT REPAYMENT</b>					
PRINCIPAL REPAYMENT	11,576,870	11,490,777	12,033,376	542,599	4.7%
INTEREST REPAYMENT	3,534,040	3,414,848	3,342,001	(72,847)	(2.1%)
<b>TOTAL DEBT REPAYMENT</b>	<b>15,110,910</b>	<b>14,905,625</b>	<b>15,375,377</b>	<b>469,752</b>	<b>3.2%</b>
<b>CAPITAL</b>					
MAJOR INFRASTRUCTURE	39,713,452	46,559,500	50,969,500	4,410,000	9.5%
VEHICLES	1,381,095	1,277,500	2,201,000	923,500	72.3%
BUILDING	1,705,868	2,799,200	1,938,500	(860,700)	(30.7%)
FURNISHINGS AND EQUIPMENT	1,747,262	1,809,792	1,663,173	(146,619)	(8.1%)
<b>TOTAL CAPITAL</b>	<b>44,547,677</b>	<b>52,445,992</b>	<b>56,772,173</b>	<b>4,326,181</b>	<b>8.2%</b>
<b>OTHER</b>					
CONTRIBUTIONS TO RESERVES	5,420,291	1,647,124	2,026,184	379,060	23.0%
CONTRIBUTIONS TO CAPITAL RESERVES	37,334,566	32,469,295	35,502,141	3,032,846	9.3%

**County of Oxford**  
**2020 BUDGET REPORT**

	2019	2019	2020	BUDGET	BUDGET
	FORECAST	BUDGET	REQUESTED	VARIANCE	% VARIANCE
			BUDGET		
<b>TOTAL OTHER</b>	42,754,857	34,116,419	37,528,325	3,411,906	10.0%
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	14,947,685	15,589,935	15,169,386	(420,549)	(2.7%)
DEPARTMENTAL CHARGES	(94,788)	(53,943)	(7,227)	46,716	(86.6%)
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	14,852,897	15,535,992	15,162,159	(373,833)	(2.4%)
<b>INTERDEPARTMENTAL RECOVERIES</b>					
INTERDEPARTMENTAL RECOVERIES	(14,947,688)	(15,589,937)	(15,168,391)	421,546	(2.7%)
DEPARTMENTAL RECOVERIES	(680,207)	(706,060)	(752,784)	(46,724)	6.6%
<b>TOTAL INTERDEPARTMENTAL RECOVERIES</b>	(15,627,895)	(16,295,997)	(15,921,175)	374,822	(2.3%)
<b>TOTAL EXPENSES</b>	<b>244,445,835</b>	<b>254,995,843</b>	<b>263,586,602</b>	<b>8,590,759</b>	<b>3.4%</b>
<b>TOTAL County of Oxford</b>	<b>62,178,425</b>	<b>63,390,519</b>	<b>66,887,561</b>	<b>3,497,042</b>	<b>5.5%</b>

# COUNTY OF OXFORD (GENERAL LEVY)

## 2020 BUDGET REPORT

	2019 FORECAST	2019 BUDGET	2020 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
<b>REVENUES</b>					
<b>PROPERTY TAXATION</b>					
IN LIEU AND SUPPS	(1,542,507)	(1,542,507)	(1,760,500)	(217,993)	14.1%
<b>TOTAL PROPERTY TAXATION</b>	<b>(1,542,507)</b>	<b>(1,542,507)</b>	<b>(1,760,500)</b>	<b>(217,993)</b>	<b>14.1%</b>
<b>GENERAL REVENUES</b>					
PROVINCIAL GRANTS	(51,030,024)	(50,685,526)	(49,826,298)	859,228	(1.7%)
FEDERAL GRANTS	(8,326,293)	(4,839,904)	(4,676,779)	163,125	(3.4%)
USER FEES AND CHARGES	(24,598,862)	(23,565,538)	(24,930,553)	(1,365,015)	5.8%
NET INVESTMENT INCOME	(580,927)	(252,472)	(514,890)	(262,418)	103.9%
OTHER REVENUE	(4,967,307)	(5,243,429)	(5,364,990)	(121,561)	2.3%
<b>TOTAL GENERAL REVENUES</b>	<b>(89,503,413)</b>	<b>(84,586,869)</b>	<b>(85,313,510)</b>	<b>(726,641)</b>	<b>0.9%</b>
<b>OTHER REVENUES</b>					
DEVELOPMENT CHARGES	(3,076,818)	(639,500)	(2,214,275)	(1,574,775)	246.3%
PROCEEDS FROM DEBENTURES	(3,136,325)	(2,688,000)	(942,000)	1,746,000	(65.0%)
RESERVE TRANSFER	(3,949,305)	(12,355,449)	(10,444,318)	1,911,131	(15.5%)
CAPITAL RESERVE TRANSFER	(19,503,796)	(24,974,774)	(25,824,779)	(850,005)	3.4%
<b>TOTAL OTHER REVENUES</b>	<b>(29,666,244)</b>	<b>(40,657,723)</b>	<b>(39,425,372)</b>	<b>1,232,351</b>	<b>(3.0%)</b>
<b>TOTAL REVENUES</b>	<b>(120,712,164)</b>	<b>(126,787,099)</b>	<b>(126,499,382)</b>	<b>287,717</b>	<b>(0.2%)</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	39,993,167	40,601,152	41,195,521	594,369	1.5%
BENEFITS	10,080,973	10,792,792	10,868,927	76,135	0.7%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>50,074,140</b>	<b>51,393,944</b>	<b>52,064,448</b>	<b>670,504</b>	<b>1.3%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	21,413,760	27,029,652	26,407,147	(622,505)	(2.3%)
CONTRACTED SERVICES	16,833,740	17,503,545	17,739,293	235,748	1.3%
RENTS AND FINANCIAL EXPENSES	452,503	479,264	474,116	(5,148)	(1.1%)
EXTERNAL TRANSFERS	35,185,393	37,933,807	37,570,299	(363,508)	(1.0%)
<b>TOTAL OPERATING EXPENSES</b>	<b>73,885,396</b>	<b>82,946,268</b>	<b>82,190,855</b>	<b>(755,413)</b>	<b>(0.9%)</b>
<b>DEBT REPAYMENT</b>					
PRINCIPAL REPAYMENT	8,759,821	8,445,443	9,184,490	739,047	8.8%
INTEREST REPAYMENT	2,491,951	2,368,147	2,408,086	39,939	1.7%
<b>TOTAL DEBT REPAYMENT</b>	<b>11,251,772</b>	<b>10,813,590</b>	<b>11,592,576</b>	<b>778,986</b>	<b>7.2%</b>
<b>CAPITAL</b>					
MAJOR INFRASTRUCTURE	21,710,972	23,594,000	24,441,906	847,906	3.6%
VEHICLES	1,381,095	1,277,500	2,201,000	923,500	72.3%
BUILDING	1,639,868	2,716,200	1,818,500	(897,700)	(33.0%)
FURNISHINGS AND EQUIPMENT	1,299,544	1,297,892	1,054,273	(243,619)	(18.8%)
<b>TOTAL CAPITAL</b>	<b>26,031,479</b>	<b>28,885,592</b>	<b>29,515,679</b>	<b>630,087</b>	<b>2.2%</b>
<b>OTHER</b>					
CONTRIBUTIONS TO RESERVES	1,922,547	1,004,332	1,362,534	358,202	35.7%
CONTRIBUTIONS TO CAPITAL RESERVES	23,407,638	19,401,392	20,538,649	1,137,257	5.9%
<b>TOTAL OTHER</b>	<b>25,330,185</b>	<b>20,405,724</b>	<b>21,901,183</b>	<b>1,495,459</b>	<b>7.3%</b>



**COUNTY OF OXFORD (GENERAL LEVY)**  
**2020 BUDGET REPORT**

	2019	2019	2020	BUDGET	BUDGET
	FORECAST	BUDGET	REQUESTED	VARIANCE	% VARIANCE
			BUDGET		
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	8,367,588	8,421,361	8,345,994	(75,367)	(0.9%)
DEPARTMENTAL CHARGES	(422,904)	(393,692)	(345,976)	47,716	(12.1%)
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>7,944,684</b>	<b>8,027,669</b>	<b>8,000,018</b>	<b>(27,651)</b>	<b>(0.3%)</b>
<b>INTERDEPARTMENTAL RECOVERIES</b>					
INTERDEPARTMENTAL RECOVERIES	(14,947,688)	(15,589,937)	(15,168,391)	421,546	(2.7%)
DEPARTMENTAL RECOVERIES	(680,207)	(706,060)	(752,784)	(46,724)	6.6%
<b>TOTAL INTERDEPARTMENTAL RECOVERIES</b>	<b>(15,627,895)</b>	<b>(16,295,997)</b>	<b>(15,921,175)</b>	<b>374,822</b>	<b>(2.3%)</b>
<b>TOTAL EXPENSES</b>	<b>178,889,761</b>	<b>186,176,790</b>	<b>189,343,584</b>	<b>3,166,794</b>	<b>1.7%</b>
<b>TOTAL COUNTY OF OXFORD (GENERAL LEVY)</b>	<b>58,177,597</b>	<b>59,389,691</b>	<b>62,844,202</b>	<b>3,454,511</b>	<b>5.8%</b>



# LIBRARY

## 2020 BUDGET REPORT

	2019 FORECAST	2019 BUDGET	2020 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
PROVINCIAL GRANTS	(138,904)	(138,904)	(138,904)	-	- %
USER FEES AND CHARGES	(45,184)	(73,289)	(35,885)	37,404	(51.0%)
NET INVESTMENT INCOME	(1,500)	-	-	-	- %
OTHER REVENUE	(85,998)	(8,600)	(3,600)	5,000	(58.1%)
<b>TOTAL GENERAL REVENUES</b>	<b>(271,586)</b>	<b>(220,793)</b>	<b>(178,389)</b>	<b>42,404</b>	<b>(19.2%)</b>
<b>OTHER REVENUES</b>					
DEVELOPMENT CHARGES	(265,639)	(78,200)	(153,222)	(75,022)	95.9%
RESERVE TRANSFER	(4,056)	-	-	-	- %
CAPITAL RESERVE TRANSFER	(66,000)	(83,000)	(45,000)	38,000	(45.8%)
<b>TOTAL OTHER REVENUES</b>	<b>(335,695)</b>	<b>(161,200)</b>	<b>(198,222)</b>	<b>(37,022)</b>	<b>23.0%</b>
<b>TOTAL REVENUES</b>	<b>(607,281)</b>	<b>(381,993)</b>	<b>(376,611)</b>	<b>5,382</b>	<b>(1.4%)</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	1,918,059	2,003,200	2,034,026	30,826	1.5%
BENEFITS	428,526	456,865	447,445	(9,420)	(2.1%)
<b>TOTAL SALARIES AND BENEFITS</b>	<b>2,346,585</b>	<b>2,460,065</b>	<b>2,481,471</b>	<b>21,406</b>	<b>0.9%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	594,971	545,245	572,209	26,964	4.9%
CONTRACTED SERVICES	20,392	19,392	24,892	5,500	28.4%
<b>TOTAL OPERATING EXPENSES</b>	<b>615,363</b>	<b>564,637</b>	<b>597,101</b>	<b>32,464</b>	<b>5.7%</b>
<b>DEBT REPAYMENT</b>					
PRINCIPAL REPAYMENT	137,458	137,458	137,458	-	- %
INTEREST REPAYMENT	20,134	20,134	14,983	(5,151)	(25.6%)
<b>TOTAL DEBT REPAYMENT</b>	<b>157,592</b>	<b>157,592</b>	<b>152,441</b>	<b>(5,151)</b>	<b>(3.3%)</b>
<b>CAPITAL</b>					
BUILDING	66,000	83,000	45,000	(38,000)	(45.8%)
FURNISHINGS AND EQUIPMENT	5,818	-	25,000	25,000	- %
<b>TOTAL CAPITAL</b>	<b>71,818</b>	<b>83,000</b>	<b>70,000</b>	<b>(13,000)</b>	<b>(15.7%)</b>
<b>OTHER</b>					
CONTRIBUTIONS TO RESERVES	150,498	-	-	-	- %
CONTRIBUTIONS TO CAPITAL RESERVES	254,439	67,000	67,000	-	- %
<b>TOTAL OTHER</b>	<b>404,937</b>	<b>67,000</b>	<b>67,000</b>	<b>-</b>	<b>- %</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	917,921	956,634	1,002,606	45,972	4.8%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>917,921</b>	<b>956,634</b>	<b>1,002,606</b>	<b>45,972</b>	<b>4.8%</b>
<b>TOTAL EXPENSES</b>	<b>4,514,216</b>	<b>4,288,928</b>	<b>4,370,619</b>	<b>81,691</b>	<b>1.9%</b>
<b>TOTAL LIBRARY</b>	<b>3,906,935</b>	<b>3,906,935</b>	<b>3,994,008</b>	<b>87,073</b>	<b>2.2%</b>

# COURT SECURITY

## 2020 BUDGET REPORT

	2019 FORECAST	2019 BUDGET	2020 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
<b>EXPENSES</b>					
<b>OPERATING EXPENSES</b>					
EXTERNAL TRANSFERS	93,893	93,893	49,350	(44,543)	(47.4%)
<b>TOTAL OPERATING EXPENSES</b>	<b>93,893</b>	<b>93,893</b>	<b>49,350</b>	<b>(44,543)</b>	<b>(47.4%)</b>
<b>TOTAL EXPENSES</b>	<b>93,893</b>	<b>93,893</b>	<b>49,350</b>	<b>(44,543)</b>	<b>(47.4%)</b>
<b>TOTAL COURT SECURITY</b>	<b>93,893</b>	<b>93,893</b>	<b>49,350</b>	<b>(44,543)</b>	<b>(47.4%)</b>

# WATER AND WASTEWATER

## 2020 BUDGET REPORT

	2019	2019	2020	BUDGET	BUDGET
	FORECAST	BUDGET	REQUESTED	VARIANCE	% VARIANCE
			BUDGET		
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
PROVINCIAL GRANTS	(138,623)	(80,464)	-	80,464	(100.0%)
FEDERAL GRANTS	(277,245)	(160,928)	-	160,928	(100.0%)
WATER AND WASTEWATER RATES	(37,429,429)	(37,204,547)	(38,010,900)	(806,353)	2.2%
USER FEES AND CHARGES	(3,033,987)	(4,189,225)	(3,029,045)	1,160,180	(27.7%)
OTHER REVENUE	(1,808,810)	(730,992)	(748,150)	(17,158)	2.3%
<b>TOTAL GENERAL REVENUES</b>	<b>(42,688,094)</b>	<b>(42,366,156)</b>	<b>(41,788,095)</b>	<b>578,061</b>	<b>(1.4%)</b>
<b>OTHER REVENUES</b>					
DEVELOPMENT CHARGES	(4,113,089)	(4,059,591)	(8,339,382)	(4,279,791)	105.4%
RESERVE TRANSFER	(689,560)	(686,989)	(687,202)	(213)	- %
CAPITAL RESERVE TRANSFER	(13,457,222)	(17,323,496)	(19,008,369)	(1,684,873)	9.7%
<b>TOTAL OTHER REVENUES</b>	<b>(18,259,871)</b>	<b>(22,070,076)</b>	<b>(28,034,953)</b>	<b>(5,964,877)</b>	<b>27.0%</b>
<b>TOTAL REVENUES</b>	<b>(60,947,965)</b>	<b>(64,436,232)</b>	<b>(69,823,048)</b>	<b>(5,386,816)</b>	<b>8.4%</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	4,137,070	4,327,890	4,396,597	68,707	1.6%
BENEFITS	1,348,526	1,810,624	1,795,024	(15,600)	(0.9%)
<b>TOTAL SALARIES AND BENEFITS</b>	<b>5,485,596</b>	<b>6,138,514</b>	<b>6,191,621</b>	<b>53,107</b>	<b>0.9%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	3,198,828	3,352,462	3,505,892	153,430	4.6%
CONTRACTED SERVICES	7,104,038	7,331,179	7,582,655	251,476	3.4%
RENTS AND FINANCIAL EXPENSES	3,550	6,850	6,350	(500)	(7.3%)
<b>TOTAL OPERATING EXPENSES</b>	<b>10,306,416</b>	<b>10,690,491</b>	<b>11,094,897</b>	<b>404,406</b>	<b>3.8%</b>
<b>DEBT REPAYMENT</b>					
PRINCIPAL REPAYMENT	2,679,591	2,907,876	2,711,428	(196,448)	(6.8%)
INTEREST REPAYMENT	1,021,955	1,026,567	918,932	(107,635)	(10.5%)
<b>TOTAL DEBT REPAYMENT</b>	<b>3,701,546</b>	<b>3,934,443</b>	<b>3,630,360</b>	<b>(304,083)</b>	<b>(7.7%)</b>
<b>CAPITAL</b>					
MAJOR INFRASTRUCTURE	18,002,480	22,965,500	26,527,594	3,562,094	15.5%
BUILDING	-	-	75,000	75,000	- %
FURNISHINGS AND EQUIPMENT	441,900	511,900	583,900	72,000	14.1%
<b>TOTAL CAPITAL</b>	<b>18,444,380</b>	<b>23,477,400</b>	<b>27,186,494</b>	<b>3,709,094</b>	<b>15.8%</b>
<b>OTHER</b>					
CONTRIBUTIONS TO RESERVES	3,347,246	642,792	663,650	20,858	3.2%
CONTRIBUTIONS TO CAPITAL RESERVES	13,672,489	13,000,903	14,896,492	1,895,589	14.6%
<b>TOTAL OTHER</b>	<b>17,019,735</b>	<b>13,643,695</b>	<b>15,560,142</b>	<b>1,916,447</b>	<b>14.0%</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	5,662,176	6,211,940	5,820,786	(391,154)	(6.3%)
DEPARTMENTAL CHARGES	328,116	339,749	338,749	(1,000)	(0.3%)
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>5,990,292</b>	<b>6,551,689</b>	<b>6,159,535</b>	<b>(392,154)</b>	<b>(6.0%)</b>
<b>TOTAL EXPENSES</b>	<b>60,947,965</b>	<b>64,436,232</b>	<b>69,823,049</b>	<b>5,386,817</b>	<b>8.4%</b>
<b>TOTAL WATER AND WASTEWATER</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>1</b>	<b>- %</b>

**County of Oxford**  
**2020 BUDGET FOR PSAB**

	2020 BUDGET	PRINCIPAL	LOCAL AREA	TRANSFERS			2020
		DEBT REPAYMENT (1)	MUNICIPAL DEBT REPAYMENTS (2)	DEBENTURE PROCEEDS	TO/FROM SURPLUS (3)	AMORTIZATION (4)	PSAB BUDGET
<b>REVENUES</b>							
PROPERTY TAXATION	(1,760,500)	-	-	-	-	-	(1,760,500)
GENERAL REVENUES	(127,279,994)	-	6,749,324	-	(3,286,395)	-	(123,817,065)
OTHER REVENUES	(67,658,547)	-	-	942,000	48,909,668	-	(17,806,879)
INTERDEPARTMENTAL RECOVERIES	(15,921,175)	-	-	-	-	-	(15,921,175)
<b>TOTAL REVENUES</b>	<b>(212,620,216)</b>	<b>-</b>	<b>6,749,324</b>	<b>-</b>	<b>942,000</b>	<b>45,623,273</b>	<b>(159,305,619)</b>
<b>EXPENSES</b>							
SALARIES AND BENEFITS	60,737,540	-	-	-	-	-	60,737,540
OPERATING EXPENSES	93,932,203	-	-	(214,000)	-	-	93,718,203
DEBT REPAYMENT	15,375,378	(6,767,399)	(6,749,323)	-	-	-	1,858,656
CAPITAL	56,772,173	-	-	(58,344,673)	-	1,572,500	18,642,812
OTHER	37,528,325	-	-	-	(31,930,678)	-	5,597,647
INTERDEPARTMENTAL CHARGES	15,162,159	-	-	-	-	-	15,162,159
<b>TOTAL EXPENSES</b>	<b>279,507,778</b>	<b>(6,767,399)</b>	<b>(6,749,323)</b>	<b>(58,558,673)</b>	<b>-</b>	<b>(30,358,178)</b>	<b>195,717,017</b>
<b>TOTAL County of Oxford</b>	<b>66,887,562</b>	<b>(6,767,399)</b>	<b>1</b>	<b>(58,558,673)</b>	<b>942,000</b>	<b>15,265,095</b>	<b>36,411,398</b>

1. Principal debt repayment for County debt
2. This represents the repayment of the local area municipalities debt
3. This represents the transfers to and from Reserves and Reserve Funds (excluding gas tax and development charge reserves)
4. Estimated based on 2018 actual amortization

**LIBRARY**  
**2020 BUDGET FOR PSAB**

	2020	PRINCIPAL	LOCAL AREA		TRANSFERS		2020
	BUDGET	DEBT	MUNICIPAL DEBT	DEBENTURE	TO/FROM	AMORTIZATION	PSAB
		REPAYMENT (1)	REPAYMENTS (2)	CAPITAL	SURPLUS (3)	(4)	BUDGET
<b>REVENUES</b>							
GENERAL REVENUES	(178,389)	-	-	-	-	-	(178,389)
OTHER REVENUES	(198,222)	-	-	-	-	45,000	(153,222)
<b>TOTAL REVENUES</b>	<b>(376,611)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>45,000</b>	<b>(331,611)</b>
<b>EXPENSES</b>							
SALARIES AND BENEFITS	2,481,471	-	-	-	-	-	2,481,471
OPERATING EXPENSES	597,101	-	-	(214,000)	-	-	383,101
DEBT REPAYMENT	152,441	(137,458)	-	-	-	-	14,983
CAPITAL	70,000	-	-	(70,000)	-	442,282	442,282
OTHER	67,000	-	-	-	(67,000)	-	-
INTERDEPARTMENTAL CHARGES	1,002,606	-	-	-	-	-	1,002,606
<b>TOTAL EXPENSES</b>	<b>4,370,619</b>	<b>(137,458)</b>	<b>-</b>	<b>(284,000)</b>	<b>-</b>	<b>442,282</b>	<b>4,324,443</b>
<b>TOTAL LIBRARY</b>	<b>3,994,008</b>	<b>(137,458)</b>	<b>-</b>	<b>(284,000)</b>	<b>-</b>	<b>442,282</b>	<b>3,992,832</b>

1. Principal debt repayment for County debt

2. This represents the repayment of the local area municipalities debt

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

4. Estimated based on 2018 actual amortization

## County of Oxford FIVE YEAR BUDGET PROJECTION

	2020 REQUESTED BUDGET	2021 PROJECTED BUDGET	2022 PROJECTED BUDGET	2023 PROJECTED BUDGET	2024 PROJECTED BUDGET
<b>REVENUES</b>					
PROPERTY TAXATION	(1,760,500)	(1,760,500)	(1,760,500)	(1,760,500)	(1,760,500)
GENERAL REVENUES	(127,279,994)	(125,032,330)	(124,326,339)	(124,221,179)	(123,962,602)
OTHER REVENUES	(67,658,547)	(76,082,892)	(48,970,493)	(49,642,253)	(48,096,934)
INTERDEPARTMENTAL RECOVERIES	(15,921,175)	(16,352,160)	(16,732,774)	(16,722,752)	(17,030,907)
<b>TOTAL REVENUES</b>	<b>(212,620,216)</b>	<b>(219,227,882)</b>	<b>(191,790,106)</b>	<b>(192,346,684)</b>	<b>(190,850,943)</b>
<b>EXPENSES</b>					
SALARIES AND BENEFITS	60,737,540	61,658,471	62,845,150	63,969,960	64,750,924
OPERATING EXPENSES	93,932,203	86,333,488	85,384,640	86,413,236	87,739,115
DEBT REPAYMENT	15,375,375	14,519,334	13,987,058	12,782,934	9,646,277
CAPITAL	56,772,173	74,297,955	46,613,549	45,731,896	42,246,743
OTHER	37,528,325	36,119,770	37,637,757	39,603,198	43,031,674
INTERDEPARTMENTAL CHARGES	15,162,159	15,600,638	15,972,665	15,962,643	16,271,001
<b>TOTAL EXPENSES</b>	<b>279,507,775</b>	<b>288,529,656</b>	<b>262,440,819</b>	<b>264,463,867</b>	<b>263,685,734</b>
<b>TOTAL County of Oxford</b>	<b>66,887,559</b>	<b>69,301,774</b>	<b>70,650,713</b>	<b>72,117,183</b>	<b>72,834,791</b>



## FULL-TIME EQUIVALENT PLAN

Department/Division	2019				2020			Inc(Dec)	2020 Budget Explanation
	FTE <sup>1</sup>	Reorg <sup>2</sup>	Student	Budget	FTE	Student	Budget		
CAO Office	4.0	(2.0)	-	2.0	2.0	-	2.0	-	
Strategic Communication & Engagement	3.0	-	-	3.0	3.0	-	3.0	-	
Tourism	3.0	-	0.7	3.7	3.0	0.7	3.7	-	
Strategic Initiatives	1.0	-	-	1.0	1.0	-	1.0	-	
Paramedic Services	74.6	-	-	74.6	74.6	-	74.6	-	
Human Resources	7.0	-	-	7.0	7.0	-	7.0	-	
Community Planning	13.3	-	-	13.3	13.3	-	13.3	-	
Finance	11.0	-	-	11.0	11.0	-	11.0	-	
Customer Service	6.7	(1.0)	-	5.7	5.7	-	5.7	-	
Clerks <sup>3</sup>	2.0	3.0	-	5.0	5.0	-	5.0	-	
Information Technology	11.0	-	-	11.0	11.0	-	11.0	-	
Information Services	10.7	-	0.3	11.0	10.7	0.3	11.0	-	
Assessment Management	-	-	-	-	-	-	-	-	
Provincial Offences Administration	5.5	-	-	5.5	5.5	-	5.5	-	
<b>Corporate Services</b>	<b>46.9</b>	<b>2.0</b>	<b>0.3</b>	<b>49.2</b>	<b>48.9</b>	<b>0.3</b>	<b>49.2</b>	-	
Library <i>(Corporate Services)</i>	36.5	-	-	36.5	35.9	-	35.9	(0.6)	(0.6) FTE Part Time branch staff hours allocation to reflect 2019 actuals
Human Services	45.5	-	0.7	46.2	43.4	0.3	43.7	(2.5)	(1.1) FTE Support Clerk (1.0) Program Integrity Worker (0.4) Student
Woodingford Lodge	200.7	-	-	200.7	200.1	-	200.1	(0.6)	0.6 Increase in additional coverage for Family Transition program (1.2) Reorganization of WFL due to funding envelope changes
Engineering Services	16.8	-	1.3	18.1	16.8	1.3	18.1	-	
Facilities	11.9	-	0.7	12.6	11.9	0.7	12.6	-	
Roads	34.7	-	4.8	39.5	32.0	4.3	36.3	(3.2)	(2.0) FTE Road Operators - Full Time (1.2) FTE Seasonal Equipment Operators - Contract
Waste Management	15.1	-	0.7	15.8	15.1	0.7	15.8	-	
Woodlands	1.1	-	-	1.1	1.1	-	1.1	-	
Water and Wastewater	54.5	-	1.7	56.2	54.5	1.7	56.2	-	
<b>Public Works</b>	<b>134.1</b>	-	<b>9.2</b>	<b>143.3</b>	<b>131.4</b>	<b>8.7</b>	<b>140.1</b>	<b>(3.2)</b>	
<b>Total</b>	<b>569.6</b>	-	<b>10.9</b>	<b>580.5</b>	<b>563.6</b>	<b>10.0</b>	<b>573.6</b>	<b>(6.9)</b>	

<sup>1</sup> Prior year balances have been restated for consistency purposes

<sup>2</sup> Division reorganization within 2019 budget year

<sup>3</sup> Includes Archives

## Budget Impacts Report 2020 Budget

	REF	2020 BASE BUDGET	ONE TIME	TOTAL COST	RESERVES	DEVELOP- MENT CHARGES	GRANTS	DEBEN- TURES	OTHER SOURCES	TOTAL REVENUES	TAXATION	WWW RATES & RESERVES
<b>NEW INITIATIVES</b>												
RDS-Snow plow route optimization	2020-01	(421,519)	105,000	(316,519)	-	-	-	-	105,000	105,000	(421,519)	-
FLT-Fleet utilization & rationalization implementation	2020-02 Note 1	(60,321)	12,000	(48,321)	-	-	-	-	12,000	12,000	(60,321)	-
FAC-Security guard services for Oxford County Administration Building	2020-03	80,000	-	80,000	-	-	-	-	-	-	80,000	-
CAO-SouthwestLynx	2020-04	175,000	-	175,000	-	-	-	-	-	-	175,000	-
HSG-Social Housing Revitalization Pilot	2020-05	-	115,000	115,000	-	-	-	-	-	-	115,000	-
WFL-Third party short term income protection benefits adjudication for Woodingford Lodge – Trial (HR)	2020-06	16,000	-	16,000	-	-	-	-	-	-	16,000	-
CLK-Webcasting of all open session council meetings	2020-07	12,450	22,025	34,475	-	-	-	-	-	-	34,475	-
		<b>(198,390)</b>	<b>254,025</b>	<b>55,635</b>	-	-	-	-	<b>117,000</b>	<b>117,000</b>	<b>(61,365)</b>	-
<b>ONE-TIME ITEMS</b>												
IT-Disaster Recovery Plan and Business Continuity Plan		-	40,000	40,000	40,000	-	-	-	-	40,000	-	-
HR-Training videos		-	2,000	2,000	2,000	-	-	-	-	2,000	-	-
RDS-Ash tree removal		-	30,000	30,000	-	-	-	-	-	-	30,000	-
HR-Kronos Project Manager		-	40,000	40,000	40,000	-	-	-	-	40,000	-	-
WM-Expand brush pad		-	50,000	50,000	50,000	-	-	-	-	50,000	-	-
WW-Digester #4 cleanout		-	200,000	200,000	-	-	-	-	-	-	-	200,000
WW-Repairs to splitter box primary 1		-	50,000	50,000	-	-	-	-	-	-	-	50,000
WW-Repairs to 1974 plant pipeworks		-	75,000	75,000	-	-	-	-	-	-	-	75,000
WW-Concrete pad for digester access		-	75,000	75,000	-	-	-	-	-	-	-	75,000
WW-Two new descaler centrifuge		-	60,000	60,000	-	-	-	-	-	-	-	60,000
WW-Inline grinder for mixing digester pumps		-	75,000	75,000	-	-	-	-	-	-	-	75,000
WW-Digester catwalk and pump retrieval		-	50,000	50,000	-	-	-	-	-	-	-	50,000
WW-Replace 8 rotorks in digester		-	80,000	80,000	-	-	-	-	-	-	-	80,000
WM-Recycling Processing Audit		-	40,000	40,000	-	-	-	-	-	-	40,000	-
WFL-Replacement of cell phones - renewal		-	2,100	2,100	-	-	-	-	-	-	2,100	-
SI-Zero Waste Reduction Technology Carryover		-	798,000	798,000	787,000	11,000	-	-	-	798,000	-	-

## Budget Impacts Report 2020 Budget

	REF	2020 BASE BUDGET	ONE TIME	TOTAL COST	RESERVES	DEVELOP- MENT CHARGES	GRANTS	DEBEN- TURES	OTHER SOURCES	TOTAL REVENUES	TAXATION	WWW RATES & RESERVES
GN-Significant tax write-offs		-	5,000,000	5,000,000	5,000,000	-	-	-	-	5,000,000	-	-
WFL-Additional capital requirements over reserve balance		-	100,000	100,000	-	-	-	-	-	-	100,000	-
WDL-Increased tree planting		-	12,500	12,500	12,500	-	-	-	-	12,500	-	-
POA-Additional training for conflict course		-	700	700	-	-	-	-	-	-	700	-
PLN-Secondary Plan		-	200,000	200,000	65,000	135,000	-	-	-	200,000	-	-
IS-SWOOP Orthophotography		-	15,000	15,000	-	-	-	-	-	-	15,000	-
FAC-OCAB Rm 129 Updates		-	20,000	20,000	-	-	-	-	-	-	20,000	-
		-	<b>7,015,300</b>	<b>7,015,300</b>	<b>5,996,500</b>	<b>146,000</b>	-	-	-	<b>6,142,500</b>	<b>207,800</b>	<b>665,000</b>
<b>SERVICE LEVEL</b>												
FIN-Citywide GIS Viewer	1	2,040	8,375	10,415	-	-	-	-	-	-	10,415	-
IT-Security Testing	1	100,000	-	100,000	75,000	-	-	-	-	75,000	25,000	-
LIB-Community Employment Services		-	-	-	-	-	-	-	1,200	1,200	(1,200)	-
LIB-Branch hours adjustments		(4,290)	-	(4,290)	-	-	-	-	-	-	(4,290)	-
RDS-Phragmites control program		30,000	-	30,000	-	-	-	-	-	-	30,000	-
RDS-Roads capital increase (AMP)		500,000	-	500,000	-	-	-	-	-	-	500,000	-
HSG-County rent supps increase for seniors		12,500	-	12,500	-	-	-	-	-	-	12,500	-
WW/W-Full-time permanent locator (from FT contract)-Water		11,093	-	11,093	-	-	-	-	-	-	-	11,093
HSG-Bridge and County rent supp increase		72,000	-	72,000	-	-	-	-	-	-	72,000	-
WM-Compost program additional revenues		-	-	-	-	-	-	-	40,000	40,000	(40,000)	-
IT-Security measures	1	50,000	-	50,000	-	-	-	-	-	-	50,000	-
LIB-Security measures		10,000	-	10,000	-	-	-	-	-	-	10,000	-
LIB-Additional training for patron computer troubleshooting program		11,000	-	11,000	-	-	-	-	-	-	11,000	-
LIB-Library survey		-	5,000	5,000	-	-	-	-	-	-	5,000	-
LIB-Increased library advertising		4,000	-	4,000	-	-	-	-	-	-	4,000	-
WFL-Adjustment of hours to actual schedule		(32,190)	-	(32,190)	-	-	-	-	-	-	(32,190)	-
COUN-SWIFT 2% General Levy Surcharge (20190109-Resolution 21,22,23)		1,265,872	-	1,265,872	1,265,872	-	-	-	-	1,265,872	-	-
WM-Leaf and yard waste 2019 Budget New Initiative impact		(98,300)	-	(98,300)	-	-	-	-	-	-	(98,300)	-

## Budget Impacts Report 2020 Budget

	REF	2020 BASE BUDGET	ONE TIME	TOTAL COST	RESERVES	DEVELOP- MENT CHARGES	GRANTS	DEBEN- TURES	OTHER SOURCES	TOTAL REVENUES	TAXATION	WWW RATES & RESERVES
WFL-Woodingford Lodge reorganization due to funding changes		(99,605)	-	(99,605)	-	-	-	-	-	-	(99,605)	-
WM-Work with City of Woodstock to maximize provincial grant for household hazardous waste depot		-	-	-	-	-	-	-	30,000	30,000	(30,000)	-
ASMT-ARB hearings		80,000	-	80,000	-	-	-	-	-	-	80,000	-
CC-Maximize provincial child care grants		387,510	-	387,510	-	-	310,010	-	-	310,010	77,500	-
WM-Reduction in City of Woodstock Large Article pickup frequency		(93,104)	-	(93,104)	-	-	-	-	-	-	(93,104)	-
WWW-Full-time permanent locator (from FT contract)-Wastewater		7,396	-	7,396	-	-	-	-	-	-	-	7,396
WFL-Additional FTE for the Family Transition Program pilot		64,764	-	64,764	-	-	64,764	-	-	64,764	-	-
		<b>2,280,686</b>	<b>13,375</b>	<b>2,294,061</b>	<b>1,340,872</b>	<b>-</b>	<b>374,774</b>	<b>-</b>	<b>71,200</b>	<b>1,786,846</b>	<b>488,726</b>	<b>18,489</b>
<b>PROVINCIAL FUNDING</b>												
PH-Public Health Provincial funding changes		168,279	-	168,279	-	-	-	-	-	-	168,279	-
PS-Land Ambulance Provincial funding changes		-	-	-	-	-	(896,698)	-	-	(896,698)	896,698	-
HS-Child care provincial funding changes		-	-	-	-	-	(273,835)	-	-	(273,835)	273,835	-
CA-Conservation authority provincial impacts		26,690	-	26,690	-	-	-	-	-	-	26,690	-
LIB-Library SOLS program provincial impacts		4,000	-	4,000	-	-	-	-	-	-	4,000	-
HSG-Housing Provincial Funding - Ontario Priorities Housing Initiative		1,146,000	-	1,146,000	-	-	1,146,000	-	-	1,146,000	-	-
HSG-Housing Provincial Funding - Canada Ontario Community Initiative		224,804	-	224,804	-	-	224,804	-	-	224,804	-	-
POA-Court Security Grant under provincial review		-	-	-	-	-	(9,900)	-	-	(9,900)	9,900	-
		<b>1,569,773</b>	<b>-</b>	<b>1,569,773</b>	<b>-</b>	<b>-</b>	<b>190,371</b>	<b>-</b>	<b>-</b>	<b>190,371</b>	<b>1,379,402</b>	<b>-</b>
<b>OPERATING IMPACTS OF CAPITAL</b>												
FAC-Net Metering-174 Lisgar (Capital Budget 2019)		27,888	-	27,888	-	-	-	-	9,900	9,900	17,988	-
FAC-Net Metering-Salford Landfill (Capital Budget 2018)		80,876	-	80,876	-	-	-	-	-	-	80,876	-
FAC-Net Metering-WWTP 195 Admiral (Capital Budget 2018)		224,396	-	224,396	-	-	-	-	75,130	75,130	149,266	-

## Budget Impacts Report 2020 Budget

	REF	2020 BASE BUDGET	ONE TIME	TOTAL COST	RESERVES	DEVELOP- MENT CHARGES	GRANTS	DEBEN- TURES	OTHER SOURCES	TOTAL REVENUES	TAXATION	WWW RATES & RESERVES
FAC-Net Metering-WFL Ingersoll (Capital Budget 2019)		41,032	-	41,032	-	-	-	-	17,100	17,100	23,932	-
FAC-Net Metering-WFL Tillsonburg (Capital Budget 2019)		41,032	-	41,032	-	-	-	-	16,900	16,900	24,132	-
FAC-Net Metering-WFL Woodstock (Capital Budget 2020)		100,892	-	100,892	-	-	-	-	44,000	44,000	56,892	-
FAC-Fit Solar WWTP (Capital Budget 2017)		6,479	-	6,479	-	-	-	-	-	-	6,479	-
FAC-6 Pitcher Street		66,220	-	66,220	-	-	-	-	-	-	66,220	-
		<b>588,815</b>	<b>-</b>	<b>588,815</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>163,030</b>	<b>163,030</b>	<b>425,785</b>	<b>-</b>
<b>TOTAL COUNTY OF OXFORD</b>		<b>4,240,884</b>	<b>7,282,700</b>	<b>11,523,584</b>	<b>7,337,372</b>	<b>146,000</b>	<b>565,145</b>	<b>-</b>	<b>351,230</b>	<b>8,399,747</b>	<b>2,440,348</b>	<b>683,489</b>

<sup>1</sup> Interdepartmental charge - impact on taxation levy may be less as water and wastewater rates will absorb a portion of the impact

## 2020 INTERDEPARTMENTAL ALLOCATIONS

	2019 FINANCE	2020 FINANCE	2019 HUMAN RESOURCES	2020 HUMAN RESOURCES	2019 IT	2020 IT	2019 CUSTOMER SERVICE	2020 CUSTOMER SERVICE	2019 FACILITIES	2020 FACILITIES	2019 FLEET	2020 FLEET	2019 TOTAL	2020 TOTAL	% CHANGE
COUNCIL	5,603	5,258	-	-	3,803	3,870	1,243	1,155	49,686	89,100	-	-	60,335	99,383	64.7%
CAO	5,134	4,502	6,183	2,564	19,038	11,891	2,575	1,155	35,490	13,300	-	-	68,420	33,412	(51.2)
SC&E	4,348	4,154	6,183	3,846	26,140	16,151	1,243	1,155	12,422	15,500	-	-	50,336	40,806	(18.9)
TOURISM	5,978	5,440	4,575	4,744	20,716	18,529	2,575	1,155	7,098	12,900	-	-	40,942	42,768	4.5
STRATEGIC INITIATIVES	2,977	3,146	1,237	1,282	4,049	4,040	9,945	3,081	7,098	4,500	369	375	25,675	16,424	(36.0)
PARAMEDIC SERVICES	82,351	81,555	172,126	178,474	148,260	203,328	25,752	19,257	315,438	321,800	-	-	743,927	804,414	8.1
<b>CORPORATE SERVICES</b>															
FINANCE	-	-	-	-	-	-	-	-	49,686	34,000	-	-	49,686	34,000	(31.6)
CUSTOMER SERVICE	-	-	-	-	-	-	-	-	70,980	35,400	-	-	70,980	35,400	(50.1)
INFORMATION SERVICES	4,704	5,459	13,602	14,104	58,159	50,504	6,660	9,629	49,686	44,900	-	-	132,811	124,596	(6.2)
INFORMATION TECHNOLOGY	-	-	-	-	-	-	-	-	17,745	35,300	-	-	17,745	35,300	98.9
CLERKS	2,420	3,171	2,474	6,411	11,317	21,978	7,992	9,629	44,870	84,810	-	-	69,073	125,999	82.4
POA	20,100	20,249	6,801	7,052	43,094	40,979	7,370	9,629	112,544	114,900	-	-	189,909	192,809	1.5
LIBRARY	58,294	56,285	45,134	45,901	350,358	393,198	19,359	19,258	462,855	461,492	15,634	26,472	951,634	1,002,606	5.4
<b>TOTAL CORPORATE SERVICES</b>	<b>85,518</b>	<b>85,164</b>	<b>68,011</b>	<b>73,468</b>	<b>462,928</b>	<b>506,659</b>	<b>41,381</b>	<b>48,145</b>	<b>808,366</b>	<b>810,802</b>	<b>15,634</b>	<b>26,472</b>	<b>1,481,838</b>	<b>1,550,710</b>	<b>4.6</b>
<b>PUBLIC WORKS</b>															
ADMINISTRATION	-	-	-	-	-	-	-	-	127,765	169,100	16,391	20,246	144,156	189,346	31.3
FACILITIES	49,077	51,131	15,209	15,770	47,963	61,361	22,200	18,333	10,819	11,035	91,743	93,184	237,011	250,814	5.8
ENGINEERING SERVICES	42,175	43,723	21,886	22,694	85,545	75,652	53,724	38,515	-	-	67,666	73,126	270,996	253,710	(6.4)
TRANSPORTATION SERVICES	129,982	127,012	85,964	79,749	73,838	74,410	69,975	52,997	288,369	283,709	2,072,132	1,940,712	2,720,260	2,558,589	(5.9)
WASTE MANAGEMENT	83,844	91,028	29,058	30,130	42,945	38,169	59,940	52,997	83,961	96,137	506,086	513,565	805,834	822,026	2.0
WATER SERVICES	176,013	174,429	39,075	38,080	140,243	149,470	149,877	115,545	2,235,098	1,862,552	431,947	466,836	3,172,253	2,806,912	(11.5)
WASTEWATER SERVICES	141,700	139,514	48,225	52,439	43,851	57,781	99,889	115,545	2,486,072	2,460,259	232,239	197,884	3,051,976	3,023,422	(0.9)
<b>TOTAL PUBLIC WORKS</b>	<b>622,791</b>	<b>626,837</b>	<b>239,417</b>	<b>238,862</b>	<b>434,385</b>	<b>456,843</b>	<b>455,605</b>	<b>393,932</b>	<b>5,232,084</b>	<b>4,882,792</b>	<b>3,418,204</b>	<b>3,305,553</b>	<b>10,402,486</b>	<b>9,904,819</b>	<b>(4.8)</b>
<b>HUMAN RESOURCES</b>															
HUMAN SERVICES	-	-	-	-	-	-	-	-	28,392	33,100	-	-	28,392	33,100	16.6
WOODINGFORD LODGE	300,257	302,892	102,386	106,162	190,384	198,022	127,192	107,841	436,688	402,464	539	623	1,157,446	1,118,004	(3.4)
PLANNING	243,707	241,518	447,948	463,237	566,047	570,352	63,048	52,458	22,965	20,359	-	-	1,343,715	1,347,924	0.3
<b>TOTAL</b>	<b>1,368,505</b>	<b>1,369,733</b>	<b>1,064,512</b>	<b>1,089,691</b>	<b>1,933,447</b>	<b>2,050,603</b>	<b>746,366</b>	<b>642,814</b>	<b>7,037,354</b>	<b>6,683,517</b>	<b>3,434,746</b>	<b>3,333,023</b>	<b>15,584,930</b>	<b>15,169,381</b>	<b>(2.7)</b>
\$ VARIANCE		1,228		25,179		117,156		(103,552)		(353,837)		(101,723)		(415,549)	
% VARIANCE		0.1%		2.4%		6.1%		(13.9%)		(5.0%)		(3.0%)		(2.7%)	

## 2020 RESERVE CONTINUITY REPORT

	2019 OPENING BALANCE	2019 FORECAST INTEREST	2019 FORECAST TO	2019 FORECAST FROM	2019 RESERVE REALIGNMEN	2019 FORECAST CLOSING BALANCE	2020 BUDGET INTEREST	2020 BUDGET TO	2020 BUDGET FROM	2020 BUDGET CLOSING BALANCE	RESERVE TARGET POLICY	POLICY (SURPLUS) SHORTFALL
<b>DEVELOPMENT CHARGES</b>												
91100 DC - ADMIN	357,567	9,300	55,333	(131,386)	48,016	338,830	7,800	71,054	(163,000)	254,684	-	-
91210 DC - FACILITIES OCAB	47,472	-	544	-	(48,016)	-	-	-	-	-	-	-
91230 DC - ROADS	898,948	20,700	1,939,209	(2,473,682)	-	385,175	8,900	2,030,682	(1,827,000)	597,757	-	-
91231 DC - WASTE DIVERSION	-	-	11,420	(10,000)	-	1,420	-	23,524	(24,364)	580	-	-
91251 DC - WW WOODSTOCK	242,600	5,600	1,173,741	(323,354)	-	1,098,587	25,300	1,255,670	(2,156,626)	222,931	-	-
91252 DC - WW TILLSONBURG	5,074,224	116,700	450,000	(1,784,219)	-	3,856,705	88,700	463,390	(3,443,065)	965,730	-	-
91253 DC - WW INGERSOLL	4,820	100	511,978	(433,510)	-	83,388	1,900	527,337	(591,057)	21,568	-	-
91254 DC - WW NORWICH	1,910,456	43,900	173,856	(226)	-	2,127,986	48,900	179,071	(2,223)	2,353,734	-	-
91255 DC - WW TAVISTOCK	79,294	1,800	288,186	(317,622)	-	51,658	1,200	296,832	(321,620)	28,070	-	-
91256 DC - WW PLATTSVILLE	4,629	100	162,188	(147,913)	-	19,004	400	177,089	(192,700)	3,793	-	-
91257 DC - WW THAMESFORD	229,334	5,300	151,596	(178)	(211,761)	174,291	4,000	-	(1,471)	176,820	-	-
91258 DC - WW DRUMBO	392,840	9,000	26,579	(183,493)	70,602	315,528	7,300	27,377	(341,233)	8,972	-	-
91259 DC - WW MT ELGIN	-	-	375	(133)	-	242	-	772	(750)	264	-	-
91261 DC - W WOODSTOCK	236,830	5,400	702,523	(207,869)	-	736,884	16,900	702,868	(577,687)	878,965	-	-
91262 DC - W TILLSONBURG	65,111	1,500	150,000	(44,627)	-	171,984	4,000	153,797	(138,568)	191,213	-	-
91263 DC - W INGERSOLL	95,363	2,200	128,727	(204,632)	-	21,658	500	132,589	(121,073)	33,674	-	-
91264 DC - W NORWICH	84,552	1,900	36,828	(101,079)	-	22,201	500	37,934	(53,645)	6,990	-	-
91265 DC - W TAVISTOCK	580,118	13,300	32,140	(2,256)	-	623,302	14,300	33,103	(174,207)	496,498	-	-
91266 DC - W PLATTSVILLE	3,542	100	62,397	(60,720)	-	5,319	100	68,129	(68,030)	5,518	-	-
91267 DC - W THAMESFORD	23,828	500	61,008	(275,682)	211,761	21,415	500	83,789	(77,359)	28,345	-	-
91268 DC - W DRUMBO	90,121	2,100	-	(403)	(70,602)	21,216	500	-	(1,696)	20,020	-	-
91269 DC - W MT ELGIN	-	-	36,768	(25,173)	-	11,595	300	75,742	(76,372)	11,265	-	-
91500 DC - EMS	291,094	6,700	169,356	(461,750)	-	5,400	100	227,966	(199,911)	33,555	-	-
91600 DC - LIBRARY	516,944	11,900	118,455	(265,639)	-	381,660	8,800	125,193	(153,222)	362,431	-	-
<b>TOTAL DEVELOPMENT CHARGES</b>	<b>11,229,687</b>	<b>258,100</b>	<b>6,443,207</b>	<b>(7,455,546)</b>	<b>-</b>	<b>10,475,448</b>	<b>240,900</b>	<b>6,693,908</b>	<b>(10,706,879)</b>	<b>6,703,377</b>	<b>-</b>	<b>-</b>
<b>RESERVE FUNDS</b>												
93270 RF - LANDFILL AND WASTE DIV.	24,245,091	650,000	-	(1,178,533)	-	23,716,558	625,000	-	(1,618,221)	22,723,337	20,650,000	(2,073,337)
<b>TOTAL RESERVE FUNDS</b>	<b>24,245,091</b>	<b>650,000</b>	<b>-</b>	<b>(1,178,533)</b>	<b>-</b>	<b>23,716,558</b>	<b>625,000</b>	<b>-</b>	<b>(1,618,221)</b>	<b>22,723,337</b>	<b>20,650,000</b>	<b>(2,073,337)</b>
<b>RESERVES</b>												
92101 R - WSIB	3,621,510	-	-	(317,500)	-	3,304,010	-	-	(326,625)	2,977,385	5,357,000	2,379,615
92102 R - PAY EQUITY	1,344,883	-	-	(11,528)	-	1,333,355	-	-	-	1,333,355	952,000	(381,355)
92103 R - TRAINING	282,543	-	-	-	-	282,543	-	-	(42,000)	240,543	100,000	(140,543)



## 2020 RESERVE CONTINUITY REPORT

	2019	2019	2019	2019	2019	2019 FORECAST	2020	2020	2020	2020 BUDGET	RESERVE	POLICY
	OPENING BALANCE	FORECAST INTEREST	FORECAST TO	FORECAST FROM	RESERVE REALIGNMEN	CLOSING BALANCE	BUDGET INTEREST	BUDGET TO	BUDGET FROM	CLOSING BALANCE	TARGET POLICY	(SURPLUS) SHORTFALL
92120 R - INFORMATION SYSTEMS	1,356,128	30,877	217,353	(244,624)	-	1,359,734	26,431	215,488	(592,050)	1,009,603	646,000	(363,603)
92130 R - CORPORATE GENERAL	11,536,451	-	905,000	(2,716,065)	-	9,725,386	-	200,000	(6,460,322)	3,465,064	9,480,000	6,014,936
92131 R - WORKING CAPITAL	6,100,000	-	-	-	-	6,100,000	-	-	-	6,100,000	6,320,000	220,000
92133 R - LEGAL	502,098	-	-	-	-	502,098	-	-	-	502,098	618,000	115,902
92134 R - INSURANCE	1,452,658	33,411	-	-	-	1,486,069	34,180	-	-	1,520,249	750,000	(770,249)
92205 R - FEDERAL GAS TAX	48,912	40,606	6,793,100	(3,360,000)	-	3,522,618	67,371	3,363,136	(4,550,000)	2,403,125	-	-
92206 R - OCIF	230,342	7,548	2,145,702	(1,950,000)	-	433,592	6,344	2,234,511	(2,550,000)	124,447	-	-
92210 R - FACILITIES	5,061,839	106,337	1,021,365	(1,998,321)	-	4,191,220	91,767	975,988	(1,587,864)	3,671,111	8,000,000	4,328,889
92215 R - TREES RURAL	7,819	-	15,000	-	-	22,819	-	-	(12,500)	10,319	-	-
92220 R - FLEET	402,316	18,719	1,601,105	(777,958)	-	1,244,182	35,818	1,948,900	(1,322,637)	1,906,263	2,137,000	230,737
92230 R - ROADS	10,106,024	229,812	7,625,932	(7,854,311)	-	10,107,457	204,329	7,574,000	(10,021,148)	7,864,638	14,390,000	6,525,362
92235 R - BRIDGES	6,600,060	167,858	2,300,000	(903,747)	-	8,164,171	202,969	2,300,000	(2,318,858)	8,348,282	4,600,000	(3,748,282)
92240 R - WATER/WASTEWATER CSAP	2,348,769	-	-	(204,000)	53,586	2,198,355	-	-	(95,000)	2,103,355	-	-
92241 R - 170 UPGRADE	53,586	-	-	-	(53,586)	-	-	-	-	-	-	-
92244 R - SOURCE WATER PROTECTION	477,271	-	608,190	(372,060)	-	713,401	-	610,650	(360,577)	963,474	-	-
92280 R - WASTE COLLECTION	2,577,518	-	-	(18,453)	-	2,559,065	-	-	(141,767)	2,417,298	1,201,000	(1,216,298)
92300 R - SOCIAL HOUSING	2,366,541	52,827	725,000	(864,400)	-	2,279,968	46,567	725,000	(1,235,610)	1,815,925	3,080,000	1,264,075
92301 R - CHILD CARE MITIGATION FUND	965,695	-	-	-	-	965,695	-	-	-	965,695	-	-
92302 R - AFFORDABLE HOUSING	3,950,246	-	643,439	(20,000)	-	4,573,685	-	1,084,000	(2,218,788)	3,438,897	-	-
92335 R - WOODINGFORD LODGE EQUIP	26,947	377	286,500	(307,632)	-	6,192	78	386,500	(392,133)	637	221,000	220,363
92400 R - PLANNING - OFFICIAL PLAN	687,250	-	-	(40,168)	-	647,082	-	-	(186,150)	460,932	450,000	(10,932)
92510 R - LAND AMBULANCE	91,239	-	-	(91,239)	-	-	-	-	-	-	-	-
92511 R - LAND AMBULANCE VEHICLES	692,423	13,147	795,080	(1,036,714)	-	463,936	12,738	795,000	(615,190)	656,484	463,000	(193,484)
92512 R - LAND AMBULANCE STATIONS	320,879	7,279	255,609	(64,408)	-	519,359	8,584	98,660	(190,910)	435,693	450,000	14,307
92600 R - LIBRARIES	239,450	-	-	-	-	239,450	-	-	-	239,450	200,000	(39,450)
92602 R - OCL NORWICH CAPITAL	40,466	-	-	-	-	40,466	-	-	-	40,466	-	-
92605 R - OCL - FACILITIES	342,391	11,720	404,937	(85,056)	-	673,992	15,940	67,000	(57,821)	699,111	1,250,000	550,889
<b>TOTAL RESERVES</b>	<b>63,834,254</b>	<b>720,518</b>	<b>26,343,312</b>	<b>(23,238,184)</b>	<b>-</b>	<b>67,659,900</b>	<b>753,116</b>	<b>22,578,833</b>	<b>(35,277,950)</b>	<b>55,713,899</b>	<b>60,665,000</b>	<b>15,000,879</b>
WATER & WASTEWATER RESERVES												
92249 R-WW EMBRO	279,887	7,761	117,004	(1,939)	-	402,713	10,550	113,382	(1,476)	525,169	693,000	167,831
92250 R - WW INNERKIP	646,839	15,931	114,515	(22,855)	-	754,430	17,705	105,602	(74,994)	802,743	531,000	(271,743)
92251 R - WW WOODSTOCK	14,195,529	319,137	2,274,061	(2,914,085)	-	13,874,642	303,970	1,722,284	(3,043,360)	12,857,536	15,165,000	2,307,464
92252 R - WW TILLSONBURG	18,653,825	447,286	1,908,524	(321,708)	-	20,687,927	470,073	1,604,141	(2,105,856)	20,656,285	7,937,000	(12,719,285)
92253 R - WW INGERSOLL	2,391,562	71,935	2,495,741	(1,023,641)	-	3,935,597	102,097	2,401,583	(1,396,155)	5,043,122	11,784,000	6,740,878

## 2020 RESERVE CONTINUITY REPORT

	2019	2019	2019	2019	2019	2019 FORECAST	2020	2020	2020	2020 BUDGET	RESERVE	POLICY
	OPENING	FORECAST	FORECAST	FORECAST	RESERVE	CLOSING	BUDGET	BUDGET	BUDGET	CLOSING	TARGET	(SURPLUS)
	BALANCE	INTEREST	TO	FROM	REALIGNMEN	BALANCE	INTEREST	TO	FROM	BALANCE	POLICY	SHORTFALL
92254 R - WW NORWICH	2,730,892	65,726	471,088	(217,555)	-	3,050,151	62,999	436,155	(1,058,490)	2,490,815	1,110,000	(1,380,815)
92255 R - WW TAVISTOCK	2,311,382	58,818	1,066,923	(575,071)	-	2,862,052	58,522	1,052,292	(1,687,665)	2,285,201	1,533,000	(752,201)
92256 R - WW PLATTSVILLE	1,385,988	33,687	163,293	(5,949)	-	1,577,019	38,008	180,444	(29,513)	1,765,958	958,000	(807,958)
92257 R - WW THAMESFORD	2,782,566	65,632	316,543	(174,573)	-	2,990,168	70,837	238,252	(58,870)	3,240,387	882,000	(2,358,387)
92258 R - WW DRUMBO	1,286,141	29,863	140,541	(116,057)	-	1,340,488	18,533	149,762	(1,219,135)	289,648	1,566,333	1,276,685
92259 R - WW MT ELGIN	486,027	9,804	117,424	(236,949)	-	376,306	8,968	78,527	(51,263)	412,538	275,000	(137,538)
92261 R - W WOODSTOCK	17,280,154	394,119	2,693,847	(2,982,973)	-	17,385,147	405,543	2,552,886	(2,063,116)	18,280,460	11,231,000	(7,049,460)
92262 R - W TILLSONBURG	2,712,694	64,321	1,055,847	(888,089)	-	2,944,773	70,665	1,083,336	(830,041)	3,268,733	6,525,000	3,256,267
92263 R - W INGERSOLL	6,329,275	154,426	2,060,098	(1,290,292)	-	7,253,507	172,096	1,896,683	(1,440,326)	7,881,960	3,776,000	(4,105,960)
92264 R - W TOWNSHIP	9,667,868	210,109	1,416,096	(2,481,486)	-	8,812,587	171,428	1,334,163	(4,053,237)	6,264,941	5,610,000	(654,941)
<b>TOTAL WATER &amp; WASTEWATER RESERVE</b>	<b>83,140,629</b>	<b>1,948,555</b>	<b>16,411,545</b>	<b>(13,253,222)</b>	<b>-</b>	<b>88,247,507</b>	<b>1,981,994</b>	<b>14,949,492</b>	<b>(19,113,497)</b>	<b>86,065,496</b>	<b>69,576,333</b>	<b>(16,489,163)</b>
<b>GRAND TOTAL</b>	<b>182,449,661</b>	<b>3,577,173</b>	<b>49,198,064</b>	<b>(45,125,485)</b>	<b>-</b>	<b>190,099,413</b>	<b>3,601,010</b>	<b>44,222,233</b>	<b>(66,716,547)</b>	<b>171,206,109</b>	<b>150,891,333</b>	<b>12,927,542</b>

## 2020 LONG TERM RESERVE CONTINUITY REPORT

	2019 OPENING BALANCE	2019 FORECAST CLOSING BALANCE	2020 BUDGET CLOSING BALANCE	2021 BUDGET CLOSING BALANCE	2022 BUDGET CLOSING BALANCE	2023 BUDGET CLOSING BALANCE	2024 BUDGET CLOSING BALANCE
<b>DEVELOPMENT CHARGES</b>							
91100 DC - ADMIN	357,567	338,830	254,684	238,269	223,649	94,665	19,336
91210 DC - FACILITIES OCAB	47,472	-	-	-	-	-	-
91230 DC - ROADS	898,948	385,175	597,757	53,058	756,108	17,488	303,438
91231 DC - WASTE DIVERSION	-	1,420	580	446	1,039	2,381	4,594
91251 DC - WW WOODSTOCK	242,600	1,098,587	222,931	21,372	510,036	1,364,664	2,707,471
91252 DC - WW TILLSONBURG	5,074,224	3,856,705	965,730	6,543	22,024	28,479	36,101
91253 DC - WW INGERSOLL	4,820	83,388	21,568	36,805	32,341	29,345	33,198
91254 DC - WW NORWICH	1,910,456	2,127,986	2,353,734	2,590,800	2,754,924	2,308,219	10,375
91255 DC - WW TAVISTOCK	79,294	51,658	28,070	14,280	3,583	2,562	28,755
91256 DC - WW PLATTSVILLE	4,629	19,004	3,793	11,811	10,504	8,076	6,379
91257 DC - WW THAMESFORD	229,334	174,291	176,820	179,943	180,543	181,079	183,632
91258 DC - WW DRUMBO	392,840	315,528	8,972	11,551	8,523	6,641	6,274
91259 DC - WW MT ELGIN	-	242	264	191	110	128	96
91261 DC - W WOODSTOCK	236,830	736,884	878,965	50,685	49,232	116,788	58,711
91262 DC - W TILLSONBURG	65,111	171,984	191,213	185,345	26,480	19,735	8,707
91263 DC - W INGERSOLL	95,363	21,658	33,674	10,367	22,377	8,506	14,944
91264 DC - W NORWICH	84,552	22,201	6,990	18,417	25,189	9,408	23,445
91265 DC - W TAVISTOCK	580,118	623,302	496,498	11,304	6,148	5,012	9,653
91266 DC - W PLATTSVILLE	3,542	5,319	5,518	7,973	7,826	6,458	4,417
91267 DC - W THAMESFORD	23,828	21,415	28,345	25,430	9,159	20,896	13,148
91268 DC - W DRUMBO	90,121	21,216	20,020	18,943	15,076	12,011	10,173
91269 DC - W MT ELGIN	-	11,595	11,265	12,909	13,374	6,869	5,052
91500 DC - EMS	291,094	5,400	33,555	94,695	205,652	260,159	522,737
91600 DC - LIBRARY	516,944	381,660	362,431	351,702	376,818	436,808	587,713
<b>TOTAL DEVELOPMENT CHARGES</b>	<b>11,229,687</b>	<b>10,475,448</b>	<b>6,703,377</b>	<b>3,952,839</b>	<b>5,260,715</b>	<b>4,946,377</b>	<b>4,598,349</b>

## 2020 LONG TERM RESERVE CONTINUITY REPORT

	2019 OPENING BALANCE	2019 FORECAST CLOSING BALANCE	2020 BUDGET CLOSING BALANCE	2021 BUDGET CLOSING BALANCE	2022 BUDGET CLOSING BALANCE	2023 BUDGET CLOSING BALANCE	2024 BUDGET CLOSING BALANCE
<b>RESERVE FUNDS</b>							
93270 RF - LANDFILL AND WASTE DIV.	24,245,091	23,716,558	22,723,337	22,322,927	22,808,927	23,404,927	24,010,927
<b>TOTAL RESERVE FUNDS</b>	<b>24,245,091</b>	<b>23,716,558</b>	<b>22,723,337</b>	<b>22,322,927</b>	<b>22,808,927</b>	<b>23,404,927</b>	<b>24,010,927</b>
<b>RESERVES</b>							
92101 R - WSIB	3,621,510	3,304,010	2,977,385	2,650,760	2,324,135	1,997,510	1,670,885
92102 R - PAY EQUITY	1,344,883	1,333,355	1,333,355	1,333,355	1,333,355	1,323,355	1,323,355
92103 R - TRAINING	282,543	282,543	240,543	240,543	240,543	240,543	240,543
92120 R - INFORMATION SYSTEMS	1,356,128	1,359,734	1,009,603	1,048,040	1,055,765	1,022,078	1,000,374
92130 R - CORPORATE GENERAL	11,536,451	9,725,386	3,465,064	3,573,564	3,682,064	3,790,564	3,899,064
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	502,098	502,098	502,098	502,098	502,098	502,098	502,098
92134 R - INSURANCE	1,452,658	1,486,069	1,520,249	1,555,215	1,590,985	1,627,578	1,665,012
92205 R - FEDERAL GAS TAX	48,912	3,522,618	2,403,125	46,986	64,256	34,251	3,556
92206 R - OCIF	230,342	433,592	124,447	-	-	-	-
92210 R - FACILITIES	5,061,839	4,191,220	3,671,111	3,188,848	3,015,827	3,644,976	4,408,352
92215 R - TREES RURAL	7,819	22,819	10,319	10,319	10,319	10,319	10,319
92220 R - FLEET	402,316	1,244,182	1,906,263	2,648,240	2,998,907	1,826,588	958,177
92230 R - ROADS	10,106,024	10,107,457	7,864,638	635,965	680,431	1,630,707	586,920
92235 R - BRIDGES	6,600,060	8,164,171	8,348,282	6,747,713	7,854,195	5,031,161	2,052,163
92240 R - WATER/WASTEWATER CSAP	2,348,769	2,198,355	2,103,355	1,993,355	1,930,855	1,930,855	1,930,855
92241 R - 170 UPGRADE	53,586	-	-	-	-	-	-
92244 R - SOURCE WATER PROTECTION	477,271	713,401	963,474	1,576,604	2,192,234	2,810,364	3,431,004
92280 R - WASTE COLLECTION	2,577,518	2,559,065	2,417,298	2,222,188	1,919,753	1,487,298	987,484
92300 R - SOCIAL HOUSING	2,366,541	2,279,968	1,815,925	1,438,930	833,567	549,592	121,724
92301 R - CHILD CARE MITIGATION FUND	965,695	965,695	965,695	965,695	965,695	965,695	965,695
92302 R - AFFORDABLE HOUSING	3,950,246	4,573,685	3,438,897	2,689,064	2,939,064	3,189,064	3,439,064

## 2020 LONG TERM RESERVE CONTINUITY REPORT

	2019 OPENING BALANCE	2019 FORECAST CLOSING BALANCE	2020 BUDGET CLOSING BALANCE	2021 BUDGET CLOSING BALANCE	2022 BUDGET CLOSING BALANCE	2023 BUDGET CLOSING BALANCE	2024 BUDGET CLOSING BALANCE
92335 R - WOODINGFORD LODGE EQUIP	26,947	6,192	637	12,679	959	77,622	181,124
92400 R - PLANNING - OFFICIAL PLAN	687,250	647,082	460,932	344,897	228,862	19,034	2,234
92510 R - LAND AMBULANCE	91,239	-	-	-	-	-	-
92511 R - LAND AMBULANCE VEHICLES	692,423	463,936	656,484	806,644	901,945	827,280	549,862
92512 R - LAND AMBULANCE STATIONS	320,879	519,359	435,693	167,871	119,640	231,900	208,406
92600 R - LIBRARIES	239,450	239,450	239,450	239,450	239,450	239,450	239,450
92602 R - OCL NORWICH CAPITAL	40,466	40,466	40,466	40,466	40,466	40,466	40,466
92605 R - OCL - FACILITIES	342,391	673,992	699,111	416,119	437,553	510,662	449,912
<b>TOTAL RESERVES</b>	<b>63,834,254</b>	<b>67,659,900</b>	<b>55,713,899</b>	<b>43,195,608</b>	<b>44,202,923</b>	<b>41,661,010</b>	<b>36,968,098</b>
<b>WATER &amp; WASTEWATER RESERVES</b>							
92249 R-WW EMBRO	279,887	402,713	525,169	650,996	782,913	920,019	1,061,825
92250 R - WW INNERKIP	646,839	754,430	802,743	924,108	1,049,868	1,178,346	1,308,838
92251 R - WW WOODSTOCK	14,195,529	13,874,642	12,857,536	9,433,001	9,915,845	10,521,189	11,006,092
92252 R - WW TILLSONBURG	18,653,825	20,687,927	20,656,285	17,176,923	19,113,083	21,273,274	23,456,027
92253 R - WW INGERSOLL	2,391,562	3,935,597	5,043,122	7,316,436	9,607,778	12,127,621	14,707,039
92254 R - WW NORWICH	2,730,892	3,050,151	2,490,815	2,789,067	2,980,713	3,503,052	2,358,923
92255 R - WW TAVISTOCK	2,311,382	2,862,052	2,285,201	2,498,141	2,954,349	3,938,652	5,127,679
92256 R - WW PLATTSVILLE	1,385,988	1,577,019	1,765,958	1,755,905	1,960,664	1,992,525	2,232,122
92257 R - WW THAMESFORD	2,782,566	2,990,168	3,240,387	3,486,070	3,455,524	3,695,873	4,101,872
92258 R - WW DRUMBO	1,286,141	1,340,488	289,648	192,970	189,872	198,741	211,505
92259 R - WW MT ELGIN	486,027	376,306	412,538	512,282	606,461	718,212	829,565
92261 R - W WOODSTOCK	17,280,154	17,385,147	18,280,460	15,531,437	8,251,823	3,698,206	5,136,054
92262 R - W TILLSONBURG	2,712,694	2,944,773	3,268,733	3,555,723	1,870,516	2,620,452	3,372,994
92263 R - W INGERSOLL	6,329,275	7,253,507	7,881,960	5,094,733	6,277,909	6,108,347	7,464,817
92264 R - W TOWNSHIP	9,667,868	8,812,587	6,264,941	4,034,972	2,754,649	2,677,810	3,646,306
<b>TOTAL WATER &amp; WASTEWATER RESERVES</b>	<b>83,140,629</b>	<b>88,247,507</b>	<b>86,065,496</b>	<b>74,952,764</b>	<b>71,771,967</b>	<b>75,172,319</b>	<b>86,021,658</b>

## 2020 LONG TERM RESERVE CONTINUITY REPORT

	2019 OPENING BALANCE	2019 FORECAST CLOSING BALANCE	2020 BUDGET CLOSING BALANCE	2021 BUDGET CLOSING BALANCE	2022 BUDGET CLOSING BALANCE	2023 BUDGET CLOSING BALANCE	2024 BUDGET CLOSING BALANCE
<b>TOTAL RESERVES</b>	182,449,661	190,099,413	171,206,109	144,424,138	144,044,532	145,184,633	151,599,032

# CURRENT DEBT REPAYMENT SCHEDULE COVERING JANUARY 1, 2020 TO DECEMBER 31, 2029

## REPAYMENT INCLUDES PRINCIPAL AND INTEREST

	2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL	2029 TOTAL
<b>WASTEWATER</b>										
WW WDSK	557,982	535,236	524,991	506,359	495,656	486,111	423,065	286,530	270,665	248,324
WW TBURG	55,185	54,238	53,329	52,419	43,608	42,671	41,761	32,409	31,516	24,459
WW INGERSOLL	852,739	823,298	807,876	750,713	735,870	712,560	650,229	634,818	569,481	554,537
WW NORWICH	104,928	104,928	1,078	1,078	1,078	1,078	72,256	72,257	72,257	72,256
WW TAVISTOCK	483,895	480,011	476,228	472,432	468,701	442,968	418,057	79,646	77,198	74,668
WW PLATTSVILLE	284,914	284,914	284,914	284,914	284,914	-	-	-	-	-
WW THAMESFORD	155,250	70,202	68,216	66,230	64,303	62,257	59,372	57,386	55,437	53,413
WW DRUMBO	-	-	187,191	187,191	187,191	187,191	187,191	187,191	187,191	187,191
WW MT. ELGIN	79,641	79,641	78,166	77,458	33,740	33,740	33,740	33,740	-	-
WW EMBRO	245,913	245,913	244,575	2,894	2,894	2,894	2,894	-	-	-
WW INNERKIP	269,936	269,936	269,936	1,257	1,257	1,257	1,257	-	-	-
<b>TOTAL WASTEWATER</b>	<b>3,090,383</b>	<b>2,948,317</b>	<b>2,996,500</b>	<b>2,402,945</b>	<b>2,319,212</b>	<b>1,972,727</b>	<b>1,889,822</b>	<b>1,383,977</b>	<b>1,263,745</b>	<b>1,214,848</b>
<b>WATER</b>										
WATER WOODSTOCK	310,598	301,675	293,104	284,533	276,220	267,391	258,821	250,249	241,842	233,107
WATER TILLSONBURG	15,063	15,063	8,443	8,443	8,443	8,443	8,443	-	-	-
WATER INGERSOLL	65,861	64,547	63,517	62,487	29,716	29,716	-	-	-	-
WATER TOWNSHIPS	148,453	148,453	148,453	1,109	1,109	1,109	1,109	-	-	-
<b>TOTAL WATER</b>	<b>539,975</b>	<b>529,738</b>	<b>513,517</b>	<b>356,572</b>	<b>315,488</b>	<b>306,659</b>	<b>268,373</b>	<b>250,249</b>	<b>241,842</b>	<b>233,107</b>
<b>GENERAL GOVERNMENT</b>										
CONSERVATION AUTHORITIES	201,301	-	-	-	-	-	-	-	-	-
FACILITIES ADMIN	180,165	180,160	180,153	300,573	420,994	541,415	661,836	619,747	740,174	848,398
ADMIN BUILDING	841,671	820,630	787,904	755,179	371,373	12,042	12,043	12,043	12,043	12,042
COURT HOUSE	114,019	111,529	109,078	106,629	104,191	101,729	-	-	-	-





**CURRENT DEBT REPAYMENT SCHEDULE COVERING JANUARY 1, 2020 TO DECEMBER 31, 2029**  
**REPAYMENT INCLUDES PRINCIPAL AND INTEREST**

	2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL	2029 TOTAL
<b>OXFORD COUNTY TOTAL</b>	8,626,050	8,116,458	8,016,791	7,236,949	5,204,755	4,425,355	4,108,823	3,474,151	2,794,761	2,839,354
<b>AREA MUNICIPALITIES</b>	6,749,324	6,402,875	5,970,269	5,545,986	4,441,521	3,968,229	3,446,543	2,627,110	2,113,683	1,608,713
<b>GRAND TOTAL</b>	15,375,374	14,519,333	13,987,060	12,782,935	9,646,276	8,393,584	7,555,366	6,101,261	4,908,444	4,448,067
<b>PROJECTED COUNTY DEBT</b>	38,894,355	35,437,720	29,809,367	24,705,077	21,458,720	19,467,049	17,102,730	15,283,687	14,088,178	12,800,158



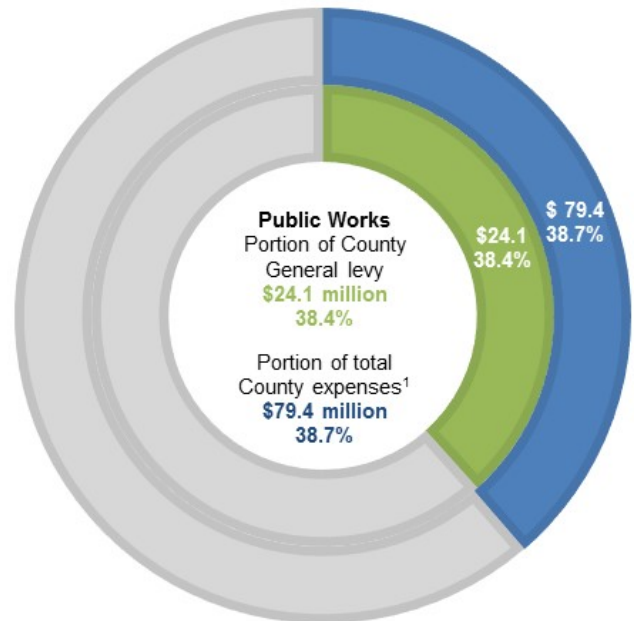
# 2020 Public Works Business Plan and Budget

Department Overview

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

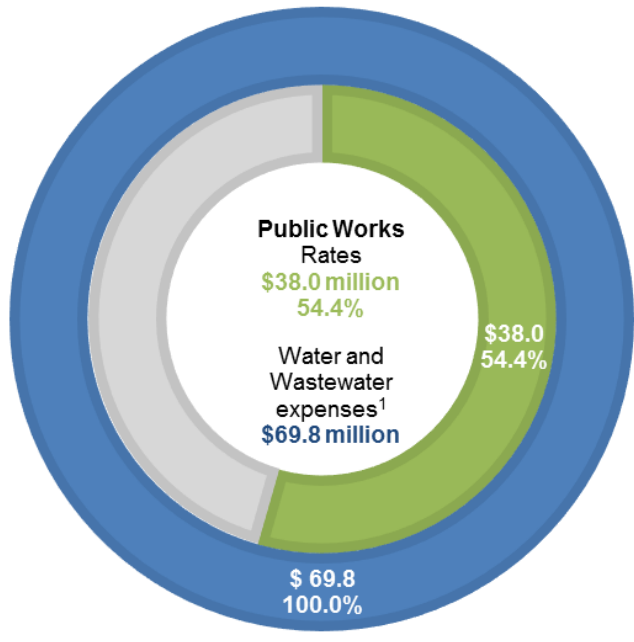
**Tax Supported**

- Engineering Services
- Facilities/Fleet
- Transportation Service
- Waste Management Services
- Woodlands Conservation



**Rate Supported**

- Water Services
- Wastewater Services



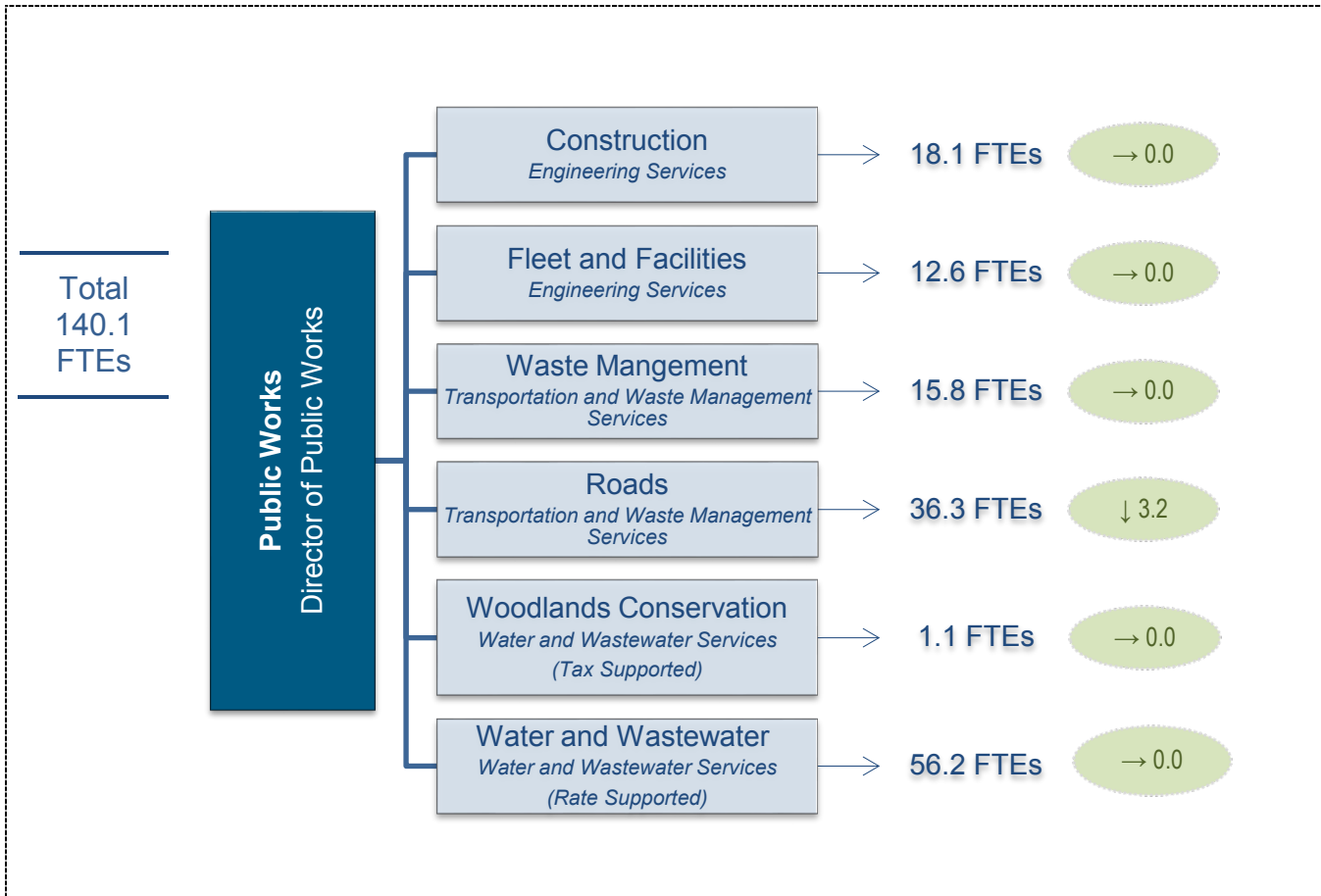
<sup>1</sup> Includes salaries & benefits, operating & program expenses, debt repayment, capital

## Services we provide

Services Provided	2018 Service Level Output	
<b>Engineering Services</b>		
- Capital Works Design and Construction	→	34 Constructed capital projects (>\$100K)
- Fleet and Equipment	→	176 Vehicle/pieces of equipment
- Property, Facility, and Energy Management	→	18,663,487 Square metres of property managed
<b>Transportation and Waste Services</b>		
- Transportation System Planning, Management and Maintenance	→	644 Centre-line kilometres of roadway maintained
- Curbside Waste and Recycling Collection	→	24,092 Tonnes of waste and recycling material collected
- Waste Diversion and Disposal	→	68,157 Tonnes of waste processed (disposed plus diverted)
<b>Water and Wastewater Services (Tax Supported)</b>		
- Woodlands Conservation	→	83 Tree Harvesting Notices of Intent issued
<b>Water and Wastewater Services (Rate Supported)</b>		
- Municipal Drinking Water Supply, Treatment, and Distribution	→	10,800 Megalitres of drinking water supplied
- Municipal Wastewater Collection and Treatment	→	15,000 Megalitres of wastewater treated



How are we Organized?



**Reason for change**

*Transportation and Waste Management Services:*

- **Reduction in 2.0 FTE Road Operators - Full-time**
- **Reduction in 1.2 FTE Seasonal Equipment Operators - Contract**

The reduction in Road Operators and Seasonal Equipment Operators was attained through optimizing the existing snow plow routes from 20 to 17 and re-balancing of patrol yard snow plow service coverage areas across the County, while meeting and/or exceeding provincial Minimum Maintenance Standards for Municipal Highways.

*Water and Wastewater Services:*

- **Conversion of the Contract FTE Locate Technician to Full-time -**

Following the implementation of the Ontario Underground Infrastructure Notification System Act (Ontario 1 Call) in 2013/14, the number of locate requests processed by County staff increased significantly and now sits at just under 4,000 calls annually. This legislated requirement is expected to continue for the foreseeable future and workload will only increase over time as the water and wastewater systems continue to grow. Conversion of the current full-time contract position to full-time permanent recognizes the on-going need for the position, and the increased annual cost to the County of approximately \$18,300 can be accommodated within the existing water and wastewater approved rates.

## 2020 Public Works Capital Plan

Project # and Name	Description	Asset Activity	Asset Rating	Total	2020 New Request	2021	2022-2029
<b>General</b>							
900050 - Asset Management Systems Review Implementation	Implementation of projects recommended from the Asset Management Systems Review	Non-infrastructure solutions	N/A	\$1,740,000	\$595,000	\$ 465,000	\$ 680,000
<b>Property Management</b>							
911000 - Facilities Condition Assessments	Asset rating collection and preventative maintenance forecasting for buildings not included in the 2015/2016 Condition Assessment project.	Non-infrastructure solutions	N/A	\$1,525,600	\$250,000	\$ 250,000	\$ 1,025,600
911002 - Courthouse Renovations	Interior Renovations	Renewal	Poor	\$915,000	\$15,000	\$ 500,000	\$ 400,000
911006 - Green Initiatives Facilities	Various projects as identified in the Updated Energy Management Plan (PW 2019-33)	Non-infrastructure solutions	N/A	\$95,000	\$95,000		
911008 - Green Initiatives Wastewater	Various projects as identified in the Updated Energy Management Plan (PW 2019-33)	Non-infrastructure solutions	N/A	\$15,000	\$15,000		
911011 - CNG Facility	Design and construction of a slow fill compressed natural gas station at the Water Operations Centre in Ingersoll	Expansion	N/A	\$248,000	\$8,000	\$240,000	
911125 - Archives	Humidity Control	Non-infrastructure solutions	N/A	\$50,000	\$50,000		
911261 – Water Woodstock Facilities	Various projects at Woodstock Water Facilities	Replacement	Poor	\$45,000	\$45,000		
911262 – Water Tillsonburg Facilities	Various projects at Tillsonburg Water Facilities	Replacement	Poor	\$40,000	\$40,000		
911264 – Water Township Facilities	Various projects at Township Water Facilities	Replacement	Poor	\$49,500	\$49,500		
911272 – Water Ingersoll Facilities	Various projects at Ingersoll Water Facilities	Replacement	Poor	\$92,000	\$92,000		
911280 – Woodstock Wastewater Facilities	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$155,000	\$155,000		
911281 – Tillsonburg Wastewater Facilities	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$40,000	\$40,000		
911285 - Plattsville Wastewater Facilities	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$7,000	\$7,000		
911286 – Thamesford Wastewater Facilities	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$32,000	\$32,000		
911303 - Springford Yard Facilities	Equipment Storage	Replacement	Poor	\$225,000	\$225,000		



## 2020 Public Works Capital Plan

Project # and Name	Description	Asset Activity	Asset Rating	Total	2020 New Request	2021	2022-2029
911900 - Renewable Energy	WFL Woodstock Net Metering	Expansion	N/A	\$800,000	\$800,000		
911900 - Renewable Energy	Renewable Energy Study	Non-infrastructure solutions	N/A	\$50,000	\$50,000		
915000 - 410 Buller St, Woodstock	Modified Bitumen Roofing & Wood Framed Punched Windows	Replacement	Poor	\$700,000	\$700,000		
915010 - EMS Mill Street Woodstock	Create controlled area for temporary biohazard waste storage, Temperature controls in med supply storeroom, All EMS bases Garage Door Syncing/Opener Relocate	Renewal	Poor	\$54,000	\$54,000		
915010 - EMS Mill Street Woodstock	Additional Parking Lot	Expansion	N/A	\$250,000	\$20,000	\$230,000	
915020 - EMS 208 Bysham Park, Woodstock	Concrete Block Wall and Gas Fired Direct Vent Forced Air Furnace and Condensing Unit	Renewal	Poor	\$9,000	\$9,000		
915030 - EMS 162 Carnegie Street, Ingersoll	Windows, Asphalt Driveway, Concrete Stairs, Garage cupboard	Renewal	Poor	\$58,500	\$58,500		
915040 - EMS 81 King Street, Tillsonburg	Humidity Control, Bathroom Flooring Replacement, Lighting	Renewal	Poor	\$17,000	\$17,000		
915050 - EMS Wilmot, Drumbo	Bathroom Flooring Replacement	Renewal	Poor	\$3,000	\$3,000		
915060 - EMS CR 8, Embro	Bathroom Flooring Replacement and Installation of Water Treatment System	Renewal	Poor	\$8,000	\$8,000		
915070 - EMS Tidey St, Norwich	Humidity Control & Sealants	Renewal	Poor	\$15,000	\$15,000		
916040 - Ingersoll Library	Parking lot repaving and Trane AHU - Air Conditioning unit replacement	Replacement	Poor	\$45,000	\$45,000		
982100 - Facilities	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$417,600	\$417,600		
982160 - Facilities Furnishings	Furnishings at the Oxford County Administration Building	Replacement	Poor	\$49,000	\$49,000		
982950 - General Equipment	Security Cameras at Various Sites	Replacement / Expansion	N/A	\$30,000	\$30,000		
982950 - General Equipment	De-icing fluid tank at the Springford Roads Shop	Replacement	Poor	\$7,500	\$7,500		
983610 - Social Housing Buildings	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$1,214,200	\$1,214,200		
983910 - Woodingford Lodge Buildings	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$261,700	\$261,700		

## 2020 Public Works Capital Plan

Project # and Name	Description	Asset Activity	Asset Rating	Total	2020 New Request	2021	2022-2029
<b>Transportation Services</b>							
900027 - Corridor Fencing	Line fencing and access control at County owned former railway corridor from Springford to Tillsonburg	Expansion	N/A	\$50,000	\$50,000		
930001 - Roads Needs Study	Condition assessment of existing road network and rehabilitation strategy (every 5 years)	Non-infrastructure solutions	N/A	\$240,000	\$120,000		\$120,000
930002 - CR 2	Retaining wall removal/replacement in Thamesford at Stanley Street and at 223 Dundas Street in Woodstock	Replacement	Poor	\$45,000	\$45,000		
930003 - CR 3	CR 3 Princeton From Roper St to CR 2 - 2020 Design for Urbanization - ID # 895000 and # 895102	Expansion	N/A	\$3,475,000	\$75,000	\$1,700,000	\$1,700,000
930010 - CR 10	CR 10 Ingersoll - Increase Radii at Thomas St Intersection - ID # 10101 and # 10240	Expansion	N/A	\$150,000	\$150,000		
930015 - CR 15	CR 15 Woodstock - 2020 Design for West Bound Left Turn Lane at Ferguson Drive - ID # 15068	Expansion	N/A	\$300,000	\$50,000	\$250,000	
930016 - CR 16	Road improvements on CR 16 from Kintore to Zorra 31st Line - Phase 1 Construction From 31st Line to 27th Line - ID # 843012  Phase 2 2020 Design & 2021 Construction From 27th Line to east limit of Kintore - ID # 843012	Expansion	Critical	\$2,850,000	\$350,000	\$500,000	\$2,000,000
930029 - CR 29	CR 29 - Intersection upgrades at Blenheim Road - ID # 807313	Expansion	N/A	\$350,000	\$50,000	\$300,000	
930035 - CR 35	CR 35 Devonshire Ave Woodstock From Lansdowne Ave to Woodall Way - Urbanization	Expansion	N/A	\$2,400,000	\$2,400,000		
930035 - CR 35	Retaining Wall #743-747, 611	Replacement	Poor	\$75,000	\$75,000		
930045 - CR 45	CR 45 CNR Overpass - Low Rail Bridge Detection	Non-infrastructure solutions	N/A	\$75,000	\$75,000		
930054 - CR 54	CR 54 Huron St Woodstock From Dundas St to Devonshire Ave - Road Rehabilitation - ID # 54000 and # 54049	Renewal	Poor	\$2,050,000	\$50,000	\$2,000,000	

## 2020 Public Works Capital Plan

Project # and Name	Description	Asset Activity	Asset Rating	Total	2020 New Request	2021	2022-2029
930059 - CR 59	CR 59 Woodstock - Norwich Ave and Juliana Intersection Design - ID # 59025 and # 59056	Expansion	N/A	<b>\$2,200,000</b>	\$200,000	\$2,000,000	
930059 - CR 59	CR 59 Woodstock - Intersection Upgrades between CR 35 Devonshire Ave and CR 17 - ID # 59774 and 59824	Expansion	N/A	<b>\$1,100,000</b>	\$50,000		\$1,050,000
930070 - Guiderails	County-wide guide rail improvements based on needs study	Expansion	N/A	<b>\$150,000</b>	\$150,000		
930071 - Cycling Master Plan	County-wide 20 year plan to expand cycling infrastructure and promote active transportation	Non-infrastructure solutions	N/A	<b>\$125,000</b>	\$125,000		
930074 - Grade Level Crossing Safety Assessment	Assessment of existing grade level railway crossings and recommendations for any required safety improvements	Non-infrastructure solutions	N/A	<b>\$225,000</b>	\$25,000	\$100,000	\$100,000
930076 - Pedestrian Crossings	Signalized pedestrian crossings at various locations	Expansion	N/A	<b>\$500,000</b>	\$500,000		
930099 - Rehab and Resurfacing	Resurfacing on various County roads: - RD 20 - Brownsville Rd (E limit of Brownsville to W Limit of Tillsonburg) ID #163565, #163810, #312278, #163900 & #163930 - RD 9 - Hamilton Rd (E limit of Ingersoll to Middlesex Boundary) ID #583200, #583350, #583380, #583436 & #583468 - RD 9 - Charles St (Harris St to E Limit of Ingersoll) ID #9110 - RD 18 - Mount Elgin Rd / Norwich Rd (418m E of Hwy 19 to Oxford Rd 13) ID #324147 & #324628 - RD 119 - Harris St (Chamberlain to Oxford Rd 9) ID #119128 & #119000  Paved Shoulders at CR 20 Delmer and CR 9 west of Mill Line for intercommunity transit. Asphalt padding/patching on various surface treated roads. Misc. road repairs at various locations.	Renewal	Poor	<b>\$3,835,000</b>	\$3,835,000		
930102 - Crack Sealing	Various County roads, joint project with area municipalities	Renewal	N/A	<b>\$200,000</b>	\$200,000		

Project # and Name	Description	Asset Activity	Asset Rating	Total	2020 New Request	2021	2022-2029
930115 - Drain Improvements	Municipal drain improvements - as completed by area municipalities	Renewal	N/A	<b>\$300,000</b>	\$300,000		
930150 - Urbanization	CR 9 Hamilton Rd Ingersoll - from CR 10 to Ingersoll West limit, 2020 design - ID # 9000  CR 59 Burgesville - from Deer Cresc. to Smith's Lane, 2020 Design - ID # 385310	Expansion	N/A	<b>\$3,930,000</b>	\$30,000	\$3,900,000	
930198 - Urban Storm Sewer	Storm sewer component for road projects in urban areas	Expansion	N/A	<b>\$1,450,000</b>	\$1,450,000		
930199 - Rural Storm Sewer	Storm sewer component for road projects in rural areas	Replacement	Poor	<b>\$1,652,000</b>	\$1,652,000		
930300 - Traffic Signals	Replacement/Repair to existing traffic signals  Temporary Signals at CR 8 and CR 36	Replacement	Poor	<b>\$400,000</b>	\$400,000		
930301 - Traffic Calming	Traffic Calming/Speed Mitigation - locations TBD	Expansion	N/A	<b>\$100,000</b>	\$100,000		
930200 - Bridge Rehab	2020 Construction of Various Structures: - Oxford Rd 8 (0.2 Km W of Rd 3) ID #927045 - Duoro St, Plattsville (0.35 Km S of Albert St) ID #856645 - Oxford Rd 29 (2.6 Km E of Wilmot St) ID #807313 - Road 84 (0.01 Km W of 35th Line) ID #843889 - Road 84, Kintore (0.2 Km W of 19th Line) ID #842954  Bridge Design for 2021 and 2022 Construction. Various repairs as identified in the Bridge Needs Study. Guiderail repair/replacement on various structures as identified in Guide Rail Study.	Renewal	Fair	<b>\$4,529,000</b>	\$4,529,000		
930201 - Bridge Needs Study	Bi-annual bridge and structure inspection.	Non-infrastructure solutions	N/A	<b>\$445,000</b>	\$85,000		\$360,000

## 2020 Public Works Capital Plan

Project # and Name	Description	Asset Activity	Asset Rating	Total	2020 New Request	2021	2022-2029
<b>Wastewater Systems</b>							
950141 Woodstock - Trunk Sewer Jack Poole	Upsizing of the existing sewer to accommodate growth	Expansion	N/A	\$2,500,000	\$2,500,000		
950158 Woodstock - City Projects	Replacement of aging sewers in conjunction with City road reconstruction projects	Replacement	Poor	\$1,355,000	\$1,355,000		
950159 Woodstock - Brick Ponds Trunk Sewer	Completion of the trunk sewer replacement	Replacement	Critical	\$20,000	\$20,000		
950165 Woodstock - Sanitary Oversizing	Cost sharing with Developers for oversized infrastructure	Expansion	N/A	\$50,000	\$50,000		
950171 Woodstock - Trunk Sewer Upgrades	Investigation and design and construction of trunk sewers to accommodate expanded urban boundary	Expansion	Fair	\$3,065,000	\$65,000	\$3,000,000	
950172 Woodstock - North Trunk Sewer I/I	Study to determine the source of inflow and infiltration within the north trunk sewer	Non-infrastructure solutions	N/A	\$100,000	\$100,000		
950200 Tillsonburg - WWTP Upgrade	Engineering for the upgrade/expansion of the Tillsonburg Wastewater Treatment Plant	Expansion	N/A	\$11,005,000	\$4,605,000	\$6,400,000	
950226 Tillsonburg - Town Projects	Sanitary sewer replacement on Rolling Meadows, Concession St W, Rouse St, and Stoney Creek	Replacement	Poor	\$665,000	\$665,000		
950226 Tillsonburg - Town Projects	3D LIDAR Manhole Assessment	Non-infrastructure solutions	N/A	\$85,000	\$85,000		
950330 Ingersoll - Town Projects	Replacement of aging sewers in conjunction with Town road reconstruction projects	Replacement	Poor	\$850,000	\$850,000		
950332 Ingersoll - Relining	Relining of an aging sewer to extend useful life and avoid costly restoration	Renewal	Poor	\$200,000	\$200,000		
950334 Ingersoll - Linear R/R County Road Projects	Replacement of sewers on Charles Street	Replacement	Poor	\$176,000	\$176,000		
950411 Norwich - Effluent Quality Investigation	Investigation of methods to improve effluent quality including treatment options	Non-infrastructure solutions	N/A	\$50,000	\$50,000		
950450 Norwich - Sanitary Replacements	Repair/Replacement of sewers on Stover St N.. Includes Township road costs (recoverable)	Replacement	Poor	\$880,000	\$880,000		
950505 Tavistock - WWTP Aeration upgrade	Modification of aeration system in advance of Biosolids removal	Renewal	Poor	\$575,000	\$575,000		

## 2020 Public Works Capital Plan

Project # and Name	Description	Asset Activity	Asset Rating	Total	2020 New Request	2021	2022-2029
950507 Tavistock - Biosolids Clean Out	Removal of accumulated biosolids from Cell 1	Maintenance	Good	\$1,925,000	\$625,000	\$650,000	\$650,000
950508 Tavistock - Berm Repair	Repair of wind/wave damage of Cell 1 berm	Maintenance	Good	\$350,000	\$350,000		
950550 Tavistock - Sanitary Replacements	Replacement of sanitary sewers on Maria	Replacement	Poor	\$40,000	\$40,000		
950810 Drumbo - WWTP	Expansion of the Drumbo WWTP	Expansion	N/A	\$4,000,000	\$3,000,000	\$1,000,000	
950902 Mt Elgin - WW Servicing	Installation of septic tanks as properties connect	Expansion	N/A	\$50,000	\$50,000		
951102 Innerkip - Odour Control	Installation of equipment to address odour within the trunk sewer	Expansion	N/A	\$42,000	\$42,000		
982550 Wastewater General Operating Equipment	Replacement of General Operating Equipment used for delivery of the wastewater service	Replacement	Poor	\$285,000	\$285,000		
<b>Water Systems</b>							
960141 Woodstock - City Projects	Replacement of aging watermains in conjunction with City road reconstruction projects	Replacement	Poor	\$1,370,000	\$1,370,000		
960149 Woodstock - City Projects Oversizing	Cost sharing with Developers for oversized infrastructure	Expansion	N/A	\$110,000	\$110,000		
960153 Woodstock - Linear R/R County Road Projects	2020 Engineering for the replacement of watermain on Oxford Roads 54	Replacement	Poor	\$270,000	\$20,000	\$250,000	
960230 Tillsonburg - In-Distribution Water Storage	2020/2021 Study to determine preferred location of additional storage (reservoir or tower), 2022 Construction	Expansion	N/A	\$2,850,000	\$150,000	\$200,000	\$2,500,000
960235 Tillsonburg - Town Projects	Watermain replacement on Concession St W and Rolling Meadows Looping to Broadway through Langrell	Replacement	Poor	\$445,000	\$445,000		
960304 Ingersoll - Corrosion Control	Bench scale testing of corrosion control options	Non-infrastructure solutions	N/A	\$100,000	\$100,000		
960325 Ingersoll - Town Projects	Replacement of aging watermains in conjunction with County road reconstruction projects	Replacement	Poor	\$910,000	\$910,000		
960341 Ingersoll - Tower Paint/Repair	Repainting the Ingersoll Water Tower	Renewal	Fair	\$2,510,000	\$100,000	\$2,400,000	\$10,000
960400 Township - Distribution Replacements	Replacement of aging watermains in conjunction with County road reconstruction projects	Replacement	Poor	\$340,000	\$340,000		

## 2020 Public Works Capital Plan

Project # and Name	Description	Asset Activity	Asset Rating	Total	2020 New Request	2021	2022-2029
960403 Mount Elgin - Graydon Well	Construction of the Mount Elgin Graydon Well	Expansion	N/A	\$1,897,000	\$1,897,000		
960430 Township - Treatability Study	Installation of arsenic removal equipment at Dereham Centre Water Treatment Facility	Expansion	N/A	\$65,000	\$65,000		
960437 Tavistock - Well 4	Initiate a Class EA Study to determine the preferred means of bringing Well 4 online, 2021/2022 Construction	Non-infrastructure solutions	N/A	\$1,875,000	\$125,000	\$750,000	\$1,000,000
960441 Norwich - Tower Paint/Repair	Repainting the Norwich Water Tower	Renewal	Fair	\$1,780,000	\$70,000	\$1,700,000	\$10,000
960460 Plattsville - Water Quality	Lime Softening	Non-infrastructure solutions	N/A	\$2,100,000	\$20,000	\$80,000	\$2,000,000
982650 Water General Operating Equipment	Replacement of General Operating Equipment used for delivery of the water service	Replacement	Poor	\$285,000	\$285,000		
<b>Water and Wastewater Combined Projects</b>							
900016 - SCADA Master Plan	Various projects as identified in the Water and Wastewater SCADA Master Plan (Report No. PW 2019-43)	Replacement / Expansion	N/A	\$17,781,000	\$1,776,000	\$1,310,000	\$14,695,000
900018 - Water Model	Completion of the migration of the existing hydraulic water models to new platform with extended capabilities	Non-infrastructure solutions	N/A	\$50,000	\$50,000		
900021 - Manganese Treatment Study	Investigation of manganese treatment alternatives at several Water Treatment Facilities.	Non-infrastructure solutions	N/A	\$50,000	\$50,000		
960207, 960307, 960417 - Groundwater Model	Updating the original 1999 groundwater models for various Wellhead Protection Areas within the County	Non-infrastructure solutions	N/A	\$550,000	\$240,000	\$310,000	
981230 – Computer Equipment	Computer and communication equipment necessary for the rollout of the Work Order and Asset Management system (Cartegraph)	Non-infrastructure solutions	N/A	\$13,900	\$13,900		



## 2020 Public Works Capital Plan

Project # and Name	Description	Asset Activity	Asset Rating	Total	2020 New Request	2021	2022-2029
<b>Fleet</b>							
Property Management	3/4 Ton Pick-up Truck (1) - Natural Gas <sup>1</sup>	Replacement	Poor	<b>\$45,000</b>	\$45,000		
Waste Management	Compactor - Diesel	Replacement	Poor	<b>\$1,300,000</b>	\$1,300,000		
Waste Management	Utility Vehicle - Diesel or Gas	Replacement	Poor	<b>\$15,000</b>	\$15,000		
Wastewater	Cargo Van - Gas <sup>2</sup>	Replacement	Poor	<b>\$40,000</b>	\$40,000		
Water	3/4 Ton Pick-up Truck (2) - Natural Gas <sup>1</sup>	Replacement	Poor	<b>\$90,000</b>	\$90,000		
Water	1/2 Ton Pick-up Truck (1) - Gas <sup>2</sup>	Replacement	Poor	<b>\$45,000</b>	\$45,000		
Water	1/2 Ton Pick-up Truck (1) - Gas	Replacement	Poor	<b>\$45,000</b>	\$45,000		
Water	3/4 Ton Pick-up Truck - 4x4 (1) - Gas <sup>2</sup>	Replacement	Poor	<b>\$45,000</b>	\$45,000		
Water	Cargo Van - Gas <sup>2</sup>	Replacement	Poor	<b>\$40,000</b>	\$40,000		
Water	Trailer	Replacement	Poor	<b>\$20,000</b>	\$20,000		
982950 - General Equipment	Electric Car Charger at OCAB	Expansion	N/A	<b>\$4,000</b>	\$4,000		

<sup>1</sup> Co-fuel vehicles utilizing Compressed Natural Gas

<sup>2</sup> Vehicles will be procured with the potential to convert to alternate fuels once Slow Fill CNG station (Ingersoll) implemented

## PUBLIC WORKS FIVE YEAR BUDGET PROJECTION

	2020 REQUESTED BUDGET	2021 PROJECTED BUDGET	2022 PROJECTED BUDGET	2023 PROJECTED BUDGET	2024 PROJECTED BUDGET
<b>REVENUES</b>					
GENERAL REVENUES	(18,311,637)	(15,187,655)	(15,817,345)	(15,689,000)	(15,779,700)
OTHER REVENUES	(26,150,428)	(32,916,806)	(19,433,919)	(25,717,559)	(29,220,083)
INTERDEPARTMENTAL RECOVERIES	(10,768,329)	(11,114,731)	(11,403,985)	(11,283,814)	(11,488,086)
<b>TOTAL REVENUES</b>	<b>(55,230,394)</b>	<b>(59,219,192)</b>	<b>(46,655,249)</b>	<b>(52,690,373)</b>	<b>(56,487,869)</b>
<b>EXPENSES</b>					
SALARIES AND BENEFITS	7,676,709	7,876,438	8,056,605	8,214,023	8,363,961
OPERATING EXPENSES	21,189,483	21,649,418	21,861,673	22,083,247	22,835,951
DEBT REPAYMENT	1,853,044	1,880,067	1,841,301	1,884,219	1,614,825
CAPITAL	26,375,506	32,655,505	19,593,500	25,222,000	26,789,500
OTHER	18,518,570	16,940,319	17,550,764	18,399,403	21,189,652
INTERDEPARTMENTAL CHARGES	3,738,063	3,901,538	3,977,185	3,939,196	3,980,436
<b>TOTAL EXPENSES</b>	<b>79,351,375</b>	<b>84,903,285</b>	<b>72,881,028</b>	<b>79,742,088</b>	<b>84,774,325</b>
<b>TOTAL PUBLIC WORKS</b>	<b>24,120,981</b>	<b>25,684,093</b>	<b>26,225,779</b>	<b>27,051,715</b>	<b>28,286,456</b>

## WATER AND WASTEWATER FIVE YEAR BUDGET PROJECTION

	2020 REQUESTED BUDGET	2021 PROJECTED BUDGET	2022 PROJECTED BUDGET	2023 PROJECTED BUDGET	2024 PROJECTED BUDGET
<b>REVENUES</b>					
GENERAL REVENUES	(41,788,095)	(43,210,965)	(42,582,436)	(42,342,722)	(42,946,050)
OTHER REVENUES	(28,034,953)	(38,027,592)	(25,770,997)	(20,364,433)	(15,025,786)
<b>TOTAL REVENUES</b>	<b>(69,823,048)</b>	<b>(81,238,557)</b>	<b>(68,353,433)</b>	<b>(62,707,155)</b>	<b>(57,971,836)</b>
<b>EXPENSES</b>					
SALARIES AND BENEFITS	6,191,621	6,332,570	6,467,058	6,590,526	6,705,627
OPERATING EXPENSES	11,094,897	10,718,707	10,852,962	10,968,417	11,268,622
DEBT REPAYMENT	3,630,360	3,478,056	3,510,016	2,759,516	2,634,701
CAPITAL	27,186,494	38,100,495	23,888,000	17,760,000	12,212,900
OTHER	15,560,142	16,262,071	17,085,657	18,132,970	18,514,034
INTERDEPARTMENTAL CHARGES	6,159,535	6,346,658	6,549,740	6,495,725	6,635,953
<b>TOTAL EXPENSES</b>	<b>69,823,049</b>	<b>81,238,557</b>	<b>68,353,433</b>	<b>62,707,154</b>	<b>57,971,837</b>
<b>TOTAL WATER AND WASTEWATER</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>(1)</b>	<b>1</b>

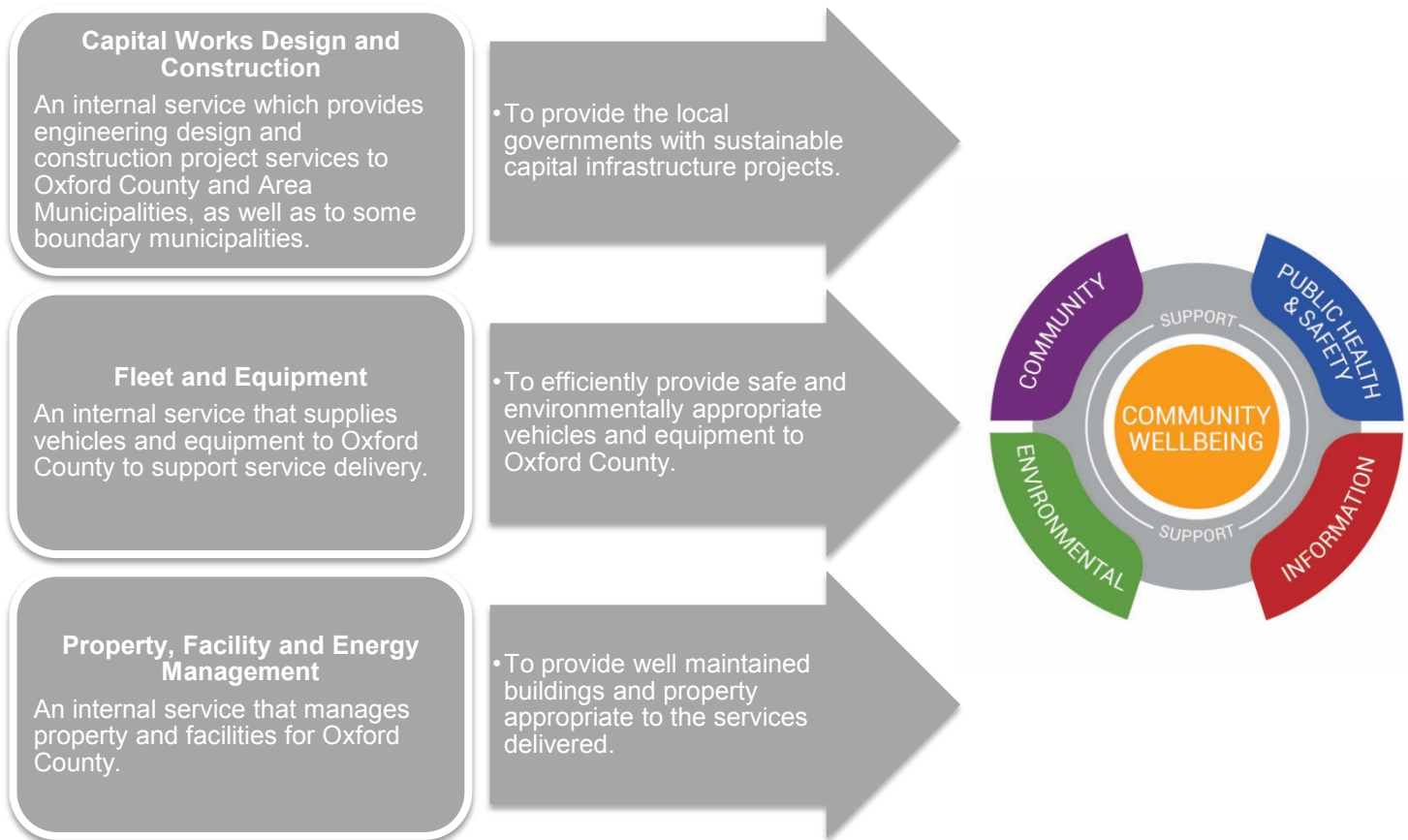
Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
2019 Approved Budget	505,868	-	505,868	505,868	-	
Base Budget Changes	(3,084)	-	(3,084)	(3,084)	-	0.0%
2020 Requested Budget	502,784	-	502,784	502,784	-	0.0%
\$	(3,084)	-	(3,084)	(3,084)	-	
%	(0.6%)	0.0%	(0.6%)	(0.6%)	0.0%	

## ADMINISTRATION 2020 BUDGET REPORT

	2019 FORECAST	2019 BUDGET	2020 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
<b>REVENUES</b>					
<b>INTERDEPARTMENTAL RECOVERIES</b>					
DEPARTMENTAL RECOVERIES	(480,015)	(505,868)	(502,784)	3,084	(0.6%)
<b>TOTAL INTERDEPARTMENTAL RECOVERIES</b>	<b>(480,015)</b>	<b>(505,868)</b>	<b>(502,784)</b>	<b>3,084</b>	<b>(0.6%)</b>
<b>TOTAL REVENUES</b>	<b>(480,015)</b>	<b>(505,868)</b>	<b>(502,784)</b>	<b>3,084</b>	<b>(0.6%)</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	202,025	222,642	227,254	4,612	2.1%
BENEFITS	55,698	57,871	57,879	8	- %
<b>TOTAL SALARIES AND BENEFITS</b>	<b>257,723</b>	<b>280,513</b>	<b>285,133</b>	<b>4,620</b>	<b>1.6%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	20,384	21,199	22,305	1,106	5.2%
CONTRACTED SERVICES	57,500	60,000	6,000	(54,000)	(90.0%)
<b>TOTAL OPERATING EXPENSES</b>	<b>77,884</b>	<b>81,199</b>	<b>28,305</b>	<b>(52,894)</b>	<b>(65.1%)</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	144,408	144,156	189,346	45,190	31.3%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>144,408</b>	<b>144,156</b>	<b>189,346</b>	<b>45,190</b>	<b>31.3%</b>
<b>TOTAL EXPENSES</b>	<b>480,015</b>	<b>505,868</b>	<b>502,784</b>	<b>(3,084)</b>	<b>(0.6%)</b>
<b>TOTAL ADMINISTRATION</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- %</b>




Services Overview



Key Performance Indicators

	2017 Actual	2018 Actual	2019 Forecast	2020 Budget	2021 Budget	Target
% Design projects completed per year	56%	73%	81%	90%	95%	100%
% Construction projects completed per year over \$100,000	56%	74%	80%	90%	95%	100%
Total # of ECA applications; Transfer of Review Program	12	18	13	16	16	16
% of Fleet using alternative fuels	11%	15%	19%	22%	29%	90%
% of energy generated vs energy consumed	1.0%	1.0%	1.2%	3.2%	4.6%	100%
% of work order completed in 5 business days	60%	60%	57%	65%	70%	75%

Goals and Objectives

Description	2020	2021	2022	Strategic Plan	Other Plan Alignment
<p><b>Design and Construction Standards for Roads, Bridges and Facilities</b></p> <p>Development of enhanced guidelines and best management practices pertaining to the design and construction of County infrastructure.</p>	●	●		A County that Thinks Ahead and Wisely Shapes the Future	
<p><b>Update Green Fleet Plan</b></p> <p>Enhancements to the 2016 Green Fleet Plan to promote low carbon transportation and reduced greenhouse gas emissions.</p>	●			A County that Thinks Ahead and Wisely Shapes the Future	 <b>FutureOxford</b>
<p><b>Implement Fleet Utilization and Rationalization Plan</b></p> <p>Optimization and “right-sizing” of corporate fleet to manage fleet asset costs and reduce greenhouse gas emissions.</p>	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	Green Fleet Plan <b>FutureOxford</b>  Asset Management Plan
<p><b>Researching and Implement more Sustainable Construction Practices into the Capital Plan Projects</b></p> <p>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>	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	 Asset Management Plan
<p><b>Continuation of Municipal Property Review for Monetization</b></p> <p>Ongoing identification of surplus County-owned lands which no longer serve an operational purpose and can potentially be sold in accordance with the Housing First Policy.</p>	●	●		A County that Thinks Ahead and Wisely Shapes the Future	<b>FutureOxford</b> Community Sustainability Plan



## Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
<b>2019 Approved Budget</b>	<b>10,520,497</b>	<b>6,489,160</b>	<b>17,009,657</b>	<b>15,806,483</b>	<b>1,203,174</b>	
<b>Base Budget Changes</b>	<b>(770,630)</b>	<b>(3,475,060)</b>	<b>(4,245,690)</b>	<b>(4,047,290)</b>	<b>(198,400)</b>	<b>(16.5%)</b>
<b>New Initiative</b>						
FAC-Security guard services for Oxford County Administration Building	80,000	-	80,000	-	80,000	6.6%
	<b>80,000</b>	<b>-</b>	<b>80,000</b>	<b>-</b>	<b>80,000</b>	<b>6.6%</b>
<b>One-time Items</b>						
FAC-OCAB Rm 129 Updates	-	20,000	20,000	-	20,000	1.7%
	<b>-</b>	<b>20,000</b>	<b>20,000</b>	<b>-</b>	<b>20,000</b>	<b>1.7%</b>
<b>Operating Impacts</b>						
FAC-Net Metering-174 Lisgar (Capital Budget 2019)	27,888	-	27,888	9,900	17,988	1.5%
FAC-Net Metering-Salford Landfill (Capital Budget 2018)	80,876	-	80,876	-	80,876	6.7%
FAC-Net Metering-WWTP 195 Admiral (Capital Budget 2018)	224,396	-	224,396	75,130	149,266	12.4%
FAC-Net Metering-WFL Ingersoll (Capital Budget 2019)	41,032	-	41,032	17,100	23,932	2.0%
FAC-Net Metering-WFL Tillsonburg (Capital Budget 2019)	41,032	-	41,032	16,900	24,132	2.0%
FAC-Net Metering-WFL Woodstock (Capital Budget 2020)	100,892	-	100,892	44,000	56,892	4.7%
FAC-Fit Solar WWTP (Capital Budget 2017)	6,479	-	6,479	-	6,479	0.5%
FAC-6 Pitcher Street	66,220	-	66,220	-	66,220	5.5%
	<b>588,815</b>	<b>-</b>	<b>588,815</b>	<b>163,030</b>	<b>425,785</b>	<b>35.4%</b>
<b>2020 Requested Budget</b>	<b>10,418,682</b>	<b>3,034,100</b>	<b>13,452,782</b>	<b>11,922,223</b>	<b>1,530,559</b>	<b>27.2%</b>
\$	<b>(101,815)</b>	<b>(3,455,060)</b>	<b>(3,556,875)</b>	<b>(3,884,260)</b>	<b>327,385</b>	
%	<b>(1.0%)</b>	<b>(53.2%)</b>	<b>(20.9%)</b>	<b>(24.6%)</b>	<b>27.2%</b>	

## FACILITIES

### 2020 BUDGET REPORT

	2019	2019	2020	BUDGET	BUDGET
	FORECAST	BUDGET	REQUESTED	VARIANCE	% VARIANCE
			BUDGET		
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
USER FEES AND CHARGES	(303,775)	(54,905)	(53,250)	1,655	(3.0%)
OTHER REVENUE	(1,707,008)	(2,105,287)	(2,155,780)	(50,493)	2.4%
<b>TOTAL GENERAL REVENUES</b>	<b>(2,010,783)</b>	<b>(2,160,192)</b>	<b>(2,209,030)</b>	<b>(48,838)</b>	<b>2.3%</b>
<b>OTHER REVENUES</b>					
DEVELOPMENT CHARGES	(70,000)	(28,000)	(28,000)	-	- %
PROCEEDS FROM DEBENTURES	(3,136,325)	(2,688,000)	(942,000)	1,746,000	(65.0%)
RESERVE TRANSFER	(188,261)	(137,733)	(67,433)	70,300	(51.0%)
CAPITAL RESERVE TRANSFER	(2,711,350)	(3,755,200)	(1,985,600)	1,769,600	(47.1%)
<b>TOTAL OTHER REVENUES</b>	<b>(6,105,936)</b>	<b>(6,608,933)</b>	<b>(3,023,033)</b>	<b>3,585,900</b>	<b>(54.3%)</b>
<b>INTERDEPARTMENTAL RECOVERIES</b>					
INTERDEPARTMENTAL RECOVERIES	(6,365,037)	(7,037,358)	(6,682,522)	354,836	(5.0%)
<b>TOTAL INTERDEPARTMENTAL RECOVERIES</b>	<b>(6,365,037)</b>	<b>(7,037,358)</b>	<b>(6,682,522)</b>	<b>354,836</b>	<b>(5.0%)</b>
<b>TOTAL REVENUES</b>	<b>(14,481,756)</b>	<b>(15,806,483)</b>	<b>(11,914,585)</b>	<b>3,891,898</b>	<b>(24.6%)</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	793,952	836,826	832,046	(4,780)	(0.6%)
BENEFITS	221,351	237,005	236,193	(812)	(0.3%)
<b>TOTAL SALARIES AND BENEFITS</b>	<b>1,015,303</b>	<b>1,073,831</b>	<b>1,068,239</b>	<b>(5,592)</b>	<b>(0.5%)</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	4,460,834	5,191,304	4,603,954	(587,350)	(11.3%)
CONTRACTED SERVICES	1,455,155	1,394,460	1,562,820	168,360	12.1%
RENTS AND FINANCIAL EXPENSES	201,110	209,300	204,760	(4,540)	(2.2%)
<b>TOTAL OPERATING EXPENSES</b>	<b>6,117,099</b>	<b>6,795,064</b>	<b>6,371,534</b>	<b>(423,530)</b>	<b>(6.2%)</b>
<b>DEBT REPAYMENT</b>					
PRINCIPAL REPAYMENT	950,188	976,257	1,303,368	327,111	33.5%
INTEREST REPAYMENT	216,027	226,529	315,253	88,724	39.2%
<b>TOTAL DEBT REPAYMENT</b>	<b>1,166,215</b>	<b>1,202,786</b>	<b>1,618,621</b>	<b>415,835</b>	<b>34.6%</b>
<b>CAPITAL</b>					
MAJOR INFRASTRUCTURE	5,396,225	5,148,000	2,635,000	(2,513,000)	(48.8%)
BUILDING	645,450	1,295,200	292,600	(1,002,600)	(77.4%)
FURNISHINGS AND EQUIPMENT	132,400	46,000	86,500	40,500	88.0%
<b>TOTAL CAPITAL</b>	<b>6,174,075</b>	<b>6,489,200</b>	<b>3,014,100</b>	<b>(3,475,100)</b>	<b>(53.6%)</b>
<b>OTHER</b>					
CONTRIBUTIONS TO RESERVES	341,253	554,332	412,534	(141,798)	(25.6%)
CONTRIBUTIONS TO CAPITAL RESERVES	613,391	613,391	685,489	72,098	11.8%
<b>TOTAL OTHER</b>	<b>954,644</b>	<b>1,167,723</b>	<b>1,098,023</b>	<b>(69,700)</b>	<b>(6.0%)</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	224,767	226,192	239,779	13,587	6.0%
DEPARTMENTAL CHARGES	54,871	54,861	42,285	(12,576)	(22.9%)
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>279,638</b>	<b>281,053</b>	<b>282,064</b>	<b>1,011</b>	<b>0.4%</b>
<b>TOTAL EXPENSES</b>	<b>15,706,974</b>	<b>17,009,657</b>	<b>13,452,581</b>	<b>(3,557,076)</b>	<b>(20.9%)</b>

**FACILITIES**  
**2020 BUDGET REPORT**

	2019	2019	2020	BUDGET	BUDGET
	FORECAST	BUDGET	REQUESTED	VARIANCE	% VARIANCE
			BUDGET		
<b>TOTAL FACILITIES</b>	1,225,218	1,203,174	1,537,996	334,822	27.8%

<b>New Initiative:</b>	<b>Security Guard Services for Oxford County Administration Building</b>
<b>Department/Division:</b>	<b>Public Works - Facilities</b>
<b>Strategic Plan Focus:</b>	<b>A County that Works Together</b>
<b>Strategic Plan Objective:</b>	<i>1. ii. Enhance the quality of life for all of our citizens by: Working with community partners and organizations to maintain / strengthen public safety</i>

## **DESCRIPTION OF REQUEST**

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This new initiative budget request is to support the implementation of a static, 10 hour/day security guard at the Oxford County Administration Building site. A security guard will provide a visible deterrent and provide professional protection for Oxford County staff and customers.

## **DISCUSSION**

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### **Background**

Over the past year, there has been an increase in security concerns and situations both inside and outside of the Oxford County Administration Building. Many of these situations have required the assistance of staff and/or Woodstock Police services. However, staff are not specifically trained to deal with physical security situations and a number of staff have reported growing concerns for their personal safety at this work site. Thefts by visitors also occurred within the Oxford County Administration Building, along with property damage both internal and external to the building.

### **Comments**

The presence of a security guard at a business can provide peace of mind and a sense of security for staff and customers. Staff that work in high-risk areas are more productive and easier to retain when they don't have to worry about personal safety. It also lets customers and clients know that there is a concern for their safety and that steps are being taken to ensure it.

Staff have installed additional security mechanisms over the past year, primarily with the installation of additional video surveillance equipment and physical security barriers for those staff at highest risk. These options have come with a capital investment and still only provide security for a few, specific areas within the building. The systems installed do not address security situations taking place outside of the building, both during and after working hours, nor do they address any sort of physical altercations within the public spaces on the first floor.

## Conclusions

The County is required and committed to providing a safe environment for all staff, customers and members of the community that work, conduct business and utilize the services that Oxford County provides. A number of security measures have already been implemented, however, the addition of an on-site security guard will complete the security system.

## RISKS/IMPLICATIONS

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The addition of a security guard carries with it some risk and liability. In order to mitigate the risk and limit the County's liability, only a trained, licensed and insured contractor will be considered for this position.

## BUDGET REQUIREMENTS

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	2020 One-time	2020 Base	Total
<b>Expenses</b>			
Contract	\$-	\$80,000	\$80,000
<b>Total Expenses</b>	<b>\$-</b>	<b>\$80,000</b>	<b>\$80,000</b>
<b>County Levy</b>	<b>\$-</b>	<b>\$80,000</b>	<b>\$80,000</b>

Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
<b>2019 Approved Budget</b>	<b>3,522,713</b>	<b>714,975</b>	<b>4,237,688</b>	<b>4,237,688</b>	<b>-</b>	
<b>Base Budget Changes</b>	<b>301,852</b>	<b>974,025</b>	<b>1,275,877</b>	<b>1,275,877</b>	<b>-</b>	<b>0.0%</b>
<b>New Initiative</b>						
FLT-Fleet utilization & rationalization implementation	(60,321)	12,000	(48,321)	(48,321)	-	0.0%
	<b>(60,321)</b>	<b>12,000</b>	<b>(48,321)</b>	<b>(48,321)</b>	<b>-</b>	<b>0.0%</b>
<b>2020 Requested Budget</b>	<b>3,764,244</b>	<b>1,701,000</b>	<b>5,465,244</b>	<b>5,465,244</b>	<b>-</b>	<b>0.0%</b>
<b>\$</b>	<b>241,531</b>	<b>986,025</b>	<b>1,227,556</b>	<b>1,227,556</b>	<b>-</b>	
<b>%</b>	<b>6.9%</b>	<b>137.9%</b>	<b>29.0%</b>	<b>29.0%</b>	<b>0.0%</b>	

# FLEET

## 2020 BUDGET REPORT

	2019 FORECAST	2019 BUDGET	2020 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
USER FEES AND CHARGES	(130,241)	-	-	-	- %
OTHER REVENUE	(122,773)	(50,000)	(244,000)	(194,000)	388.0%
<b>TOTAL GENERAL REVENUES</b>	<b>(253,014)</b>	<b>(50,000)</b>	<b>(244,000)</b>	<b>(194,000)</b>	<b>388.0%</b>
<b>OTHER REVENUES</b>					
RESERVE TRANSFER	(10,935)	(66,942)	(111,637)	(44,695)	66.8%
CAPITAL RESERVE TRANSFER	(731,300)	(681,000)	(1,689,000)	(1,008,000)	148.0%
<b>TOTAL OTHER REVENUES</b>	<b>(742,235)</b>	<b>(747,942)</b>	<b>(1,800,637)</b>	<b>(1,052,695)</b>	<b>140.7%</b>
<b>INTERDEPARTMENTAL RECOVERIES</b>					
INTERDEPARTMENTAL RECOVERIES	(3,469,820)	(3,439,746)	(3,333,023)	106,723	(3.1%)
<b>TOTAL INTERDEPARTMENTAL RECOVERIES</b>	<b>(3,469,820)</b>	<b>(3,439,746)</b>	<b>(3,333,023)</b>	<b>106,723</b>	<b>(3.1%)</b>
<b>TOTAL REVENUES</b>	<b>(4,465,069)</b>	<b>(4,237,688)</b>	<b>(5,377,660)</b>	<b>(1,139,972)</b>	<b>26.9%</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	57,016	57,016	60,765	3,749	6.6%
BENEFITS	16,350	14,841	17,762	2,921	19.7%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>73,366</b>	<b>71,857</b>	<b>78,527</b>	<b>6,670</b>	<b>9.3%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	1,938,844	1,662,284	1,530,817	(131,467)	(7.9%)
RENTS AND FINANCIAL EXPENSES	120,435	117,147	130,416	13,269	11.3%
<b>TOTAL OPERATING EXPENSES</b>	<b>2,059,279</b>	<b>1,779,431</b>	<b>1,661,233</b>	<b>(118,198)</b>	<b>(6.6%)</b>
<b>CAPITAL</b>					
VEHICLES	731,300	681,000	1,685,000	1,004,000	147.4%
FURNISHINGS AND EQUIPMENT	-	-	4,000	4,000	- %
<b>TOTAL CAPITAL</b>	<b>731,300</b>	<b>681,000</b>	<b>1,689,000</b>	<b>1,008,000</b>	<b>148.0%</b>
<b>OTHER</b>					
CONTRIBUTIONS TO RESERVES	21,355	-	-	-	- %
CONTRIBUTIONS TO CAPITAL RESERVES	1,579,750	1,705,400	1,948,900	243,500	14.3%
<b>TOTAL OTHER</b>	<b>1,601,105</b>	<b>1,705,400</b>	<b>1,948,900</b>	<b>243,500</b>	<b>14.3%</b>
<b>TOTAL EXPENSES</b>	<b>4,465,050</b>	<b>4,237,688</b>	<b>5,377,660</b>	<b>1,139,972</b>	<b>26.9%</b>
<b>TOTAL FLEET</b>	<b>(19)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- %</b>



<b>New Initiative:</b>	<b>Fleet Utilization &amp; Rationalization Implementation</b>
<b>Department/Division:</b>	<b>Public Works - Fleet</b>
<b>Strategic Plan Focus:</b>	<b>A County that Performs and Delivers Results</b>
<b>Strategic Plan Objective:</b>	<i>3. iii. Demonstrated commitment to sustainability by: Ensuring that all significant decisions are informed by assessing all options with regard to the community, economic and environmental implications</i>

## DESCRIPTION OF REQUEST

Fleet staff are requesting to implement the findings of the 2019 annual fleet budget review which was revised to include utilization and rationalization criteria. Implementation will result in 26 changes to the corporate fleet (excluding tandem axle snow plows), including the re-assignment of nine (9) assets, replacement of eleven (11) assets and the removal of six (6) assets from the overall corporate fleet. The target implementation will come into effect by February 1, 2020.

This new initiative is being further supported by *New Initiative 01 – Snow Plow Optimization*, which proposes re-assignment of two (2) tandem axle snow plows and the removal of three (3) tandem axle snow plows from the overall corporate fleet.

This new initiative also leverages fleet changes that were undertaken as part of the 2018 Budget – New Initiative 04 – Alternative Biosolids Transport, which removed three single axle dump trucks from the overall corporate fleet through deployment of one new roll-off bin tandem axle truck. The optimization practice now provides greater operational flexibility and increased service delivery with overall operational cost savings.

**Cumulatively, through these changes, the County would effectively reduce its overall corporate fleet size by eleven assets or a 6.7% decrease overall.**

## DISCUSSION

### Background

For the 2019 Business Plan & Budget, staff brought forward *2019 Budget – New Initiative 02 – Phased Fleet Utilization and Rationalization*, which requested that County Council endorse the postponement of purchasing all non-essential fleet capital in 2019, as well as completing a full-scale multi-year utilization and rationalization review of the County fleet.

This new initiative is a result of the findings conducted during the 2019 annual fleet budget review and to provide a proposed direction on how to proceed in 2020.

## Comments

### 2019 New Initiative Review

A total of four main action items were listed in *2019 Budget – New Initiative 02 – Phased Fleet Utilization and Rationalization* and are summarized here for reference purposes:

1. Limit purchasing of fleet capital in 2019,
2. Establish protocol where only staff providing mandatory response to service request/emergency utilize County vehicles to commute to and from home and work as required in order to expedite response time for after-hours emergencies and perform winter roadway condition reviews in appropriately-equipped fleet vehicles,
3. Developing an anti-idling policy and reduce inefficient driver behaviour, and
4. Begin the development of the rationalization and utilization plan in 2019 and report to Council annually over the duration of the multi-year plan.

The first action item resulted in deferred replacement of 12 light passenger fleet vehicle assets in 2019 (which were approaching their end of useful service life) until County-wide fleet utilization and rationalization was integrated into the review process and used for future decision making regarding fleet replacement. Accordingly, only two tandem axle snow plows were replaced in 2019, along with the procurement of one new electric utility vehicle.

The second action item came into effect on April 1, 2019, where County vehicles were used between work and home by staff only as required to provide mandatory response to service request/emergency. Staff who are providing voluntary response to requests utilize their own personal vehicles to commute to/from their designated work location, where County passenger vehicles and equipment could be accessed.

The third action item of developing an anti-idling policy was accomplished on March 12, 2019 after County Council authorized the CAO to execute and enact the Corporate Fleet Idling Policy through [Report No. PW 2019-05](#). In addition, fleet staff have begun to submit monthly performance reports to Public Works management in regards to vehicle driving behaviour.

Finally, the fourth action item resulted in a plan to integrate utilization and rationalization into the fleet's annual budget planning and review process. This new approach was utilized for the 2020 budget and will be applied over the duration of this multi-year plan.

The following sub-sections describe an overview of the revised methodology used to review the fleet and how utilization and rationalization has been integrated into the review process, followed by the results of the annual review and future matters to examine over the next two years.

### Revised Review Methodology for Annual Fleet Budget

The fleet annual review has been revised to a six-step approach that now includes criteria for determining if an asset is under-utilized, a revised asset condition rating assessment and rationale for vehicle type (i.e. rightsizing) and fuel source (i.e. if alternative fuel application is available). Each step is summarized below to provide context on how staff carried out the review as part of the 2020 budget approach. Given the extent of the scope and the differentiating attributes, only non-major equipment assets were included in the utilization portion of the current review (steps 1 through 3).

### *1. Select Key Parameters for Screening Assessment*

Fleet staff utilized the County's Automatic Vehicle Locator (AVL) provider to review readily-available data and to develop key parameters that quantify how well a vehicle is utilized. These key parameters were then applied to all passenger vehicles for a screening assessment over an analysis period in order to generally flag underutilized assets:

- **Total Work (hours)** – represents the amount of time the asset is spent driving (includes idle time) over the analysis period
- **Total KM Travelled** – represents the total amount of kilometres travelled during the analysis period
- **Utilization (%)** – represents the **Total Work (hours)** divided by the Total Shift Time (hr.)
- **Day Usage (%)** – represents the Total Usage Days (days) divided by Total Work Days (days)
- **Long Term Park Count** – represents the number of times an asset was parked for four hours or longer during a workday and located at the asset's base location
- **Average Usage per Day (hr.)** – represents the **Total Work (hours)** divided by the Total Usage Days (days)

Fleet staff then worked collaboratively with management to develop threshold amounts for these key criteria parameters for fleet vehicle screening application. Staff will revisit this step annually to determine if there are other key parameters that can be developed and to adjust threshold limits as more feedback and fleet vehicle information becomes available.

### *2. Perform Screening Assessment*

Fleet staff conducted the initial analysis over a period of three months (March 1, 2019 to May 31, 2019) given the copious amounts of fleet data to be processed and considered.

### *3. Review Flagged Assets from Screening Assessment*

Management reviewed assets assigned to their division to determine the outcome of each flagged vehicle asset. A recommendation for each vehicle asset was then provided for each vehicle asset – maintain vehicle, re-assign vehicle, lease replacement of vehicle or deem surplus vehicle, along with the supporting rationale.

### *4. Perform Fleet Asset Condition Assessment*

Upon completing the utilization portion of the annual fleet budget review, fleet staff performed a condition assessment on each asset using Cartegraph's Vehicle Replacement Rating (VRR) methodology. Each asset was examined based on four categories: age of asset, repair and maintenance costs, vehicle kilometres travelled (VKT) or hours of use and reliability. From this rating system, staff were then able to assign an excellent, good, fair or poor rating to each vehicle.

### *5. Update Asset Management Replacement Schedule*

The condition assessment ratings of each vehicle was then passed to the Asset Management Coordinator to update the County's Asset Management software, Citywide. The Capital Replacement Profile Report was run from Citywide which staff further reviewed.

## 6. *Ensure Replacement Assets are Reviewed for Right Sizing & Alternative Fuel Options*

Fleet staff connected with stakeholders of each proposed replacement asset to review the type of fleet asset appropriate for its responsibilities and if an alternative fuel option is appropriate. Stakeholders then provided a rationale as to why they require their proposed asset type. Lastly, each replacement asset is assessed based on the asset type and geographical location for alternative fuels.

### Proposed 2020 Fleet Asset Changes

The revised annual fleet budget review for the 2020 budget resulted in a proposed 26 changes to the corporate fleet (excluding tandem snow plows), including the:

- **New replacement of 11 assets** in poor asset condition (i.e. light passenger vehicles, cargo vans, compactor, trailer and utility vehicle),
- **Re-assignment of 9 assets**, including vehicle pooling or as used replacements of existing fleet vehicles that were in poorer asset condition (i.e. light passenger vehicles), and
- **Disposal of 6 assets** deemed surplus through vehicle rationalization or leased alternatives (i.e. light passenger vehicles).

In addition to these 26 changes in fleet, staff also undertook a snow plow optimization review (NI01 - Snow Plow Optimization) which assessed the current snow plow fleet (22 tandem axle snow plows). As detailed in NI01 - Snow Plow Optimization, five additional fleet changes were recommended, including the:

- **Re-assignment of two tandem axle snow plows** as used replacements of existing spare snow plows in poorer asset condition, and
- **Disposal of three tandem axle snow plows** deemed surplus through the optimization review.

Further, three additional changes in fleet were recently undertaken as part of the 2018 Budget – New Initiative 04 – Alternative Biosolids Transport, including the:

- **Disposal of three single axle dump trucks** deemed surplus through the biosolids transport optimization, which replaced these vehicles with **one roll-off bin tandem axle truck**.

**Cumulatively, through these changes, the County would effectively reduce its fleet size by eleven assets or a 6.7% decrease overall.**

### Alternative Fuel Fleet Considerations & Proposed CNG Slow-Fill Station

Of the 11 assets being proposed for replacement in 2020, seven have been identified as CNG conversion candidates. Four of these seven proposed vehicles can be converted to dual fuel (CNG/diesel) and deployed upon completion of the proposed installation of a slow-fill CNG station at the County's Water Operation Centre in Ingersoll (design in 2020 and construction in 2021). The potential implementation of the slow-fill CNG station would permit future conversion of approximately nine additional County fleet vehicles which are based at the Water Operation Centre or in close proximity to this station (i.e. Ingersoll Wastewater Treatment Plant). These

vehicles were not previously candidates for CNG dual fuel conversions due to the large distance required to drive to/from the only existing CNG fill station, located in Woodstock.

The ongoing implementation of this plan will support further reductions of greenhouse gas (GHG) emissions that aligns with the 10% reduction goal outlined in the Green Fleet Plan. The 2019 fleet utilization review and the proposed 2020 fleet rationalization (i.e. reduction of the fleet size by six vehicles and fleet “right-sizing”) are estimated to result in approximately 37.4 equivalent tonnes of GHG emissions savings (CO<sub>2</sub>e). Through the vehicles proposed for future CNG conversion, another 4.5 equivalent tonnes of GHG emissions savings (CO<sub>2</sub>e) is anticipated in 2020 (3 vehicle conversions) and an additional 12 equivalent tonnes of GHG emissions savings (CO<sub>2</sub>e) is possible in 2021 (16 vehicles) following the proposed implementation of the CNG slow-fill station in Ingersoll.

## Future Goals

There are numerous items that have been identified during the current fleet budget review that can result in further financial and GHG emissions savings. The future goals consist of:

- Update the five year Green Fleet Plan;
- Expand the scope of the annual fleet budget review to include major equipment in the utilization section;
- Investigate the usage of personal vehicle kilometres and determine if increasing the fleet pool size would be a viable option;
- Investigate methods for streamlining reservations for fleet pool vehicles and developing a chargeback for users;
- Expand the vehicle asset analysis period from three months to one year for the annual fleet budget review;
- Examine leasing versus owning for vehicles used for seasonal activities;
- Investigate centralizing repair and maintenance of County assets;
- Examine the business case for hiring a mechanic and adding dedicated space for a fleet garage; and
- Separate preventative maintenance from reactive maintenance in budgeting.

## Conclusions

The revised annual fleet budget review showcases the County’s ability to keep improving on efficiency while maintaining service levels and demonstrating accountability for its actions. Moving forward, staff plan to build on the revised annual fleet budget review to include the utilization of major equipment. Overall, the reduction of nine assets (six assets from this initiative and three from NI01 - Snow Plow Optimization) from the fleet will result in significant savings and future cost avoidance (i.e. reduction of annual capital replacement charges to fleet reserve).

## RISKS/IMPLICATIONS

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There are no risks associated with the proposed fleet size reduction and existing levels of service can be maintained upon implementation of the same.

## BUDGET REQUIREMENTS

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	2020 One-time	2020 Base	Total
<b>Funding</b>			
Passenger Vehicle Sales	(\$12,000)	\$-	(\$12,000)
<b>Total Funding</b>	<b>(\$12,000)</b>	<b>\$-</b>	<b>(\$12,000)</b>
<b>Expenses</b>			
Licenses	-	(615)	(615)
Repairs & Maintenance	-	(9,982)	(9,982)
Fuel	-	(3,324)	(3,324)
Insurance	-	(2,400)	(2,400)
Annual Capital Charge <sup>2</sup>	-	(44,000)	(44,000)
Contribution to Reserve	12,000	-	12,000
<b>Total Expenses</b>	<b>\$12,000</b>	<b>(\$60,321)</b>	<b>(\$48,321)</b>
<b>County Levy</b>	<b>\$-</b>	<b>(\$48,613)<sup>1</sup></b>	<b>(\$48,613)</b>
<b>Water and Wastewater Rates</b>	<b>\$-</b>	<b>(\$11,708)</b>	<b>(\$11,708)</b>

Note 1: Fleet vehicles used for the delivery of the facilities service is included in the Net County Levy figure. Some of these costs will be allocated to water and wastewater as facilities staff complete activities at water and wastewater sites.

Note 2: The estimated replacement value for the six (6) rationalized vehicles is \$281,000.

Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
2019 Approved Budget	1,613,063	15,000	1,628,063	265,192	1,362,871	
Base Budget Changes	12,296	(15,000)	(2,704)	49,808	(52,512)	(3.9%)
2020 Requested Budget	1,625,359	-	1,625,359	315,000	1,310,359	(3.9%)
\$	12,296	(15,000)	(2,704)	49,808	(52,512)	
%	0.8%	(100.0%)	(0.2%)	18.8%	(3.9%)	

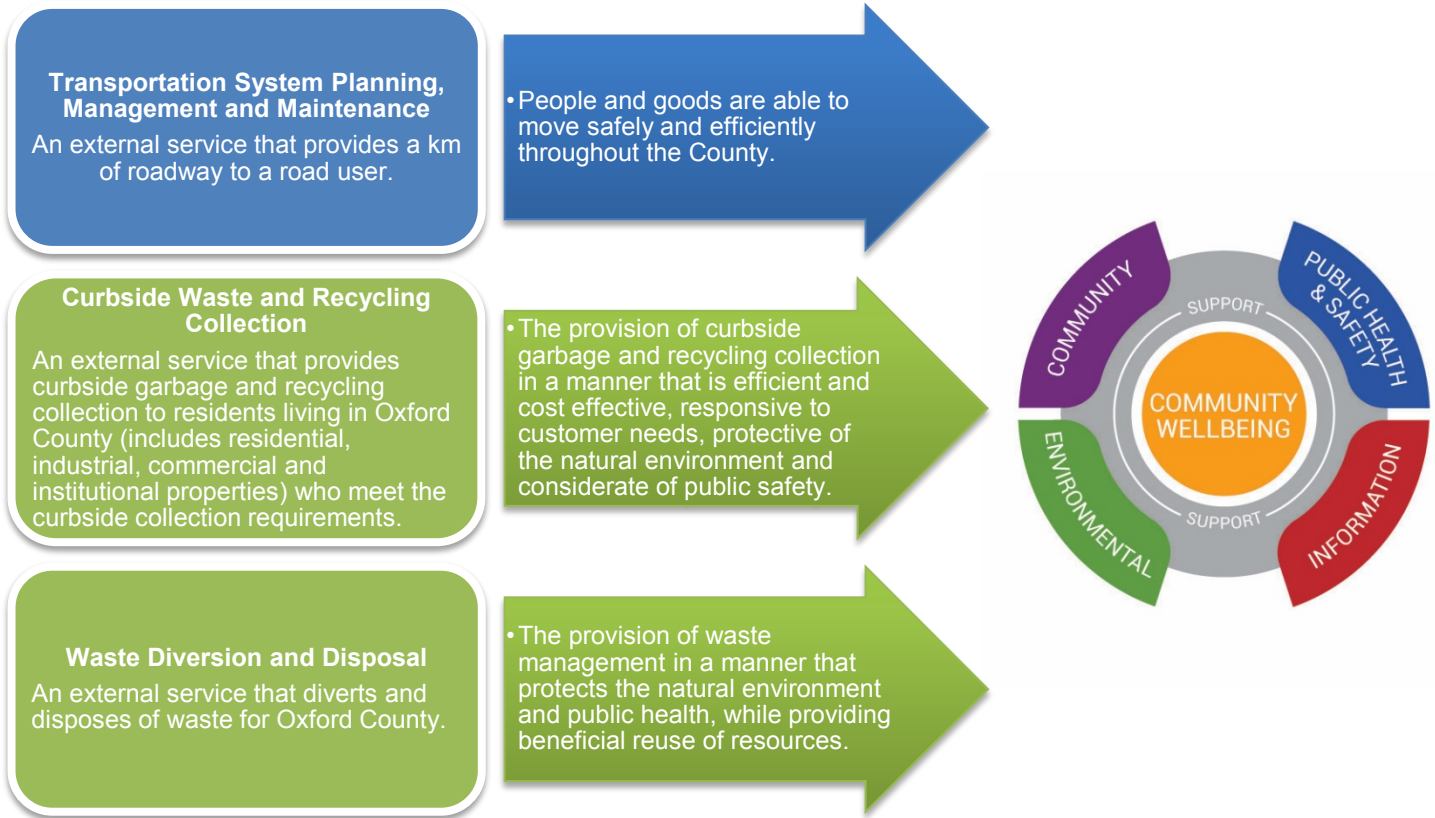


# ENGINEERING

## 2020 BUDGET REPORT

	2019 FORECAST	2019 BUDGET	2020 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
USER FEES AND CHARGES	(65,000)	(65,000)	(65,000)	-	-
<b>TOTAL GENERAL REVENUES</b>	<b>(65,000)</b>	<b>(65,000)</b>	<b>(65,000)</b>	<b>-</b>	<b>- %</b>
<b>INTERDEPARTMENTAL RECOVERIES</b>					
DEPARTMENTAL RECOVERIES	(200,192)	(200,192)	(250,000)	(49,808)	24.9%
<b>TOTAL INTERDEPARTMENTAL RECOVERIES</b>	<b>(200,192)</b>	<b>(200,192)</b>	<b>(250,000)</b>	<b>(49,808)</b>	<b>24.9%</b>
<b>TOTAL REVENUES</b>	<b>(265,192)</b>	<b>(265,192)</b>	<b>(315,000)</b>	<b>(49,808)</b>	<b>18.8%</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	1,430,449	1,430,449	1,481,852	51,403	3.6%
BENEFITS	392,720	391,651	403,441	11,790	3.0%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>1,823,169</b>	<b>1,822,100</b>	<b>1,885,293</b>	<b>63,193</b>	<b>3.5%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	153,591	172,793	139,800	(32,993)	(19.1%)
CONTRACTED SERVICES	2,000	6,000	6,000	-	-
<b>TOTAL OPERATING EXPENSES</b>	<b>155,591</b>	<b>178,793</b>	<b>145,800</b>	<b>(32,993)</b>	<b>(18.5%)</b>
<b>CAPITAL</b>					
FURNISHINGS AND EQUIPMENT	15,000	15,000	-	(15,000)	(100.0%)
<b>TOTAL CAPITAL</b>	<b>15,000</b>	<b>15,000</b>	<b>-</b>	<b>(15,000)</b>	<b>(100.0%)</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	277,385	270,996	253,710	(17,286)	(6.4%)
DEPARTMENTAL CHARGES	(678,997)	(658,826)	(659,444)	(618)	0.1%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>(401,612)</b>	<b>(387,830)</b>	<b>(405,734)</b>	<b>(17,904)</b>	<b>4.6%</b>
<b>TOTAL EXPENSES</b>	<b>1,592,148</b>	<b>1,628,063</b>	<b>1,625,359</b>	<b>(2,704)</b>	<b>(0.2%)</b>
<b>TOTAL ENGINEERING</b>	<b>1,326,956</b>	<b>1,362,871</b>	<b>1,310,359</b>	<b>(52,512)</b>	<b>(3.9%)</b>

## Services Overview





## Key Performance Indicators

	2017 Actual	2018 Actual	2019 Forecast	2020 Budget	2021 Budget	Target
Roads Maintenance – cost/lane km	\$7,835	\$7,860	\$6,335	\$6,067	\$6,352	\$6,500
Kg of Curbside waste & large article collected / household	332	320	320	320	320	↓
Kg of Curbside recycling collected / household	158	158	158	158	158	↑
% Waste diversion at the OCWMF	35%	43%	43%	43%	43%	90%
Total Residential Waste Diversion Rate <sup>1</sup>	59%	59%	62%	62%	62%	90%

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

Goals and Objectives

Description	2020	2021	2022	Strategic Plan	Other Plan Alignment
<p><b>Advocate and support the municipal development of Automated Speed Enforcement (ASE)</b> County-wide municipal planning for the potential ASE implementation (photo radar) in school zones and community safety zones.</p>	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	Transportation Master Plan
<p><b>Snow Plow Route Optimization</b> Optimize winter road maintenance routes and patrol area coverage while maintaining service delivery that continues to meet or exceed provincial maintenance standards (MMSMH).</p>	●			A County that Performs and Delivers Results	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>	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	<i>FutureOxford</i> Community Sustainability Plan
<p><b>Ongoing Implementation of County-wide Traffic Calming / Speed Management Measures</b> County-wide implementation of evidence-based speed management, traffic calming and road safety measures.</p>	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	Transportation Master Plan
<p><b>Support implementation of Intercommunity Bus Network System as part of People and Goods Movement Strategy</b> Advocate and promote the foundational development of an intercommunity bus transportation system across Oxford County and neighbouring jurisdictions.</p>	●	●	●	A County that is Well Connected	<i>FutureOxford</i> Community Sustainability Plan Transportation Master Plan Southwestern Ontario Transportation Plan (SouthwestLynx)
<p><b>Safety Assessment of Grade Level Railway Crossings</b> Coordinate the safety review of railway grade crossings of County roads in collaboration with Rail Authorities.</p>	●			A County that Performs and Delivers Results	Transportation Master Plan
<p><b>County-wide Cycling Master Plan</b> Develop a County-wide cycling master plan, in partnership with the Area Municipalities, to guide the ongoing implementation of active transportation infrastructure and enhance existing cycling initiatives.</p>	●			A County that is Well Connected	<i>FutureOxford</i> Community Sustainability Plan Transportation Master Plan

Description	2020	2021	2022	Strategic Plan	Other Plan Alignment
<p><b>Assess and Evaluate Garbage Bag Tag Structure</b></p> <p>Assess historical garbage bag tag program revenue and bag tag reserve contributions to review the appropriateness of the current bag tag fee structure. Working with Finance.</p>	●			A County that Thinks Ahead and Wisely Shapes the Future	
<p><b>Expand the Pilot Program for Transportation of Brush, Leaf and Yard Waste from Area Municipality Depots to Oxford County Municipal Waste Facility</b></p> <p>Utilization of dedicated County-wide contracted hauler to transport leaf and yard waste materials.</p>	●			A County that Performs and Delivers Results	

### Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
<b>2019 Approved Budget</b>	<b>24,592,334</b>	<b>18,719,000</b>	<b>43,311,334</b>	<b>24,481,338</b>	<b>18,829,996</b>	
<b>Base Budget Changes</b>	<b>543,105</b>	<b>2,903,406</b>	<b>3,446,511</b>	<b>3,220,615</b>	<b>225,896</b>	<b>1.2%</b>
<b>New Initiative</b>						
RDS-Snow plow route optimization	(421,519)	105,000	(316,519)	105,000	(421,519)	(2.2%)
	<b>(421,519)</b>	<b>105,000</b>	<b>(316,519)</b>	<b>105,000</b>	<b>(421,519)</b>	<b>(2.2%)</b>
<b>Service Level</b>						
RDS-Phragmites control program	30,000	-	30,000	-	30,000	0.2%
RDS-Roads capital increase (AMP)	500,000	-	500,000	-	500,000	2.7%
	<b>530,000</b>	<b>-</b>	<b>530,000</b>	<b>-</b>	<b>530,000</b>	<b>2.8%</b>
<b>One-time Items</b>						
RDS-Ash tree removal	-	30,000	30,000	-	30,000	0.2%
	<b>-</b>	<b>30,000</b>	<b>30,000</b>	<b>-</b>	<b>30,000</b>	<b>0.2%</b>
<b>2020 Requested Budget</b>	<b>25,243,920</b>	<b>21,757,406</b>	<b>47,001,326</b>	<b>27,806,953</b>	<b>19,194,373</b>	<b>1.9%</b>
<b>\$</b>	<b>651,586</b>	<b>3,038,406</b>	<b>3,689,992</b>	<b>3,325,615</b>	<b>364,377</b>	
<b>%</b>	<b>2.6%</b>	<b>16.2%</b>	<b>8.5%</b>	<b>13.6%</b>	<b>1.9%</b>	

# TRANSPORTATION SERVICES

## 2020 BUDGET REPORT

	2019	2019	2020	BUDGET	BUDGET
	FORECAST	BUDGET	REQUESTED	VARIANCE	% VARIANCE
			BUDGET		
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
PROVINCIAL GRANTS	(2,185,702)	(2,145,702)	(2,314,511)	(168,809)	7.9%
FEDERAL GRANTS	(6,793,100)	(3,363,136)	(3,363,136)	-	- %
USER FEES AND CHARGES	(503,815)	(398,000)	(431,900)	(33,900)	8.5%
OTHER REVENUE	(838,239)	(865,000)	(725,000)	140,000	(16.2%)
<b>TOTAL GENERAL REVENUES</b>	<b>(10,320,856)</b>	<b>(6,771,838)</b>	<b>(6,834,547)</b>	<b>(62,709)</b>	<b>0.9%</b>
<b>OTHER REVENUES</b>					
DEVELOPMENT CHARGES	(2,431,682)	(235,000)	(1,827,000)	(1,592,000)	677.4%
RESERVE TRANSFER	(312,000)	(122,000)	(50,000)	72,000	(59.0%)
CAPITAL RESERVE TRANSFER	(13,542,481)	(17,352,500)	(18,990,406)	(1,637,906)	9.4%
<b>TOTAL OTHER REVENUES</b>	<b>(16,286,163)</b>	<b>(17,709,500)</b>	<b>(20,867,406)</b>	<b>(3,157,906)</b>	<b>17.8%</b>
<b>TOTAL REVENUES</b>	<b>(26,607,019)</b>	<b>(24,481,338)</b>	<b>(27,701,953)</b>	<b>(3,220,615)</b>	<b>13.2%</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	2,452,827	2,514,232	2,365,309	(148,923)	(5.9%)
BENEFITS	633,163	678,329	645,384	(32,945)	(4.9%)
<b>TOTAL SALARIES AND BENEFITS</b>	<b>3,085,990</b>	<b>3,192,561</b>	<b>3,010,693</b>	<b>(181,868)</b>	<b>(5.7%)</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	2,381,613	2,226,223	2,458,630	232,407	10.4%
CONTRACTED SERVICES	1,605,256	1,378,700	1,317,950	(60,750)	(4.4%)
RENTS AND FINANCIAL EXPENSES	25,349	25,225	29,000	3,775	15.0%
EXTERNAL TRANSFERS	5,000	5,000	5,000	-	- %
<b>TOTAL OPERATING EXPENSES</b>	<b>4,017,218</b>	<b>3,635,148</b>	<b>3,810,580</b>	<b>175,432</b>	<b>4.8%</b>
<b>DEBT REPAYMENT</b>					
PRINCIPAL REPAYMENT	206,205	206,205	208,024	1,819	0.9%
INTEREST REPAYMENT	31,753	31,753	26,400	(5,353)	(16.9%)
<b>TOTAL DEBT REPAYMENT</b>	<b>237,958</b>	<b>237,958</b>	<b>234,424</b>	<b>(3,534)</b>	<b>(1.5%)</b>
<b>CAPITAL</b>					
MAJOR INFRASTRUCTURE	16,314,747	18,446,000	21,622,406	3,176,406	17.2%
VEHICLES	93,641	64,000	-	(64,000)	(100.0%)
<b>TOTAL CAPITAL</b>	<b>16,408,388</b>	<b>18,510,000</b>	<b>21,622,406</b>	<b>3,112,406</b>	<b>16.8%</b>
<b>OTHER</b>					
CONTRIBUTIONS TO RESERVES	50,000	-	-	-	- %
CONTRIBUTIONS TO CAPITAL RESERVES	18,814,734	14,882,838	15,471,647	588,809	4.0%
<b>TOTAL OTHER</b>	<b>18,864,734</b>	<b>14,882,838</b>	<b>15,471,647</b>	<b>588,809</b>	<b>4.0%</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	2,712,224	2,731,084	2,569,629	(161,455)	(5.9%)
DEPARTMENTAL CHARGES	117,221	121,745	176,947	55,202	45.3%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>2,829,445</b>	<b>2,852,829</b>	<b>2,746,576</b>	<b>(106,253)</b>	<b>(3.7%)</b>
<b>TOTAL EXPENSES</b>	<b>45,443,733</b>	<b>43,311,334</b>	<b>46,896,326</b>	<b>3,584,992</b>	<b>8.3%</b>
<b>TOTAL TRANSPORTATION SERVICES</b>	<b>18,836,714</b>	<b>18,829,996</b>	<b>19,194,373</b>	<b>364,377</b>	<b>1.9%</b>

<b>New Initiative:</b>	<b>Snow Plow Route Optimization</b>
<b>Department/Division:</b>	<b>Public Works - Roads</b>
<b>Strategic Plan Focus:</b>	<b>A County that Performs and Delivers Results</b>
<b>Strategic Plan Objective:</b>	<i>5. ii. Deliver exceptional services by: Conducting regular service reviews to ensure delivery effectiveness and efficiency</i>

## **DESCRIPTION OF REQUEST**

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The purpose of this new initiative is to optimize the winter road maintenance routes by equalizing route distances amongst the four road patrol areas and adjusting the limits of patrol area coverage where required. The optimization also affords a more consistent supervision of winter road maintenance activities both during the day and afternoon shifts.

While maintaining effective service delivery that meets or exceeds the requirements in Regulation 239/02 Minimum Maintenance Standards (MMS) for Municipal Highways, the proposed optimization will result in an overall reduction in the number of winter road maintenance (snow plow) routes (20 to 17 routes) and subsequently reduce staff requirements (3.25 FTEs) and associated fleet maintenance requirements (removal of three tandem axle snow plows from the overall corporate fleet and re-assignment of two tandem axle snow plows).

## **DISCUSSION**

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### **Background**

Operation and maintenance of County roads is divided into four Road Patrol areas – Drumbo, Highland, Springford and Woodstock. Winter road maintenance is provided through a road operations day shift and road coverage is augmented by an afternoon shift (late November to April) that is supplemented with eleven seasonal staff.

Winter maintenance on County roads is currently divided into 20 snow plow routes utilizing 22 snow plow tandem trucks (including two spares). Coverage during the afternoon shift is provided by 14 snow plow tandems/Operators.

## Comments

### Average Route Distances/Number of Routes

The current snow plow routes were reviewed with Road Patrol Foremen and revised with the objective of equalizing route distances across all patrol yard areas and minimizing travel with 'plow-up,' while also considering road classification, level of service and minimum maintenance standards.

The proposed snow plow route optimization is summarized in Table 1 below, with comparison to existing plow routes.

**Table 1: Proposed Snow Plow Route Distribution**

Patrol Area	# Snow Plow Routes Day/Afternoon	Average Route Length (km) Day/Afternoon	Full Time Operators	Seasonal Operators
	Proposed (Existing)	Proposed (Existing)	Proposed (Existing)	Proposed (Existing)
<b>Drumbo Patrol</b>	4/3 (4/3)	34/45 (31/41.5)	5 (5)	2 (2)
<b>Highland Patrol</b>	5/4 (6/4)	32.5/40.5 (28/42)	6 (7)	3 (3)
<b>Woodstock Patrol</b>	4/3 (5/4)	37/49 (28.5/35.5)	5 (5)	2 (4)
<b>Springford Patrol</b>	4/3 (5/3)	37/49 (31.5 / 52.5)	6 (7)	1 (2)
<b>TOTAL</b>	<b>17/13 (20/14)</b>	<b>35/46 (30/43)</b>	<b>22 (24)</b>	<b>8 (11)</b>

As shown in Table 1, the adjustment to the limits of patrol areas resulted in a marginal increase in the average route distances and a reduction in the overall number of routes as follows:

- Average route length increase from 30 km to 35 km for the day shift and from 43 km to 46 km for the afternoon shift.
- Overall reduction in the total number of snow plow routes, from 20 down to 17 during the day shift and from 14 down to 13 during the afternoon shift.



## Staffing Requirements

The reduction of two full-time staff (24 down to 22) would be achieved through attrition with two existing vacancies from retirement in 2019 that have not be filled. Seasonal staff compliment will be reduced by three positions (11 down to 8).

## Snow Plow Tandem Reduction

The current snow plow tandem fleet (20 + 2 spares) will be reduced (17 + 2 spares) by the disposal of three existing tandems with the lowest condition rating with no new tandems procured in 2020. Accordingly, \$110,100 of cost avoidance will be achieved through the reduction of annual capital replacement charges to the fleet reserve.

As part of this plan, there will be a re-assignment of two active tandem axle snow plows that will be used as replacements of existing spare snow plows that are in poor asset condition and being disposed of in 2020.

## Conclusions

The optimization of snow plow routes will provide efficiencies while maintaining effective service delivery that meets or exceeds the requirements in Regulation 239/02 Minimum Maintenance Standards (MMS) for Municipal Highways.

This new initiative further supports NI 2020-042 Fleet Utilization and Rationalization through the reduction of snow plow tandems.

## RISKS/IMPLICATIONS

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Snow plow route optimization will reduce operating costs while maintaining the current level of service.

## BUDGET REQUIREMENTS

	2020 One-time	2020 Base	Total
<b>Funding</b>			
Tandem Sales	(\$105,000)	\$-	(\$105,000)
<b>Total Funding</b>	<b>(\$105,000)</b>	<b>\$-</b>	<b>(\$105,000)</b>
<b>Expenses</b>			
Salaries & Benefits	\$-	(\$219,735)	(\$219,735)
Training/Seminars/Conferences	-	(5,000)	(5,000)
Licenses	-	(5,634)	(5,634)
Repairs & Maintenance	-	(36,450)	(36,450)
Fuel	-	(43,100)	(43,100)
Insurance	-	(1,500)	(1,500)
Annual Capital Charge <sup>1</sup>	-	(110,100)	(110,100)
Contribution to Reserve	105,000	-	105,000
<b>Total Expenses</b>	<b>\$105,000</b>	<b>(\$421,519)</b>	<b>(\$316,519)</b>
<b>County Levy</b>	<b>\$-</b>	<b>(\$421,519)</b>	<b>(\$421,519)</b>

Note 1: The estimated replacement value for three tandems is \$990,000.

Staff Reduction (FTE)	2020
Truck/Backhoe Operator - Full-time	2.0
Truck/Backhoe Operator - Seasonal	1.25
<b>Total Staff Reduction (FTE)</b>	<b>3.25</b>

Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
<b>2019 Approved Budget</b>	<b>10,502,631</b>	<b>177,500</b>	<b>10,680,131</b>	<b>8,802,833</b>	<b>1,877,298</b>	
<b>Base Budget Changes</b>	<b>908,709</b>	<b>(177,500)</b>	<b>731,209</b>	<b>468,079</b>	<b>263,130</b>	<b>14.0%</b>
<b>Service Level</b>						
WM-Compost program additional revenues	-	-	-	40,000	(40,000)	(2.1%)
WM-Leaf and yard waste 2019 Budget New Initiative impact	(98,300)	-	(98,300)	-	(98,300)	(5.2%)
WM-Work with City of Woodstock to maximize provincial grant for household hazardous waste depot	-	-	-	30,000	(30,000)	(1.6%)
WM-Reduction in City of Woodstock Large Article pickup frequency	(93,104)	-	(93,104)	-	(93,104)	(5.0%)
	<b>(191,404)</b>	<b>-</b>	<b>(191,404)</b>	<b>70,000</b>	<b>(261,404)</b>	<b>(13.9%)</b>
<b>One-time Items</b>						
WM-Expand brush pad	-	50,000	50,000	50,000	-	0.0%
WM-Recycling Processing Audit	-	40,000	40,000	-	40,000	2.1%
	<b>-</b>	<b>90,000</b>	<b>90,000</b>	<b>50,000</b>	<b>40,000</b>	<b>2.1%</b>
<b>2020 Requested Budget</b>	<b>11,219,936</b>	<b>90,000</b>	<b>11,309,936</b>	<b>9,390,912</b>	<b>1,919,024</b>	<b>2.2%</b>
<b>\$</b>	<b>717,305</b>	<b>(87,500)</b>	<b>629,805</b>	<b>588,079</b>	<b>41,726</b>	
<b>%</b>	<b>6.8%</b>	<b>(49.3%)</b>	<b>5.9%</b>	<b>6.7%</b>	<b>2.2%</b>	

## WASTE MANAGEMENT 2020 BUDGET REPORT

	2019 FORECAST	2019 BUDGET	2020 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
USER FEES AND CHARGES	(8,387,688)	(8,053,393)	(8,944,060)	(890,667)	11.1%
<b>TOTAL GENERAL REVENUES</b>	<b>(8,387,688)</b>	<b>(8,053,393)</b>	<b>(8,944,060)</b>	<b>(890,667)</b>	<b>11.1%</b>
<b>OTHER REVENUES</b>					
DEVELOPMENT CHARGES	(10,000)	-	(13,364)	(13,364)	- %
RESERVE TRANSFER	(661,895)	(749,440)	(383,488)	365,952	(48.8%)
CAPITAL RESERVE TRANSFER	(21,301)	-	(50,000)	(50,000)	- %
<b>TOTAL OTHER REVENUES</b>	<b>(693,196)</b>	<b>(749,440)</b>	<b>(446,852)</b>	<b>302,588</b>	<b>(40.4%)</b>
<b>TOTAL REVENUES</b>	<b>(9,080,884)</b>	<b>(8,802,833)</b>	<b>(9,390,912)</b>	<b>(588,079)</b>	<b>6.7%</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	927,100	919,050	956,778	37,728	4.1%
BENEFITS	267,200	281,602	288,934	7,332	2.6%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>1,194,300</b>	<b>1,200,652</b>	<b>1,245,712</b>	<b>45,060</b>	<b>3.8%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	1,542,976	1,561,617	1,696,691	135,074	8.6%
CONTRACTED SERVICES	7,154,706	6,996,700	7,393,970	397,270	5.7%
RENTS AND FINANCIAL EXPENSES	7,270	19,300	7,300	(12,000)	(62.2%)
<b>TOTAL OPERATING EXPENSES</b>	<b>8,704,952</b>	<b>8,577,617</b>	<b>9,097,961</b>	<b>520,344</b>	<b>6.1%</b>
<b>CAPITAL</b>					
VEHICLES	7,918	7,500	-	(7,500)	(100.0%)
BUILDING	-	-	50,000	50,000	- %
<b>TOTAL CAPITAL</b>	<b>7,918</b>	<b>7,500</b>	<b>50,000</b>	<b>42,500</b>	<b>566.7%</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	834,308	805,834	822,026	16,192	2.0%
DEPARTMENTAL CHARGES	84,002	88,528	94,237	5,709	6.4%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>918,310</b>	<b>894,362</b>	<b>916,263</b>	<b>21,901</b>	<b>2.4%</b>
<b>TOTAL EXPENSES</b>	<b>10,825,480</b>	<b>10,680,131</b>	<b>11,309,936</b>	<b>629,805</b>	<b>5.9%</b>
<b>TOTAL WASTE MANAGEMENT</b>	<b>1,744,596</b>	<b>1,877,298</b>	<b>1,919,024</b>	<b>41,726</b>	<b>2.2%</b>

## 2020 WASTE MANAGEMENT ACTIVITY BUDGET REPORT

	2019 FORECAST	2019 BUDGET	2020 BUDGET	VARIANCE \$	VARIANCE %
<b>LANDFILL</b>					
USER FEES AND CHARGES	(3,520,000)	(3,230,000)	(3,940,000)	(710,000)	22.0%
CAPITAL RESERVE TRANSFER	(21,301)	-	(50,000)	(50,000)	-
SALARIES	651,400	649,796	666,117	16,321	2.5
BENEFITS	189,600	196,618	200,078	3,460	1.8
MATERIALS	272,058	275,452	274,626	(826)	(0.3)
CONTRACTED SERVICES	894,630	972,240	843,201	(129,039)	(13.3)
RENTS AND FINANCIAL EXPENSES	7,270	19,300	7,300	(12,000)	(62.2)
VEHICLES	7,918	7,500	-	(7,500)	(100.0)
INTERDEPARTMENTAL CHARGES	726,870	698,438	714,270	15,832	2.3
DEPARTMENTAL CHARGES	42,001	44,264	43,994	(270)	(0.6)
<b>TOTAL LANDFILL</b>	<b>(749,554)</b>	<b>(366,392)</b>	<b>(1,240,414)</b>	<b>(874,022)</b>	<b>238.5</b>
<b>COUNTY RECYCLING ADMINISTRATION</b>					
USER FEES AND CHARGES	(15,900)	(11,200)	(16,300)	(5,100)	45.5%
SALARIES	51,700	51,751	54,336	2,585	5.0
BENEFITS	15,100	15,800	16,189	389	2.5
MATERIALS	45,645	39,642	51,060	11,418	28.8
CONTRACTED SERVICES	59,592	-	60,434	60,434	-
INTERDEPARTMENTAL CHARGES	34,147	34,133	33,275	(858)	(2.5)
DEPARTMENTAL CHARGES	14,400	15,176	15,083	(93)	(0.6)
<b>TOTAL COUNTY RECYCLING ADMINISTRATION</b>	<b>204,684</b>	<b>145,302</b>	<b>214,077</b>	<b>68,775</b>	<b>47.3</b>
<b>RECYCLING COLLECTION</b>					
<b>WOODSTOCK</b>					
CONTRACTED SERVICES	580,210	577,058	590,461	13,403	2.3%
<b>TOTAL WOODSTOCK</b>	<b>580,210</b>	<b>577,058</b>	<b>590,461</b>	<b>13,403</b>	<b>2.3</b>
<b>SOUTH WEST OXFORD</b>					
USER FEES AND CHARGES	(20,353)	(24,353)	(20,360)	3,993	(16.4%)
CONTRACTED SERVICES	138,682	129,732	140,240	10,508	8.1
<b>TOTAL SOUTH WEST OXFORD</b>	<b>118,329</b>	<b>105,379</b>	<b>119,880</b>	<b>14,501</b>	<b>13.8</b>
<b>COUNTY OF OXFORD CONTRACT</b>					
CONTRACTED SERVICES	986,294	996,394	1,010,910	14,516	1.5%
<b>TOTAL COUNTY OF OXFORD CONTRACT</b>	<b>986,294</b>	<b>996,394</b>	<b>1,010,910</b>	<b>14,516</b>	<b>1.5</b>
<b>DEVELOPMENT CHARGES</b>					
DEVELOPMENT CHARGES	(10,000)	-	(13,364)	(13,364)	- %
<b>TOTAL DEVELOPMENT CHARGES</b>	<b>(10,000)</b>	<b>-</b>	<b>(13,364)</b>	<b>(13,364)</b>	<b>-</b>
<b>TOTAL RECYCLING COLLECTION</b>	<b>1,674,833</b>	<b>1,678,831</b>	<b>1,707,887</b>	<b>29,056</b>	<b>1.7</b>
<b>RECYCLING PROCESSING</b>					
<b>WOODSTOCK</b>					
USER FEES AND CHARGES	(310,000)	(325,000)	(280,000)	45,000	(13.8%)
MATERIALS	19,260	23,540	19,260	(4,280)	(18.2)

## 2020 WASTE MANAGEMENT ACTIVITY BUDGET REPORT

	2019 FORECAST	2019 BUDGET	2020 BUDGET	VARIANCE \$	VARIANCE %
CONTRACTED SERVICES	567,557	572,238	652,590	80,352	14.0
<b>TOTAL WOODSTOCK</b>	<b>276,817</b>	<b>270,778</b>	<b>391,850</b>	<b>121,072</b>	<b>44.7</b>
<b>COUNTY CONTRACT</b>					
USER FEES AND CHARGES	(313,200)	(443,998)	(313,200)	130,798	(29.5%)
CONTRACTED SERVICES	504,018	517,900	543,180	25,280	4.9
<b>TOTAL COUNTY CONTRACT</b>	<b>190,818</b>	<b>73,902</b>	<b>229,980</b>	<b>156,078</b>	<b>211.2</b>
<b>STEWARDSHIP ONTARIO</b>					
USER FEES AND CHARGES	(926,033)	(923,842)	(926,000)	(2,158)	0.2%
<b>TOTAL STEWARDSHIP ONTARIO</b>	<b>(926,033)</b>	<b>(923,842)</b>	<b>(926,000)</b>	<b>(2,158)</b>	<b>0.2</b>
<b>TOTAL RECYCLING PROCESSING</b>	<b>(458,398)</b>	<b>(579,162)</b>	<b>(304,170)</b>	<b>274,992</b>	<b>(47.5)</b>
<b>COUNTY WASTE MANAGEMENT ADMINISTRATION</b>					
SALARIES	155,300	150,659	167,021	16,362	10.9%
BENEFITS	46,000	45,993	49,043	3,050	6.6
MATERIALS	80,296	64,183	67,565	3,382	5.3
CONTRACTED SERVICES	62,591	1,000	61,434	60,434	6,043.4
INTERDEPARTMENTAL CHARGES	73,291	73,263	74,481	1,218	1.7
DEPARTMENTAL CHARGES	27,601	29,088	35,160	6,072	20.9
<b>SUBTOTAL COUNTY WASTE MANAGEMENT ADMINISTRATION</b>	<b>445,079</b>	<b>364,186</b>	<b>454,704</b>	<b>90,518</b>	<b>24.9</b>
<i>COUNTY WASTE MANAGEMENT ADMIN ALLOCATION</i>	<i>(445,080)</i>	<i>(364,187)</i>	<i>(454,704)</i>	<i>(90,517)</i>	<i>24.9</i>
<b>TOTAL UNALLOCATED COUNTY WASTE MANAGEMENT ADM</b>	<b>(1)</b>	<b>(1)</b>	<b>-</b>	<b>1</b>	<b>(100.0)</b>
<b>SPECIAL WASTE DEPOTS &amp; EVENTS</b>					
<b>WOODSTOCK BULK/RECYCLING DEPOT</b>					
USER FEES AND CHARGES	(122,500)	(45,000)	(202,200)	(157,200)	349.3%
CONTRACTED SERVICES	511,448	383,568	667,070	283,502	73.9
<b>TOTAL WOODSTOCK BULK/RECYCLING DEPOT</b>	<b>388,948</b>	<b>338,568</b>	<b>464,870</b>	<b>126,302</b>	<b>37.3</b>
<b>COUNTY SPECIAL DEPOTS &amp; EVENTS</b>					
USER FEES AND CHARGES	(55,702)	(58,000)	(55,000)	3,000	(5.2%)
SALARIES	54,500	53,477	54,546	1,069	2.0
BENEFITS	12,200	18,553	18,707	154	0.8
MATERIALS	3,200	3,000	2,700	(300)	(10.0)
CONTRACTED SERVICES	100,243	90,000	95,000	5,000	5.6
<b>TOTAL COUNTY SPECIAL DEPOTS &amp; EVENTS</b>	<b>114,441</b>	<b>107,030</b>	<b>115,953</b>	<b>8,923</b>	<b>8.3</b>
<b>SUBTOTAL SPECIAL WASTE DEPOTS &amp; EVENTS</b>	<b>503,389</b>	<b>445,598</b>	<b>580,823</b>	<b>135,225</b>	<b>30.3</b>
<i>COUNTY WASTE MANAGEMENT ADMIN ALLOCATION (25%)</i>	<i>111,270</i>	<i>91,047</i>	<i>113,676</i>	<i>22,629</i>	<i>24.9</i>
<b>TOTAL SPECIAL WASTE DEPOTS &amp; EVENTS</b>	<b>614,659</b>	<b>536,645</b>	<b>694,499</b>	<b>157,854</b>	<b>29.4</b>
<b>COMPOST OPERATIONS</b>					
USER FEES AND CHARGES	(98,000)	(86,000)	(135,000)	(49,000)	57.0%
SALARIES	14,200	13,367	14,758	1,391	10.4
BENEFITS	4,300	4,638	4,917	279	6.0
MATERIALS	8,962	30,000	32,720	2,720	9.1

## 2020 WASTE MANAGEMENT ACTIVITY BUDGET REPORT

	2019 FORECAST	2019 BUDGET	2020 BUDGET	VARIANCE \$	VARIANCE %
CONTRACTED SERVICES	775,333	657,755	710,800	53,045	8.1
BUILDING	-	-	50,000	50,000	-
<b>SUBTOTAL COMPOST OPERATIONS</b>	<b>704,795</b>	<b>619,760</b>	<b>678,195</b>	<b>58,435</b>	<b>9.4</b>
COUNTY WASTE MANAGEMENT ADMIN ALLOCATION (25%)	111,270	91,047	113,676	22,629	24.9
<b>TOTAL COMPOST OPERATIONS</b>	<b>816,065</b>	<b>710,807</b>	<b>791,871</b>	<b>81,064</b>	<b>11.4</b>
<b>LARGE ARTICLE</b>					
<b>WOODSTOCK</b>					
MATERIALS	8,300	43,500	11,200	(32,300)	(74.3%)
CONTRACTED SERVICES	46,900	140,744	47,640	(93,104)	(66.2)
<b>TOTAL WOODSTOCK</b>	<b>55,200</b>	<b>184,244</b>	<b>58,840</b>	<b>(125,404)</b>	<b>(68.1)</b>
<b>TILLSONBURG</b>					
MATERIALS	14,655	-	16,400	16,400	- %
CONTRACTED SERVICES	38,661	52,384	38,720	(13,664)	(26.1)
<b>TOTAL TILLSONBURG</b>	<b>53,316</b>	<b>52,384</b>	<b>55,120</b>	<b>2,736</b>	<b>5.2</b>
<b>COUNTY CONTRACT</b>					
MATERIALS	42,600	50,000	47,700	(2,300)	(4.6%)
CONTRACTED SERVICES	112,380	114,501	112,600	(1,901)	(1.7)
<b>TOTAL COUNTY CONTRACT</b>	<b>154,980</b>	<b>164,501</b>	<b>160,300</b>	<b>(4,201)</b>	<b>(2.6)</b>
<b>SUBTOTAL LARGE ARTICLE</b>	<b>263,496</b>	<b>401,129</b>	<b>274,260</b>	<b>(126,869)</b>	<b>(31.6)</b>
COUNTY WASTE MANAGEMENT ADMIN ALLOCATION (5%)	22,254	18,209	22,735	4,526	24.9
<b>TOTAL LARGE ARTICLE</b>	<b>285,750</b>	<b>419,338</b>	<b>296,995</b>	<b>(122,343)</b>	<b>(29.2)</b>
<b>WASTE COLLECTION</b>					
<b>BAG TAG</b>					
USER FEES AND CHARGES	(3,006,000)	(2,906,000)	(3,056,000)	(150,000)	5.2%
MATERIALS	23,800	19,900	26,360	6,460	32.5
<b>TOTAL BAG TAG</b>	<b>(2,982,200)</b>	<b>(2,886,100)</b>	<b>(3,029,640)</b>	<b>(143,540)</b>	<b>5.0</b>
<b>WOODSTOCK CONTRACT</b>					
MATERIALS	430,000	421,300	481,600	60,300	14.3%
CONTRACTED SERVICES	671,004	667,955	683,450	15,495	2.3
<b>TOTAL WOODSTOCK</b>	<b>1,101,004</b>	<b>1,089,255</b>	<b>1,165,050</b>	<b>75,795</b>	<b>7.0</b>
<b>SOUTH WEST OXFORD CONTRACT</b>					
MATERIALS	46,700	48,100	52,300	4,200	8.7%
CONTRACTED SERVICES	123,009	124,032	125,330	1,298	1.0
<b>TOTAL SOUTH WEST OXFORD</b>	<b>169,709</b>	<b>172,132</b>	<b>177,630</b>	<b>5,498</b>	<b>3.2</b>
<b>COUNTY CONTRACT</b>					
MATERIALS	547,500	543,000	613,200	70,200	12.9%
CONTRACTED SERVICES	982,154	999,199	1,010,910	11,711	1.2
<b>TOTAL COUNTY</b>	<b>1,529,654</b>	<b>1,542,199</b>	<b>1,624,110</b>	<b>81,911</b>	<b>5.3</b>
<b>WASTE COLLECTION RESEVE (BAG TAG)</b>					
RESERVE TRANSFER	(18,453)	(80,998)	(141,767)	(60,769)	75.0%
<b>WASTE COLLECTION RESERVE</b>	<b>(18,453)</b>	<b>(80,998)</b>	<b>(141,767)</b>	<b>(60,769)</b>	<b>75.0</b>

## 2020 WASTE MANAGEMENT ACTIVITY BUDGET REPORT

	2019 FORECAST	2019 BUDGET	2020 BUDGET	VARIANCE \$	VARIANCE %
<b>SUBTOTAL WASTE COLLECTION</b>	<b>(200,286)</b>	<b>(163,512)</b>	<b>(204,617)</b>	<b>(41,105)</b>	<b>25.1</b>
COUNTY WASTE MANAGEMENT ADMIN ALLOCATION (45%)	200,286	163,884	204,617	40,733	24.9
<b>TOTAL WASTE COLLECTION DEFICIT (SURPLUS)</b>	<b>-</b>	<b>372</b>	<b>-</b>	<b>(372)</b>	<b>(100.0)</b>
<b>OTHER</b>					
RESERVE TRANSFER	(643,442)	(668,442)	(241,721)	426,721	(63.8%)
<b>TOTAL OTHER</b>	<b>(643,442)</b>	<b>(668,442)</b>	<b>(241,721)</b>	<b>426,721</b>	<b>(63.8)</b>
<b>TOTAL LANDFILL &amp; WASTE MANAGEMENT</b>	<b>1,744,596</b>	<b>1,877,298</b>	<b>1,919,024</b>	<b>41,726</b>	<b>2.2</b>



## Services Overview

**Woodlands Conservation**  
An external service which protects County woodlands through by-law enforcement.

• The management of the lands and forests in Oxford County in a manner to allow for the protection of the natural environment, public health, water sources and natural resources of the County.



## Key Performance Indicators

	2017 Actual	2018 Actual	2019 Forecast	2020 Budget	2021 Budget	Target
Woodlands Conservation: Number of Notices of Intent (harvesting)	99	83	60	60	60	N/A
Woodlands Conservation: Number of general tree inquiries	27	80	73	80	80	N/A

## Goals and Objectives

Description	2020	2021	2022	Strategic Plan	Other Plan Alignment
<b>Ongoing Implementation of Forestry Management Plan</b> Multi-year implementation plan focused on tree planning, wetland rehabilitation, invasive species management and tree salvaging and commercial harvesting.	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	<i>FutureOxford</i> Community Sustainability Plan Forestry Management Plan

Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
<b>2019 Approved Budget</b>	160,964	-	160,964	14,000	146,964	
<b>Base Budget Changes</b>	13,266	-	13,266	1,000	12,266	8.3%
<b>One-time Items</b>						
WDL-Increased tree planting	-	12,500	12,500	12,500	-	0.0%
	-	12,500	12,500	12,500	-	0.0%
<b>2020 Requested Budget</b>	174,230	12,500	186,730	27,500	159,230	8.3%
<b>\$</b>	13,266	12,500	25,766	13,500	12,266	
<b>%</b>	8.2%	0.0%	16.0%	96.4%	8.3%	

# WOODLANDS CONSERVATION

## 2020 BUDGET REPORT

	2019 FORECAST	2019 BUDGET	2020 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
USER FEES AND CHARGES	-	(5,000)	-	5,000	(100.0%)
OTHER REVENUE	(30,000)	(9,000)	(15,000)	(6,000)	66.7%
<b>TOTAL GENERAL REVENUES</b>	<b>(30,000)</b>	<b>(14,000)</b>	<b>(15,000)</b>	<b>(1,000)</b>	<b>7.1%</b>
<b>OTHER REVENUES</b>					
RESERVE TRANSFER	-	-	(12,500)	(12,500)	- %
<b>TOTAL OTHER REVENUES</b>	<b>-</b>	<b>-</b>	<b>(12,500)</b>	<b>(12,500)</b>	<b>- %</b>
<b>TOTAL REVENUES</b>	<b>(30,000)</b>	<b>(14,000)</b>	<b>(27,500)</b>	<b>(13,500)</b>	<b>96.4%</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	80,785	78,194	79,823	1,629	2.1%
BENEFITS	22,763	23,231	23,289	58	0.2%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>103,548</b>	<b>101,425</b>	<b>103,112</b>	<b>1,687</b>	<b>1.7%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	11,050	12,250	15,070	2,820	23.0%
CONTRACTED SERVICES	22,700	35,000	59,000	24,000	68.6%
<b>TOTAL OPERATING EXPENSES</b>	<b>33,750</b>	<b>47,250</b>	<b>74,070</b>	<b>26,820</b>	<b>56.8%</b>
<b>OTHER</b>					
CONTRIBUTIONS TO RESERVES	15,000	-	-	-	- %
<b>TOTAL OTHER</b>	<b>15,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- %</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	11,331	12,289	9,548	(2,741)	(22.3%)
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>11,331</b>	<b>12,289</b>	<b>9,548</b>	<b>(2,741)</b>	<b>(22.3%)</b>
<b>TOTAL EXPENSES</b>	<b>163,629</b>	<b>160,964</b>	<b>186,730</b>	<b>25,766</b>	<b>16.0%</b>
<b>TOTAL WOODLANDS CONSERVATION</b>	<b>133,629</b>	<b>146,964</b>	<b>159,230</b>	<b>12,266</b>	<b>8.3%</b>

Services Overview



Key Performance Indicators

	2017 Actual	2018 Actual	2019 Forecast	2020 Budget	2021 Budget	Target
Mega-litres of drinking water produced	10,707	10,800	10,800	11,000	11,000	N/A
Mega-litres of wastewater treated	15,001	15,000	15,000	15,000	15,500	N/A
Number of watermain breaks	29	21	25	25	25	0
Number of wastewater overflows/spills	4	5	2	5	5	0
Number of boil water advisories issued	3	2	2	2	2	0

Goals and Objectives

Description	2020	2021	2022	Strategic Plan	Other Plan Alignment
<p><b>SCADA Master Plan Implementation</b></p> <p>Multi-year enhancements to replace and standardize aging/obsolete hardware and software systems, allow for inter-connection of remote sites, improve cyber-security and improve data collection, storage and reporting.</p>	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	Asset Management Plan Report No. PW 2019-43
<p><b>Continuation of the Preventative Maintenance Water System Valve Turning Program</b></p> <p>Ongoing proactive valve exercising across the County-wide water distribution system to increase valve operability and reliability.</p>	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	Asset Management Plan
<p><b>Drinking Water Quality Improvements</b></p> <p>Evaluation and implementation of treatment technologies at various treatment facilities for parameters such as iron, manganese, hardness and hydrogen sulphide.</p>	●	●	●	A County that Performs and Delivers Results	Community Sustainability Plan Health Canada Drinking Water Quality Guidelines
<p><b>Woodstock Trunk Sewer Improvements</b></p> <p>Two projects to increase the capacity of major trunk sewers within the City of Woodstock to accommodate growth and mitigate climate change impacts.</p>	●	●		A County that Thinks Ahead and Wisely Shapes the Future	<i>FutureOxford</i> Community Sustainability Plan
<p><b>Drumbo Wastewater Treatment Plant Expansion</b></p> <p>Construction of the expanded treatment facility to accommodate growth and improve effluent quality.</p>	●	●		A County that Thinks Ahead and Wisely Shapes the Future	Asset Management Plan Drumbo WWTP Class EA (2018)
<p><b>Groundwater Water Modelling</b></p> <p>Completion of updated groundwater modelling of existing supply wells that utilize outdated wellhead protection area delineations.</p>	●	●		A County that Thinks Ahead and Wisely Shapes the Future	<i>FutureOxford</i> Community Sustainability Plan

Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue		%
<b>2019 Approved Budget</b>	<b>20,292,110</b>	<b>12,553,674</b>	<b>32,845,784</b>	<b>32,845,785</b>	<b>(1)</b>	
<b>Base Budget Changes</b>	<b>162,110</b>	<b>(2,983,701)</b>	<b>(2,821,591)</b>	<b>(2,821,591)</b>	<b>-</b>	<b>0.0%</b>
<b>Service Level</b>						
WW/W-Full-time permanent locator (from FT contract)-Water	11,093	-	11,093	11,093	-	0.0%
	<b>11,093</b>	<b>-</b>	<b>11,093</b>	<b>11,093</b>	<b>-</b>	<b>0.0%</b>
<b>2020 Requested Budget</b>	<b>20,465,313</b>	<b>9,569,973</b>	<b>30,035,286</b>	<b>30,035,287</b>	<b>(1)</b>	<b>0.0%</b>
<b>\$</b>	<b>173,203</b>	<b>(2,983,701)</b>	<b>(2,810,498)</b>	<b>(2,810,498)</b>	<b>-</b>	
<b>%</b>	<b>0.9%</b>	<b>(23.8%)</b>	<b>(8.6%)</b>	<b>(8.6%)</b>	<b>0.0%</b>	

# WATER

## 2020 BUDGET REPORT

	2019	2019	2020	BUDGET	BUDGET
	FORECAST	BUDGET	REQUESTED	VARIANCE	% VARIANCE
			BUDGET		
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
WATER AND WASTEWATER RATES	(18,642,734)	(18,968,464)	(18,917,720)	50,744	(0.3%)
USER FEES AND CHARGES	(410,519)	(812,177)	(371,264)	440,913	(54.3%)
OTHER REVENUE	(845,190)	(593,492)	(610,650)	(17,158)	2.9%
<b>TOTAL GENERAL REVENUES</b>	<b>(19,898,443)</b>	<b>(20,374,133)</b>	<b>(19,899,634)</b>	<b>474,499</b>	<b>(2.3%)</b>
<b>OTHER REVENUES</b>					
DEVELOPMENT CHARGES	(922,441)	(914,663)	(1,288,637)	(373,974)	40.9%
RESERVE TRANSFER	(562,560)	(559,989)	(556,552)	3,437	(0.6%)
CAPITAL RESERVE TRANSFER	(7,642,840)	(10,997,000)	(8,276,336)	2,720,664	(24.7%)
<b>TOTAL OTHER REVENUES</b>	<b>(9,127,841)</b>	<b>(12,471,652)</b>	<b>(10,121,525)</b>	<b>2,350,127</b>	<b>(18.8%)</b>
<b>TOTAL REVENUES</b>	<b>(29,026,284)</b>	<b>(32,845,785)</b>	<b>(30,021,159)</b>	<b>2,824,626</b>	<b>(8.6%)</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	2,258,946	2,132,292	2,258,059	125,767	5.9%
BENEFITS	763,611	884,699	920,486	35,787	4.0%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>3,022,557</b>	<b>3,016,991</b>	<b>3,178,545</b>	<b>161,554</b>	<b>5.4%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	1,429,775	1,606,996	1,475,780	(131,216)	(8.2%)
CONTRACTED SERVICES	4,495,218	4,606,719	4,808,630	201,911	4.4%
RENTS AND FINANCIAL EXPENSES	1,000	4,300	3,800	(500)	(11.6%)
<b>TOTAL OPERATING EXPENSES</b>	<b>5,925,993</b>	<b>6,218,015</b>	<b>6,288,210</b>	<b>70,195</b>	<b>1.1%</b>
<b>DEBT REPAYMENT</b>					
PRINCIPAL REPAYMENT	393,322	393,322	384,553	(8,769)	(2.2%)
INTEREST REPAYMENT	170,682	170,682	155,423	(15,259)	(8.9%)
<b>TOTAL DEBT REPAYMENT</b>	<b>564,004</b>	<b>564,004</b>	<b>539,976</b>	<b>(24,028)</b>	<b>(4.3%)</b>
<b>CAPITAL</b>					
MAJOR INFRASTRUCTURE	8,436,901	12,246,000	9,274,973	(2,971,027)	(24.3%)
FURNISHINGS AND EQUIPMENT	278,000	398,000	295,000	(103,000)	(25.9%)
<b>TOTAL CAPITAL</b>	<b>8,714,901</b>	<b>12,644,000</b>	<b>9,569,973</b>	<b>(3,074,027)</b>	<b>(24.3%)</b>
<b>OTHER</b>					
CONTRIBUTIONS TO RESERVES	1,069,796	593,492	610,650	17,158	2.9%
CONTRIBUTIONS TO CAPITAL RESERVES	6,764,282	6,479,445	6,867,068	387,623	6.0%
<b>TOTAL OTHER</b>	<b>7,834,078</b>	<b>7,072,937</b>	<b>7,477,718</b>	<b>404,781</b>	<b>5.7%</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	2,800,693	3,159,964	2,797,364	(362,600)	(11.5%)
DEPARTMENTAL CHARGES	164,057	169,873	169,374	(499)	(0.3%)
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>2,964,750</b>	<b>3,329,837</b>	<b>2,966,738</b>	<b>(363,099)</b>	<b>(10.9%)</b>
<b>TOTAL EXPENSES</b>	<b>29,026,283</b>	<b>32,845,784</b>	<b>30,021,160</b>	<b>(2,824,624)</b>	<b>(8.6%)</b>
<b>TOTAL WATER</b>	<b>(1)</b>	<b>(1)</b>	<b>1</b>	<b>2</b>	<b>(200.0%)</b>

# WATER GENERAL

## 2020 BUDGET REPORT

	2019 FORECAST	2019 BUDGET	2020 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
USER FEES AND CHARGES	(51,870)	(39,170)	(52,786)	(13,616)	34.8%
OTHER REVENUE	(608,190)	(593,492)	(610,650)	(17,158)	2.9%
<b>TOTAL GENERAL REVENUES</b>	<b>(660,060)</b>	<b>(632,662)</b>	<b>(663,436)</b>	<b>(30,774)</b>	<b>4.9%</b>
<b>OTHER REVENUES</b>					
RESERVE TRANSFER	(562,560)	(559,989)	(556,552)	3,437	(0.6%)
<b>TOTAL OTHER REVENUES</b>	<b>(562,560)</b>	<b>(559,989)</b>	<b>(556,552)</b>	<b>3,437</b>	<b>(0.6%)</b>
<b>TOTAL REVENUES</b>	<b>(1,222,620)</b>	<b>(1,192,651)</b>	<b>(1,219,988)</b>	<b>(27,337)</b>	<b>2.3%</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	958,358	927,617	969,246	41,629	4.5%
BENEFITS	406,765	578,456	597,821	19,365	3.3%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>1,365,123</b>	<b>1,506,073</b>	<b>1,567,067</b>	<b>60,994</b>	<b>4.0%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	502,320	683,099	534,750	(148,349)	(21.7%)
CONTRACTED SERVICES	257,625	263,550	401,975	138,425	52.5%
RENTS AND FINANCIAL EXPENSES	1,000	3,800	3,800	-	-
<b>TOTAL OPERATING EXPENSES</b>	<b>760,945</b>	<b>950,449</b>	<b>940,525</b>	<b>(9,924)</b>	<b>(1.0%)</b>
<b>CAPITAL</b>					
MAJOR INFRASTRUCTURE	-	514,000	-	(514,000)	(100.0%)
FURNISHINGS AND EQUIPMENT	6,000	6,000	12,000	6,000	100.0%
<b>TOTAL CAPITAL</b>	<b>6,000</b>	<b>520,000</b>	<b>12,000</b>	<b>(508,000)</b>	<b>(97.7%)</b>
<b>OTHER</b>					
CONTRIBUTIONS TO RESERVES	608,190	593,492	610,650	17,158	2.9%
<b>TOTAL OTHER</b>	<b>608,190</b>	<b>593,492</b>	<b>610,650</b>	<b>17,158</b>	<b>2.9%</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	1,036,632	950,557	996,719	46,162	4.9%
DEPARTMENTAL CHARGES	(2,554,270)	(3,327,920)	(2,906,973)	420,947	(12.6%)
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>(1,517,638)</b>	<b>(2,377,363)</b>	<b>(1,910,254)</b>	<b>467,109</b>	<b>(19.6%)</b>
<b>TOTAL EXPENSES</b>	<b>1,222,620</b>	<b>1,192,651</b>	<b>1,219,988</b>	<b>27,337</b>	<b>2.3%</b>
<b>TOTAL WATER GENERAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- %</b>



# WOODSTOCK WATER

## 2020 BUDGET REPORT

	2019	2019	2020	BUDGET	BUDGET
	FORECAST	BUDGET	REQUESTED	VARIANCE	% VARIANCE
			BUDGET		
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
WATER AND WASTEWATER RATES	(7,697,850)	(7,668,856)	(7,798,960)	(130,104)	1.7%
USER FEES AND CHARGES	(81,320)	(347,631)	(38,634)	308,997	(88.9%)
OTHER REVENUE	(237,000)	-	-	-	- %
<b>TOTAL GENERAL REVENUES</b>	<b>(8,016,170)</b>	<b>(8,016,487)</b>	<b>(7,837,594)</b>	<b>178,893</b>	<b>(2.2%)</b>
<b>OTHER REVENUES</b>					
DEVELOPMENT CHARGES	(207,869)	(489,663)	(577,687)	(88,024)	18.0%
CAPITAL RESERVE TRANSFER	(2,982,973)	(4,694,000)	(2,050,296)	2,643,704	(56.3%)
<b>TOTAL OTHER REVENUES</b>	<b>(3,190,842)</b>	<b>(5,183,663)</b>	<b>(2,627,983)</b>	<b>2,555,680</b>	<b>(49.3%)</b>
<b>TOTAL REVENUES</b>	<b>(11,207,012)</b>	<b>(13,200,150)</b>	<b>(10,465,577)</b>	<b>2,734,573</b>	<b>(20.7%)</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	193,906	189,763	199,037	9,274	4.9%
BENEFITS	53,402	49,845	51,377	1,532	3.1%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>247,308</b>	<b>239,608</b>	<b>250,414</b>	<b>10,806</b>	<b>4.5%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	228,032	171,106	213,910	42,804	25.0%
CONTRACTED SERVICES	2,297,189	2,279,569	2,364,305	84,736	3.7%
<b>TOTAL OPERATING EXPENSES</b>	<b>2,525,221</b>	<b>2,450,675</b>	<b>2,578,215</b>	<b>127,540</b>	<b>5.2%</b>
<b>DEBT REPAYMENT</b>					
PRINCIPAL REPAYMENT	181,206	181,206	183,181	1,975	1.1%
INTEREST REPAYMENT	134,977	134,977	127,417	(7,560)	(5.6%)
<b>TOTAL DEBT REPAYMENT</b>	<b>316,183</b>	<b>316,183</b>	<b>310,598</b>	<b>(5,585)</b>	<b>(1.8%)</b>
<b>CAPITAL</b>					
MAJOR INFRASTRUCTURE	3,497,462	5,219,000	2,627,983	(2,591,017)	(49.6%)
FURNISHINGS AND EQUIPMENT	4,000	74,000	76,000	2,000	2.7%
<b>TOTAL CAPITAL</b>	<b>3,501,462</b>	<b>5,293,000</b>	<b>2,703,983</b>	<b>(2,589,017)</b>	<b>(48.9%)</b>
<b>OTHER</b>					
CONTRIBUTIONS TO RESERVES	205,360	-	-	-	- %
CONTRIBUTIONS TO CAPITAL RESERVES	2,488,487	2,575,017	2,552,886	(22,131)	(0.9%)
<b>TOTAL OTHER</b>	<b>2,693,847</b>	<b>2,575,017</b>	<b>2,552,886</b>	<b>(22,131)</b>	<b>(0.9%)</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	668,428	776,622	649,683	(126,939)	(16.3%)
DEPARTMENTAL CHARGES	1,254,563	1,549,045	1,419,798	(129,247)	(8.3%)
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>1,922,991</b>	<b>2,325,667</b>	<b>2,069,481</b>	<b>(256,186)</b>	<b>(11.0%)</b>
<b>TOTAL EXPENSES</b>	<b>11,207,012</b>	<b>13,200,150</b>	<b>10,465,577</b>	<b>(2,734,573)</b>	<b>(20.7%)</b>
<b>TOTAL WOODSTOCK WATER</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- %</b>

# TILLSONBURG WATER

## 2020 BUDGET REPORT

	2019 FORECAST	2019 BUDGET	2020 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
WATER AND WASTEWATER RATES	(3,424,954)	(3,525,933)	(3,473,820)	52,113	(1.5%)
USER FEES AND CHARGES	(33,440)	(141,620)	(11,120)	130,500	(92.1%)
<b>TOTAL GENERAL REVENUES</b>	<b>(3,458,394)</b>	<b>(3,667,553)</b>	<b>(3,484,940)</b>	<b>182,613</b>	<b>(5.0%)</b>
<b>OTHER REVENUES</b>					
DEVELOPMENT CHARGES	(44,627)	(150,000)	(138,568)	11,432	(7.6%)
CAPITAL RESERVE TRANSFER	(888,089)	(863,000)	(835,041)	27,959	(3.2%)
<b>TOTAL OTHER REVENUES</b>	<b>(932,716)</b>	<b>(1,013,000)</b>	<b>(973,609)</b>	<b>39,391</b>	<b>(3.9%)</b>
<b>TOTAL REVENUES</b>	<b>(4,391,110)</b>	<b>(4,680,553)</b>	<b>(4,458,549)</b>	<b>222,004</b>	<b>(4.7%)</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	152,938	101,818	141,383	39,565	38.9%
BENEFITS	41,792	27,276	37,390	10,114	37.1%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>194,730</b>	<b>129,094</b>	<b>178,773</b>	<b>49,679</b>	<b>38.5%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	119,413	110,851	87,480	(23,371)	(21.1%)
CONTRACTED SERVICES	1,236,400	1,244,750	1,226,100	(18,650)	(1.5%)
<b>TOTAL OPERATING EXPENSES</b>	<b>1,355,813</b>	<b>1,355,601</b>	<b>1,313,580</b>	<b>(42,021)</b>	<b>(3.1%)</b>
<b>DEBT REPAYMENT</b>					
PRINCIPAL REPAYMENT	12,486	12,486	12,934	448	3.6%
INTEREST REPAYMENT	2,578	2,578	2,129	(449)	(17.4%)
<b>TOTAL DEBT REPAYMENT</b>	<b>15,064</b>	<b>15,064</b>	<b>15,063</b>	<b>(1)</b>	<b>- %</b>
<b>CAPITAL</b>					
MAJOR INFRASTRUCTURE	932,716	998,000	973,609	(24,391)	(2.4%)
FURNISHINGS AND EQUIPMENT	88,000	88,000	60,000	(28,000)	(31.8%)
<b>TOTAL CAPITAL</b>	<b>1,020,716</b>	<b>1,086,000</b>	<b>1,033,609</b>	<b>(52,391)</b>	<b>(4.8%)</b>
<b>OTHER</b>					
CONTRIBUTIONS TO RESERVES	39,023	-	-	-	- %
CONTRIBUTIONS TO CAPITAL RESERVES	1,016,824	1,063,039	1,083,336	20,297	1.9%
<b>TOTAL OTHER</b>	<b>1,055,847</b>	<b>1,063,039</b>	<b>1,083,336</b>	<b>20,297</b>	<b>1.9%</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	241,020	325,492	259,371	(66,121)	(20.3%)
DEPARTMENTAL CHARGES	507,921	706,264	574,817	(131,447)	(18.6%)
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>748,941</b>	<b>1,031,756</b>	<b>834,188</b>	<b>(197,568)</b>	<b>(19.1%)</b>
<b>TOTAL EXPENSES</b>	<b>4,391,111</b>	<b>4,680,554</b>	<b>4,458,549</b>	<b>(222,005)</b>	<b>(4.7%)</b>
<b>TOTAL TILLSONBURG WATER</b>	<b>1</b>	<b>1</b>	<b>-</b>	<b>(1)</b>	<b>(100.0%)</b>

# INGERSOLL WATER

## 2020 BUDGET REPORT

	2019	2019	2020	BUDGET	BUDGET
	FORECAST	BUDGET	REQUESTED	VARIANCE	% VARIANCE
			BUDGET		
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
WATER AND WASTEWATER RATES	(3,647,960)	(3,878,223)	(3,706,870)	171,353	(4.4%)
USER FEES AND CHARGES	(10,961)	(51,381)	(55,721)	(4,340)	8.4%
<b>TOTAL GENERAL REVENUES</b>	<b>(3,658,921)</b>	<b>(3,929,604)</b>	<b>(3,762,591)</b>	<b>167,013</b>	<b>(4.3%)</b>
<b>OTHER REVENUES</b>					
DEVELOPMENT CHARGES	(204,632)	(100,000)	(121,073)	(21,073)	21.1%
CAPITAL RESERVE TRANSFER	(1,290,292)	(1,329,000)	(1,433,916)	(104,916)	7.9%
<b>TOTAL OTHER REVENUES</b>	<b>(1,494,924)</b>	<b>(1,429,000)</b>	<b>(1,554,989)</b>	<b>(125,989)</b>	<b>8.8%</b>
<b>TOTAL REVENUES</b>	<b>(5,153,845)</b>	<b>(5,358,604)</b>	<b>(5,317,580)</b>	<b>41,024</b>	<b>(0.8%)</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	383,357	385,478	387,258	1,780	0.5%
BENEFITS	107,034	107,887	106,449	(1,438)	(1.3%)
<b>TOTAL SALARIES AND BENEFITS</b>	<b>490,391</b>	<b>493,365</b>	<b>493,707</b>	<b>342</b>	<b>0.1%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	210,368	251,616	222,380	(29,236)	(11.6%)
CONTRACTED SERVICES	247,454	299,000	294,300	(4,700)	(1.6%)
<b>TOTAL OPERATING EXPENSES</b>	<b>457,822</b>	<b>550,616</b>	<b>516,680</b>	<b>(33,936)</b>	<b>(6.2%)</b>
<b>DEBT REPAYMENT</b>					
PRINCIPAL REPAYMENT	54,683	54,683	55,610	927	1.7%
INTEREST REPAYMENT	12,197	12,197	10,251	(1,946)	(16.0%)
<b>TOTAL DEBT REPAYMENT</b>	<b>66,880</b>	<b>66,880</b>	<b>65,861</b>	<b>(1,019)</b>	<b>(1.5%)</b>
<b>CAPITAL</b>					
MAJOR INFRASTRUCTURE	1,294,924	1,329,000	1,454,989	125,989	9.5%
FURNISHINGS AND EQUIPMENT	40,000	40,000	42,000	2,000	5.0%
<b>TOTAL CAPITAL</b>	<b>1,334,924</b>	<b>1,369,000</b>	<b>1,496,989</b>	<b>127,989</b>	<b>9.3%</b>
<b>OTHER</b>					
CONTRIBUTIONS TO RESERVES	1,150	-	-	-	- %
CONTRIBUTIONS TO CAPITAL RESERVES	2,058,948	1,879,612	1,896,683	17,071	0.9%
<b>TOTAL OTHER</b>	<b>2,060,098</b>	<b>1,879,612</b>	<b>1,896,683</b>	<b>17,071</b>	<b>0.9%</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	331,711	459,243	381,378	(77,865)	(17.0%)
DEPARTMENTAL CHARGES	412,018	539,887	466,282	(73,605)	(13.6%)
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>743,729</b>	<b>999,130</b>	<b>847,660</b>	<b>(151,470)</b>	<b>(15.2%)</b>
<b>TOTAL EXPENSES</b>	<b>5,153,844</b>	<b>5,358,603</b>	<b>5,317,580</b>	<b>(41,023)</b>	<b>(0.8%)</b>
<b>TOTAL INGERSOLL WATER</b>	<b>(1)</b>	<b>(1)</b>	<b>-</b>	<b>1</b>	<b>(100.0%)</b>

# TOWNSHIP WATER

## 2020 BUDGET REPORT

	2019	2019	2020	BUDGET	BUDGET
	FORECAST	BUDGET	REQUESTED	VARIANCE	% VARIANCE
			BUDGET		
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
WATER AND WASTEWATER RATES	(3,871,970)	(3,895,452)	(3,938,070)	(42,618)	1.1%
USER FEES AND CHARGES	(232,928)	(232,375)	(213,003)	19,372	(8.3%)
<b>TOTAL GENERAL REVENUES</b>	<b>(4,104,898)</b>	<b>(4,127,827)</b>	<b>(4,151,073)</b>	<b>(23,246)</b>	<b>0.6%</b>
<b>OTHER REVENUES</b>					
DEVELOPMENT CHARGES	(465,313)	(175,000)	(451,309)	(276,309)	157.9%
CAPITAL RESERVE TRANSFER	(2,481,486)	(4,111,000)	(3,957,083)	153,917	(3.7%)
<b>TOTAL OTHER REVENUES</b>	<b>(2,946,799)</b>	<b>(4,286,000)</b>	<b>(4,408,392)</b>	<b>(122,392)</b>	<b>2.9%</b>
<b>TOTAL REVENUES</b>	<b>(7,051,697)</b>	<b>(8,413,827)</b>	<b>(8,559,465)</b>	<b>(145,638)</b>	<b>1.7%</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	570,387	527,616	561,135	33,519	6.4%
BENEFITS	154,618	121,235	127,449	6,214	5.1%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>725,005</b>	<b>648,851</b>	<b>688,584</b>	<b>39,733</b>	<b>6.1%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	369,642	390,324	417,260	26,936	6.9%
CONTRACTED SERVICES	456,550	519,850	521,950	2,100	0.4%
RENTS AND FINANCIAL EXPENSES	-	500	-	(500)	(100.0%)
<b>TOTAL OPERATING EXPENSES</b>	<b>826,192</b>	<b>910,674</b>	<b>939,210</b>	<b>28,536</b>	<b>3.1%</b>
<b>DEBT REPAYMENT</b>					
PRINCIPAL REPAYMENT	144,947	144,947	132,827	(12,120)	(8.4%)
INTEREST REPAYMENT	20,930	20,930	15,627	(5,303)	(25.3%)
<b>TOTAL DEBT REPAYMENT</b>	<b>165,877</b>	<b>165,877</b>	<b>148,454</b>	<b>(17,423)</b>	<b>(10.5%)</b>
<b>CAPITAL</b>					
MAJOR INFRASTRUCTURE	2,711,799	4,186,000	4,218,392	32,392	0.8%
FURNISHINGS AND EQUIPMENT	140,000	190,000	105,000	(85,000)	(44.7%)
<b>TOTAL CAPITAL</b>	<b>2,851,799</b>	<b>4,376,000</b>	<b>4,323,392</b>	<b>(52,608)</b>	<b>(1.2%)</b>
<b>OTHER</b>					
CONTRIBUTIONS TO RESERVES	216,073	-	-	-	- %
CONTRIBUTIONS TO CAPITAL RESERVES	1,200,023	961,777	1,334,163	372,386	38.7%
<b>TOTAL OTHER</b>	<b>1,416,096</b>	<b>961,777</b>	<b>1,334,163</b>	<b>372,386</b>	<b>38.7%</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	522,902	648,050	510,213	(137,837)	(21.3%)
DEPARTMENTAL CHARGES	543,825	702,597	615,450	(87,147)	(12.4%)
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>1,066,727</b>	<b>1,350,647</b>	<b>1,125,663</b>	<b>(224,984)</b>	<b>(16.7%)</b>
<b>TOTAL EXPENSES</b>	<b>7,051,696</b>	<b>8,413,826</b>	<b>8,559,466</b>	<b>145,640</b>	<b>1.7%</b>
<b>TOTAL TOWNSHIP WATER</b>	<b>(1)</b>	<b>(1)</b>	<b>1</b>	<b>2</b>	<b>(200.0%)</b>

Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue		%
<b>2019 Approved Budget</b>	<b>20,817,313</b>	<b>10,773,135</b>	<b>31,590,448</b>	<b>31,590,447</b>	<b>1</b>	
<b>Base Budget Changes</b>	<b>1,707,396</b>	<b>6,503,386</b>	<b>8,210,782</b>	<b>8,210,782</b>	<b>-</b>	<b>0.0%</b>
<b>Service Level</b>						
WW/W-Full-time permanent locator (from FT contract)-Wastewater	7,396	-	7,396	7,396	-	0.0%
	<b>7,396</b>	<b>-</b>	<b>7,396</b>	<b>7,396</b>	<b>-</b>	<b>0.0%</b>
<b>One-time Items</b>						
WW-Digester #4 cleanout	-	200,000	200,000	200,000	-	0.0%
WW-Repairs to splitter box primary 1	-	50,000	50,000	50,000	-	0.0%
WW-Repairs to 1974 plant pipeworks	-	75,000	75,000	75,000	-	0.0%
WW-Concrete pad for digester access	-	75,000	75,000	75,000	-	0.0%
WW-Two new descaler centrifuge	-	60,000	60,000	60,000	-	0.0%
WW-Inline grinder for mixing digester pumps	-	75,000	75,000	75,000	-	0.0%
WW-Digester catwalk and pump retrieval	-	50,000	50,000	50,000	-	0.0%
WW-Replace 8 rotorks in digester	-	80,000	80,000	80,000	-	0.0%
	<b>-</b>	<b>665,000</b>	<b>665,000</b>	<b>665,000</b>	<b>-</b>	<b>0.0%</b>
<b>2020 Requested Budget</b>	<b>22,532,105</b>	<b>17,941,521</b>	<b>40,473,626</b>	<b>40,473,625</b>	<b>1</b>	<b>0.0%</b>
<b>\$</b>	<b>1,714,792</b>	<b>7,168,386</b>	<b>8,883,178</b>	<b>8,883,178</b>	<b>-</b>	
<b>%</b>	<b>8.2%</b>	<b>66.5%</b>	<b>28.1%</b>	<b>28.1%</b>	<b>0.0%</b>	

## WASTEWATER 2020 BUDGET REPORT

	2019	2019	2020	BUDGET	BUDGET
	FORECAST	BUDGET	REQUESTED	VARIANCE	% VARIANCE
			BUDGET		
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
PROVINCIAL GRANTS	(138,623)	(80,464)	-	80,464	(100.0%)
FEDERAL GRANTS	(277,245)	(160,928)	-	160,928	(100.0%)
WATER AND WASTEWATER RATES	(18,786,695)	(18,236,083)	(19,093,180)	(857,097)	4.7%
USER FEES AND CHARGES	(2,623,468)	(3,377,048)	(2,657,781)	719,267	(21.3%)
OTHER REVENUE	(963,620)	(137,500)	(137,500)	-	- %
<b>TOTAL GENERAL REVENUES</b>	<b>(22,789,651)</b>	<b>(21,992,023)</b>	<b>(21,888,461)</b>	<b>103,562</b>	<b>(0.5%)</b>
<b>OTHER REVENUES</b>					
DEVELOPMENT CHARGES	(3,190,648)	(3,144,928)	(7,050,745)	(3,905,817)	124.2%
RESERVE TRANSFER	(127,000)	(127,000)	(130,650)	(3,650)	2.9%
CAPITAL RESERVE TRANSFER	(5,814,382)	(6,326,496)	(10,732,033)	(4,405,537)	69.6%
<b>TOTAL OTHER REVENUES</b>	<b>(9,132,030)</b>	<b>(9,598,424)</b>	<b>(17,913,428)</b>	<b>(8,315,004)</b>	<b>86.6%</b>
<b>TOTAL REVENUES</b>	<b>(31,921,681)</b>	<b>(31,590,447)</b>	<b>(39,801,889)</b>	<b>(8,211,442)</b>	<b>26.0%</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	1,878,124	2,195,598	2,138,538	(57,060)	(2.6%)
BENEFITS	584,915	925,925	874,538	(51,387)	(5.5%)
<b>TOTAL SALARIES AND BENEFITS</b>	<b>2,463,039</b>	<b>3,121,523</b>	<b>3,013,076</b>	<b>(108,447)</b>	<b>(3.5%)</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	1,769,053	1,745,466	2,030,112	284,646	16.3%
CONTRACTED SERVICES	2,608,820	2,724,460	2,774,025	49,565	1.8%
RENTS AND FINANCIAL EXPENSES	2,550	2,550	2,550	-	- %
<b>TOTAL OPERATING EXPENSES</b>	<b>4,380,423</b>	<b>4,472,476</b>	<b>4,806,687</b>	<b>334,211</b>	<b>7.5%</b>
<b>DEBT REPAYMENT</b>					
PRINCIPAL REPAYMENT	2,286,269	2,514,554	2,326,875	(187,679)	(7.5%)
INTEREST REPAYMENT	851,273	855,885	763,509	(92,376)	(10.8%)
<b>TOTAL DEBT REPAYMENT</b>	<b>3,137,542</b>	<b>3,370,439</b>	<b>3,090,384</b>	<b>(280,055)</b>	<b>(8.3%)</b>
<b>CAPITAL</b>					
MAJOR INFRASTRUCTURE	9,565,579	10,719,500	17,252,621	6,533,121	60.9%
BUILDING	-	-	75,000	75,000	- %
FURNISHINGS AND EQUIPMENT	163,900	113,900	288,900	175,000	153.6%
<b>TOTAL CAPITAL</b>	<b>9,729,479</b>	<b>10,833,400</b>	<b>17,616,521</b>	<b>6,783,121</b>	<b>62.6%</b>
<b>OTHER</b>					
CONTRIBUTIONS TO RESERVES	2,277,450	49,300	53,000	3,700	7.5%
CONTRIBUTIONS TO CAPITAL RESERVES	6,908,207	6,521,458	8,029,424	1,507,966	23.1%
<b>TOTAL OTHER</b>	<b>9,185,657</b>	<b>6,570,758</b>	<b>8,082,424</b>	<b>1,511,666</b>	<b>23.0%</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	2,861,483	3,051,976	3,023,422	(28,554)	(0.9%)
DEPARTMENTAL CHARGES	164,059	169,876	169,375	(501)	(0.3%)
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>3,025,542</b>	<b>3,221,852</b>	<b>3,192,797</b>	<b>(29,055)</b>	<b>(0.9%)</b>
<b>TOTAL EXPENSES</b>	<b>31,921,682</b>	<b>31,590,448</b>	<b>39,801,889</b>	<b>8,211,441</b>	<b>26.0%</b>
<b>TOTAL WASTEWATER</b>	<b>1</b>	<b>1</b>	<b>-</b>	<b>(1)</b>	<b>(100.0%)</b>

# WASTEWATER GENERAL

## 2020 BUDGET REPORT

	2019 FORECAST	2019 BUDGET	2020 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
USER FEES AND CHARGES	(4,550)	(7,260)	(8,680)	(1,420)	19.6%
<b>TOTAL GENERAL REVENUES</b>	<b>(4,550)</b>	<b>(7,260)</b>	<b>(8,680)</b>	<b>(1,420)</b>	<b>19.6%</b>
<b>OTHER REVENUES</b>					
RESERVE TRANSFER	(127,000)	(127,000)	(130,650)	(3,650)	2.9%
<b>TOTAL OTHER REVENUES</b>	<b>(127,000)</b>	<b>(127,000)</b>	<b>(130,650)</b>	<b>(3,650)</b>	<b>2.9%</b>
<b>TOTAL REVENUES</b>	<b>(131,550)</b>	<b>(134,260)</b>	<b>(139,330)</b>	<b>(5,070)</b>	<b>3.8%</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	285,197	489,781	478,652	(11,129)	(2.3%)
BENEFITS	159,258	450,234	444,579	(5,655)	(1.3%)
<b>TOTAL SALARIES AND BENEFITS</b>	<b>444,455</b>	<b>940,015</b>	<b>923,231</b>	<b>(16,784)</b>	<b>(1.8%)</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	204,174	188,230	223,267	35,037	18.6%
CONTRACTED SERVICES	53,225	76,000	138,050	62,050	81.6%
<b>TOTAL OPERATING EXPENSES</b>	<b>257,399</b>	<b>264,230</b>	<b>361,317</b>	<b>97,087</b>	<b>36.7%</b>
<b>DEBT REPAYMENT</b>					
PRINCIPAL REPAYMENT	-	-	-	-	- %
INTEREST REPAYMENT	-	-	-	-	- %
<b>TOTAL DEBT REPAYMENT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- %</b>
<b>CAPITAL</b>					
MAJOR INFRASTRUCTURE	-	464,000	-	(464,000)	(100.0%)
FURNISHINGS AND EQUIPMENT	3,900	3,900	3,900	-	- %
<b>TOTAL CAPITAL</b>	<b>3,900</b>	<b>467,900</b>	<b>3,900</b>	<b>(464,000)</b>	<b>(99.2%)</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	592,644	591,595	624,073	32,478	5.5%
DEPARTMENTAL CHARGES	(1,166,848)	(2,129,480)	(1,773,191)	356,289	(16.7%)
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>(574,204)</b>	<b>(1,537,885)</b>	<b>(1,149,118)</b>	<b>388,767</b>	<b>(25.3%)</b>
<b>TOTAL EXPENSES</b>	<b>131,550</b>	<b>134,260</b>	<b>139,330</b>	<b>5,070</b>	<b>3.8%</b>
<b>TOTAL WASTEWATER GENERAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- %</b>

# WOODSTOCK WASTEWATER

## 2020 BUDGET REPORT

	2019	2019	2020	BUDGET	BUDGET
	FORECAST	BUDGET	REQUESTED	VARIANCE	% VARIANCE
			BUDGET		
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
PROVINCIAL GRANTS	(138,623)	(80,464)	-	80,464	(100.0%)
FEDERAL GRANTS	(277,245)	(160,928)	-	160,928	(100.0%)
WATER AND WASTEWATER RATES	(6,528,090)	(6,334,980)	(6,661,090)	(326,110)	5.1%
USER FEES AND CHARGES	(274,994)	(191,506)	(250,994)	(59,488)	31.1%
<b>TOTAL GENERAL REVENUES</b>	<b>(7,218,952)</b>	<b>(6,767,878)</b>	<b>(6,912,084)</b>	<b>(144,206)</b>	<b>2.1%</b>
<b>OTHER REVENUES</b>					
DEVELOPMENT CHARGES	(323,354)	(440,861)	(2,156,626)	(1,715,765)	389.2%
CAPITAL RESERVE TRANSFER	(2,914,085)	(2,913,608)	(3,043,360)	(129,752)	4.5%
<b>TOTAL OTHER REVENUES</b>	<b>(3,237,439)</b>	<b>(3,354,469)</b>	<b>(5,199,986)</b>	<b>(1,845,517)</b>	<b>55.0%</b>
<b>TOTAL REVENUES</b>	<b>(10,456,391)</b>	<b>(10,122,347)</b>	<b>(12,112,070)</b>	<b>(1,989,723)</b>	<b>19.7%</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	597,101	628,010	613,951	(14,059)	(2.2%)
BENEFITS	162,720	172,761	154,354	(18,407)	(10.7%)
<b>TOTAL SALARIES AND BENEFITS</b>	<b>759,821</b>	<b>800,771</b>	<b>768,305</b>	<b>(32,466)</b>	<b>(4.1%)</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	531,777	460,080	715,425	255,345	55.5%
CONTRACTED SERVICES	1,204,070	1,199,220	1,185,435	(13,785)	(1.1%)
<b>TOTAL OPERATING EXPENSES</b>	<b>1,735,847</b>	<b>1,659,300</b>	<b>1,900,860</b>	<b>241,560</b>	<b>14.6%</b>
<b>DEBT REPAYMENT</b>					
PRINCIPAL REPAYMENT	370,377	370,377	376,731	6,354	1.7%
INTEREST REPAYMENT	196,488	196,664	181,251	(15,413)	(7.8%)
<b>TOTAL DEBT REPAYMENT</b>	<b>566,865</b>	<b>567,041</b>	<b>557,982</b>	<b>(9,059)</b>	<b>(1.6%)</b>
<b>CAPITAL</b>					
MAJOR INFRASTRUCTURE	3,335,521	3,445,000	5,199,986	1,754,986	50.9%
FURNISHINGS AND EQUIPMENT	100,000	50,000	160,000	110,000	220.0%
<b>TOTAL CAPITAL</b>	<b>3,435,521</b>	<b>3,495,000</b>	<b>5,359,986</b>	<b>1,864,986</b>	<b>53.4%</b>
<b>OTHER</b>					
CONTRIBUTIONS TO RESERVES	309,722	-	-	-	- %
CONTRIBUTIONS TO CAPITAL RESERVES	2,131,167	1,738,179	1,669,284	(68,895)	(4.0%)
<b>TOTAL OTHER</b>	<b>2,440,889</b>	<b>1,738,179</b>	<b>1,669,284</b>	<b>(68,895)</b>	<b>(4.0%)</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	869,029	776,106	909,231	133,125	17.2%
DEPARTMENTAL CHARGES	648,420	1,085,951	946,422	(139,529)	(12.8%)
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>1,517,449</b>	<b>1,862,057</b>	<b>1,855,653</b>	<b>(6,404)</b>	<b>(0.3%)</b>
<b>TOTAL EXPENSES</b>	<b>10,456,392</b>	<b>10,122,348</b>	<b>12,112,070</b>	<b>1,989,722</b>	<b>19.7%</b>
<b>TOTAL WOODSTOCK WASTEWATER</b>	<b>1</b>	<b>1</b>	<b>-</b>	<b>(1)</b>	<b>(100.0%)</b>



# TILLSONBURG WASTEWATER

## 2020 BUDGET REPORT

	2019	2019	2020	BUDGET	BUDGET
	FORECAST	BUDGET	REQUESTED	VARIANCE	% VARIANCE
			BUDGET		
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
WATER AND WASTEWATER RATES	(3,207,285)	(3,320,446)	(3,243,790)	76,656	(2.3%)
USER FEES AND CHARGES	(926,276)	(930,146)	(801,059)	129,087	(13.9%)
<b>TOTAL GENERAL REVENUES</b>	<b>(4,133,561)</b>	<b>(4,250,592)</b>	<b>(4,044,849)</b>	<b>205,743</b>	<b>(4.8%)</b>
<b>OTHER REVENUES</b>					
DEVELOPMENT CHARGES	(1,784,219)	(1,782,400)	(3,443,065)	(1,660,665)	93.2%
CAPITAL RESERVE TRANSFER	(510,708)	(526,555)	(2,185,856)	(1,659,301)	315.1%
<b>TOTAL OTHER REVENUES</b>	<b>(2,294,927)</b>	<b>(2,308,955)</b>	<b>(5,628,921)</b>	<b>(3,319,966)</b>	<b>143.8%</b>
<b>TOTAL REVENUES</b>	<b>(6,428,488)</b>	<b>(6,559,547)</b>	<b>(9,673,770)</b>	<b>(3,114,223)</b>	<b>47.5%</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	314,544	295,289	324,234	28,945	9.8%
BENEFITS	87,125	82,645	86,852	4,207	5.1%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>401,669</b>	<b>377,934</b>	<b>411,086</b>	<b>33,152</b>	<b>8.8%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	220,051	187,742	241,930	54,188	28.9%
CONTRACTED SERVICES	681,225	656,705	696,100	39,395	6.0%
RENTS AND FINANCIAL EXPENSES	800	800	800	-	- %
<b>TOTAL OPERATING EXPENSES</b>	<b>902,076</b>	<b>845,247</b>	<b>938,830</b>	<b>93,583</b>	<b>11.1%</b>
<b>DEBT REPAYMENT</b>					
PRINCIPAL REPAYMENT	53,307	53,307	37,260	(16,047)	(30.1%)
INTEREST REPAYMENT	19,922	19,922	17,925	(1,997)	(10.0%)
<b>TOTAL DEBT REPAYMENT</b>	<b>73,229</b>	<b>73,229</b>	<b>55,185</b>	<b>(18,044)</b>	<b>(24.6%)</b>
<b>CAPITAL</b>					
MAJOR INFRASTRUCTURE	2,645,578	2,660,000	5,868,921	3,208,921	120.6%
BUILDING	-	-	75,000	75,000	- %
<b>TOTAL CAPITAL</b>	<b>2,645,578</b>	<b>2,660,000</b>	<b>5,943,921</b>	<b>3,283,921</b>	<b>123.5%</b>
<b>OTHER</b>					
CONTRIBUTIONS TO RESERVES	22,291	-	-	-	- %
CONTRIBUTIONS TO CAPITAL RESERVES	1,798,259	1,704,770	1,604,141	(100,629)	(5.9%)
<b>TOTAL OTHER</b>	<b>1,820,550</b>	<b>1,704,770</b>	<b>1,604,141</b>	<b>(100,629)</b>	<b>(5.9%)</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	318,356	403,323	330,857	(72,466)	(18.0%)
DEPARTMENTAL CHARGES	267,029	495,044	389,750	(105,294)	(21.3%)
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>585,385</b>	<b>898,367</b>	<b>720,607</b>	<b>(177,760)</b>	<b>(19.8%)</b>
<b>TOTAL EXPENSES</b>	<b>6,428,487</b>	<b>6,559,547</b>	<b>9,673,770</b>	<b>3,114,223</b>	<b>47.5%</b>
<b>TOTAL TILLSONBURG WASTEWATER</b>	<b>(1)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- %</b>

# INGERSOLL WASTEWATER

## 2020 BUDGET REPORT

	2019 FORECAST	2019 BUDGET	2020 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
WATER AND WASTEWATER RATES	(4,397,710)	(4,024,186)	(4,469,970)	(445,784)	11.1%
USER FEES AND CHARGES	(187,752)	(161,540)	(206,752)	(45,212)	28.0%
<b>TOTAL GENERAL REVENUES</b>	<b>(4,585,462)</b>	<b>(4,185,726)</b>	<b>(4,676,722)</b>	<b>(490,996)</b>	<b>11.7%</b>
<b>OTHER REVENUES</b>					
DEVELOPMENT CHARGES	(433,510)	(350,000)	(591,057)	(241,057)	68.9%
CAPITAL RESERVE TRANSFER	(1,038,641)	(879,000)	(1,347,052)	(468,052)	53.2%
<b>TOTAL OTHER REVENUES</b>	<b>(1,472,151)</b>	<b>(1,229,000)</b>	<b>(1,938,109)</b>	<b>(709,109)</b>	<b>57.7%</b>
<b>TOTAL REVENUES</b>	<b>(6,057,613)</b>	<b>(5,414,726)</b>	<b>(6,614,831)</b>	<b>(1,200,105)</b>	<b>22.2%</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	349,942	398,005	359,805	(38,200)	(9.6%)
BENEFITS	88,820	113,632	90,779	(22,853)	(20.1%)
<b>TOTAL SALARIES AND BENEFITS</b>	<b>438,762</b>	<b>511,637</b>	<b>450,584</b>	<b>(61,053)</b>	<b>(11.9%)</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	357,012	477,203	402,860	(74,343)	(15.6%)
CONTRACTED SERVICES	288,100	353,950	332,320	(21,630)	(6.1%)
RENTS AND FINANCIAL EXPENSES	1,750	1,750	1,750	-	- %
<b>TOTAL OPERATING EXPENSES</b>	<b>646,862</b>	<b>832,903</b>	<b>736,930</b>	<b>(95,973)</b>	<b>(11.5%)</b>
<b>DEBT REPAYMENT</b>					
PRINCIPAL REPAYMENT	554,526	782,811	559,090	(223,721)	(28.6%)
INTEREST REPAYMENT	312,886	317,322	293,650	(23,672)	(7.5%)
<b>TOTAL DEBT REPAYMENT</b>	<b>867,412</b>	<b>1,100,133</b>	<b>852,740</b>	<b>(247,393)</b>	<b>(22.5%)</b>
<b>CAPITAL</b>					
MAJOR INFRASTRUCTURE	1,085,271	879,000	1,408,121	529,121	60.2%
FURNISHINGS AND EQUIPMENT	-	-	75,000	75,000	- %
<b>TOTAL CAPITAL</b>	<b>1,085,271</b>	<b>879,000</b>	<b>1,483,121</b>	<b>604,121</b>	<b>68.7%</b>
<b>OTHER</b>					
CONTRIBUTIONS TO RESERVES	1,271,253	-	-	-	- %
CONTRIBUTIONS TO CAPITAL RESERVES	1,160,878	1,338,420	2,401,583	1,063,163	79.4%
<b>TOTAL OTHER</b>	<b>2,432,131</b>	<b>1,338,420</b>	<b>2,401,583</b>	<b>1,063,163</b>	<b>79.4%</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	380,391	391,653	388,055	(3,598)	(0.9%)
DEPARTMENTAL CHARGES	206,785	360,980	301,818	(59,162)	(16.4%)
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>587,176</b>	<b>752,633</b>	<b>689,873</b>	<b>(62,760)</b>	<b>(8.3%)</b>
<b>TOTAL EXPENSES</b>	<b>6,057,614</b>	<b>5,414,726</b>	<b>6,614,831</b>	<b>1,200,105</b>	<b>22.2%</b>
<b>TOTAL INGERSOLL WASTEWATER</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- %</b>

# NORWICH WASTEWATER

## 2020 BUDGET REPORT

	2019 FORECAST	2019 BUDGET	2020 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
WATER AND WASTEWATER RATES	(778,890)	(781,658)	(790,770)	(9,112)	1.2%
USER FEES AND CHARGES	(117,928)	(917,928)	(126,928)	791,000	(86.2%)
OTHER REVENUE	(620,000)	-	-	-	- %
<b>TOTAL GENERAL REVENUES</b>	<b>(1,516,818)</b>	<b>(1,699,586)</b>	<b>(917,698)</b>	<b>781,888</b>	<b>(46.0%)</b>
<b>OTHER REVENUES</b>					
DEVELOPMENT CHARGES	(226)	-	(2,223)	(2,223)	- %
CAPITAL RESERVE TRANSFER	(217,555)	(517,000)	(1,052,080)	(535,080)	103.5%
<b>TOTAL OTHER REVENUES</b>	<b>(217,781)</b>	<b>(517,000)</b>	<b>(1,054,303)</b>	<b>(537,303)</b>	<b>103.9%</b>
<b>TOTAL REVENUES</b>	<b>(1,734,599)</b>	<b>(2,216,586)</b>	<b>(1,972,001)</b>	<b>244,585</b>	<b>(11.0%)</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	50,290	52,756	54,075	1,319	2.5%
BENEFITS	13,324	14,803	14,895	92	0.6%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>63,614</b>	<b>67,559</b>	<b>68,970</b>	<b>1,411</b>	<b>2.1%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	48,517	47,048	51,330	4,282	9.1%
CONTRACTED SERVICES	76,000	89,950	91,650	1,700	1.9%
<b>TOTAL OPERATING EXPENSES</b>	<b>124,517</b>	<b>136,998</b>	<b>142,980</b>	<b>5,982</b>	<b>4.4%</b>
<b>DEBT REPAYMENT</b>					
PRINCIPAL REPAYMENT	91,059	91,059	95,424	4,365	4.8%
INTEREST REPAYMENT	13,869	13,869	9,504	(4,365)	(31.5%)
<b>TOTAL DEBT REPAYMENT</b>	<b>104,928</b>	<b>104,928</b>	<b>104,928</b>	<b>-</b>	<b>- %</b>
<b>CAPITAL</b>					
MAJOR INFRASTRUCTURE	837,781	1,317,000	1,054,303	(262,697)	(19.9%)
FURNISHINGS AND EQUIPMENT	30,000	30,000	-	(30,000)	(100.0%)
<b>TOTAL CAPITAL</b>	<b>867,781</b>	<b>1,347,000</b>	<b>1,054,303</b>	<b>(292,697)</b>	<b>(21.7%)</b>
<b>OTHER</b>					
CONTRIBUTIONS TO RESERVES	24,375	-	-	-	- %
CONTRIBUTIONS TO CAPITAL RESERVES	430,470	411,866	436,155	24,289	5.9%
<b>TOTAL OTHER</b>	<b>454,845</b>	<b>411,866</b>	<b>436,155</b>	<b>24,289</b>	<b>5.9%</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	65,550	58,321	86,775	28,454	48.8%
DEPARTMENTAL CHARGES	53,364	89,914	77,890	(12,024)	(13.4%)
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>118,914</b>	<b>148,235</b>	<b>164,665</b>	<b>16,430</b>	<b>11.1%</b>
<b>TOTAL EXPENSES</b>	<b>1,734,599</b>	<b>2,216,586</b>	<b>1,972,001</b>	<b>(244,585)</b>	<b>(11.0%)</b>
<b>TOTAL NORWICH WASTEWATER</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- %</b>

# TAVISTOCK WASTEWATER

## 2020 BUDGET REPORT

	2019 FORECAST	2019 BUDGET	2020 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
WATER AND WASTEWATER RATES	(1,426,450)	(1,349,565)	(1,450,400)	(100,835)	7.5%
USER FEES AND CHARGES	(413,000)	(467,500)	(426,000)	41,500	(8.9%)
<b>TOTAL GENERAL REVENUES</b>	<b>(1,839,450)</b>	<b>(1,817,065)</b>	<b>(1,876,400)</b>	<b>(59,335)</b>	<b>3.3%</b>
<b>OTHER REVENUES</b>					
DEVELOPMENT CHARGES	(317,622)	(75,000)	(321,620)	(246,620)	328.8%
CAPITAL RESERVE TRANSFER	(575,071)	(631,000)	(1,687,665)	(1,056,665)	167.5%
<b>TOTAL OTHER REVENUES</b>	<b>(892,693)</b>	<b>(706,000)</b>	<b>(2,009,285)</b>	<b>(1,303,285)</b>	<b>184.6%</b>
<b>TOTAL REVENUES</b>	<b>(2,732,143)</b>	<b>(2,523,065)</b>	<b>(3,885,685)</b>	<b>(1,362,620)</b>	<b>54.0%</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	49,426	75,025	51,322	(23,703)	(31.6%)
BENEFITS	12,375	21,164	14,100	(7,064)	(33.4%)
<b>TOTAL SALARIES AND BENEFITS</b>	<b>61,801</b>	<b>96,189</b>	<b>65,422</b>	<b>(30,767)</b>	<b>(32.0%)</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	123,056	121,272	126,690	5,418	4.5%
CONTRACTED SERVICES	76,400	103,925	84,750	(19,175)	(18.5%)
<b>TOTAL OPERATING EXPENSES</b>	<b>199,456</b>	<b>225,197</b>	<b>211,440</b>	<b>(13,757)</b>	<b>(6.1%)</b>
<b>DEBT REPAYMENT</b>					
PRINCIPAL REPAYMENT	365,628	365,628	375,085	9,457	2.6%
INTEREST REPAYMENT	121,921	121,921	108,810	(13,111)	(10.8%)
<b>TOTAL DEBT REPAYMENT</b>	<b>487,549</b>	<b>487,549</b>	<b>483,895</b>	<b>(3,654)</b>	<b>(0.7%)</b>
<b>CAPITAL</b>					
MAJOR INFRASTRUCTURE	575,522	631,000	1,692,114	1,061,114	168.2%
<b>TOTAL CAPITAL</b>	<b>575,522</b>	<b>631,000</b>	<b>1,692,114</b>	<b>1,061,114</b>	<b>168.2%</b>
<b>OTHER</b>					
CONTRIBUTIONS TO RESERVES	340,950	-	-	-	- %
CONTRIBUTIONS TO CAPITAL RESERVES	712,251	620,986	1,052,292	431,306	69.5%
<b>TOTAL OTHER</b>	<b>1,053,201</b>	<b>620,986</b>	<b>1,052,292</b>	<b>431,306</b>	<b>69.5%</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	307,962	381,999	312,430	(69,569)	(18.2%)
DEPARTMENTAL CHARGES	46,651	80,145	68,092	(12,053)	(15.0%)
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>354,613</b>	<b>462,144</b>	<b>380,522</b>	<b>(81,622)</b>	<b>(17.7%)</b>
<b>TOTAL EXPENSES</b>	<b>2,732,142</b>	<b>2,523,065</b>	<b>3,885,685</b>	<b>1,362,620</b>	<b>54.0%</b>
<b>TOTAL TAVISTOCK WASTEWATER</b>	<b>(1)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- %</b>

# PLATTSVILLE WASTEWATER

## 2020 BUDGET REPORT

	2019 FORECAST	2019 BUDGET	2020 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
WATER AND WASTEWATER RATES	(543,000)	(608,883)	(552,250)	56,633	(9.3%)
USER FEES AND CHARGES	(7,000)	(3,800)	(10,000)	(6,200)	163.2%
<b>TOTAL GENERAL REVENUES</b>	<b>(550,000)</b>	<b>(612,683)</b>	<b>(562,250)</b>	<b>50,433</b>	<b>(8.2%)</b>
<b>OTHER REVENUES</b>					
DEVELOPMENT CHARGES	(147,913)	(170,000)	(192,700)	(22,700)	13.4%
CAPITAL RESERVE TRANSFER	(5,949)	-	(29,513)	(29,513)	-
<b>TOTAL OTHER REVENUES</b>	<b>(153,862)</b>	<b>(170,000)</b>	<b>(222,213)</b>	<b>(52,213)</b>	<b>30.7%</b>
<b>TOTAL REVENUES</b>	<b>(703,862)</b>	<b>(782,683)</b>	<b>(784,463)</b>	<b>(1,780)</b>	<b>0.2%</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	49,823	47,693	50,501	2,808	5.9%
BENEFITS	12,894	13,233	13,704	471	3.6%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>62,717</b>	<b>60,926</b>	<b>64,205</b>	<b>3,279</b>	<b>5.4%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	45,073	48,585	50,880	2,295	4.7%
CONTRACTED SERVICES	37,900	45,840	45,560	(280)	(0.6%)
<b>TOTAL OPERATING EXPENSES</b>	<b>82,973</b>	<b>94,425</b>	<b>96,440</b>	<b>2,015</b>	<b>2.1%</b>
<b>DEBT REPAYMENT</b>					
PRINCIPAL REPAYMENT	225,302	225,302	234,291	8,989	4.0%
INTEREST REPAYMENT	59,612	59,612	50,623	(8,989)	(15.1%)
<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	6,172	-	31,715	31,715	-
<b>TOTAL CAPITAL</b>	<b>6,172</b>	<b>-</b>	<b>31,715</b>	<b>31,715</b>	<b>- %</b>
<b>OTHER</b>					
CONTRIBUTIONS TO RESERVES	29,323	-	-	-	-
CONTRIBUTIONS TO CAPITAL RESERVES	126,996	188,659	180,444	(8,215)	(4.4%)
<b>TOTAL OTHER</b>	<b>156,319</b>	<b>188,659</b>	<b>180,444</b>	<b>(8,215)</b>	<b>(4.4%)</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	86,854	112,033	91,842	(20,191)	(18.0%)
DEPARTMENTAL CHARGES	23,913	41,726	34,903	(6,823)	(16.4%)
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>110,767</b>	<b>153,759</b>	<b>126,745</b>	<b>(27,014)</b>	<b>(17.6%)</b>
<b>TOTAL EXPENSES</b>	<b>703,862</b>	<b>782,683</b>	<b>784,463</b>	<b>1,780</b>	<b>0.2%</b>
<b>TOTAL PLATTSVILLE WASTEWATER</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- %</b>

# THAMESFORD WASTEWATER

## 2020 BUDGET REPORT

	2019 FORECAST	2019 BUDGET	2020 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
WATER AND WASTEWATER RATES	(786,880)	(744,312)	(781,360)	(37,048)	5.0%
USER FEES AND CHARGES	(85,378)	(88,878)	(87,378)	1,500	(1.7%)
<b>TOTAL GENERAL REVENUES</b>	<b>(872,258)</b>	<b>(833,190)</b>	<b>(868,738)</b>	<b>(35,548)</b>	<b>4.3%</b>
<b>OTHER REVENUES</b>					
DEVELOPMENT CHARGES	(178)	-	(1,471)	(1,471)	- %
CAPITAL RESERVE TRANSFER	(174,573)	(270,000)	(58,870)	211,130	(78.2%)
<b>TOTAL OTHER REVENUES</b>	<b>(174,751)</b>	<b>(270,000)</b>	<b>(60,341)</b>	<b>209,659</b>	<b>(77.7%)</b>
<b>TOTAL REVENUES</b>	<b>(1,047,009)</b>	<b>(1,103,190)</b>	<b>(929,079)</b>	<b>174,111</b>	<b>(15.8%)</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	72,548	93,351	80,936	(12,415)	(13.3%)
BENEFITS	19,105	24,490	20,216	(4,274)	(17.5%)
<b>TOTAL SALARIES AND BENEFITS</b>	<b>91,653</b>	<b>117,841</b>	<b>101,152</b>	<b>(16,689)</b>	<b>(14.2%)</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	97,938	98,730	80,780	(17,950)	(18.2%)
CONTRACTED SERVICES	73,450	76,900	67,800	(9,100)	(11.8%)
<b>TOTAL OPERATING EXPENSES</b>	<b>171,388</b>	<b>175,630</b>	<b>148,580</b>	<b>(27,050)</b>	<b>(15.4%)</b>
<b>DEBT REPAYMENT</b>					
PRINCIPAL REPAYMENT	117,588	117,588	121,556	3,968	3.4%
INTEREST REPAYMENT	39,567	39,567	33,693	(5,874)	(14.8%)
<b>TOTAL DEBT REPAYMENT</b>	<b>157,155</b>	<b>157,155</b>	<b>155,249</b>	<b>(1,906)</b>	<b>(1.2%)</b>
<b>CAPITAL</b>					
MAJOR INFRASTRUCTURE	174,722	270,000	60,341	(209,659)	(77.7%)
FURNISHINGS AND EQUIPMENT	-	-	50,000	50,000	- %
<b>TOTAL CAPITAL</b>	<b>174,722</b>	<b>270,000</b>	<b>110,341</b>	<b>(159,659)</b>	<b>(59.1%)</b>
<b>OTHER</b>					
CONTRIBUTIONS TO RESERVES	143,802	-	-	-	- %
CONTRIBUTIONS TO CAPITAL RESERVES	160,832	146,894	238,252	91,358	62.2%
<b>TOTAL OTHER</b>	<b>304,634</b>	<b>146,894</b>	<b>238,252</b>	<b>91,358</b>	<b>62.2%</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	107,561	173,964	117,270	(56,694)	(32.6%)
DEPARTMENTAL CHARGES	39,897	61,706	58,234	(3,472)	(5.6%)
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>147,458</b>	<b>235,670</b>	<b>175,504</b>	<b>(60,166)</b>	<b>(25.5%)</b>
<b>TOTAL EXPENSES</b>	<b>1,047,010</b>	<b>1,103,190</b>	<b>929,078</b>	<b>(174,112)</b>	<b>(15.8%)</b>
<b>TOTAL THAMESFORD WASTEWATER</b>	<b>1</b>	<b>-</b>	<b>(1)</b>	<b>(1)</b>	<b>- %</b>

# DRUMBO WASTEWATER

## 2020 BUDGET REPORT

	2019 FORECAST	2019 BUDGET	2020 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
WATER AND WASTEWATER RATES	(353,500)	(358,074)	(362,950)	(4,876)	1.4%
USER FEES AND CHARGES	(3,000)	-	(6,000)	(6,000)	- %
<b>TOTAL GENERAL REVENUES</b>	<b>(356,500)</b>	<b>(358,074)</b>	<b>(368,950)</b>	<b>(10,876)</b>	<b>3.0%</b>
<b>OTHER REVENUES</b>					
DEVELOPMENT CHARGES	(183,493)	(326,667)	(341,233)	(14,566)	4.5%
CAPITAL RESERVE TRANSFER	(116,057)	(313,333)	(1,212,725)	(899,392)	287.0%
<b>TOTAL OTHER REVENUES</b>	<b>(299,550)</b>	<b>(640,000)</b>	<b>(1,553,958)</b>	<b>(913,958)</b>	<b>142.8%</b>
<b>TOTAL REVENUES</b>	<b>(656,050)</b>	<b>(998,074)</b>	<b>(1,922,908)</b>	<b>(924,834)</b>	<b>92.7%</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	42,965	49,355	53,493	4,138	8.4%
BENEFITS	11,432	14,080	15,292	1,212	8.6%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>54,397</b>	<b>63,435</b>	<b>68,785</b>	<b>5,350</b>	<b>8.4%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	41,466	42,602	44,210	1,608	3.8%
CONTRACTED SERVICES	47,000	48,400	51,800	3,400	7.0%
<b>TOTAL OPERATING EXPENSES</b>	<b>88,466</b>	<b>91,002</b>	<b>96,010</b>	<b>5,008</b>	<b>5.5%</b>
<b>CAPITAL</b>					
MAJOR INFRASTRUCTURE	299,516	640,000	1,553,958	913,958	142.8%
FURNISHINGS AND EQUIPMENT	30,000	30,000	-	(30,000)	(100.0%)
<b>TOTAL CAPITAL</b>	<b>329,516</b>	<b>670,000</b>	<b>1,553,958</b>	<b>883,958</b>	<b>131.9%</b>
<b>OTHER</b>					
CONTRIBUTIONS TO RESERVES	25,739	-	-	-	- %
CONTRIBUTIONS TO CAPITAL RESERVES	110,655	105,897	149,762	43,865	41.4%
<b>TOTAL OTHER</b>	<b>136,394</b>	<b>105,897</b>	<b>149,762</b>	<b>43,865</b>	<b>41.4%</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	33,726	44,305	34,615	(9,690)	(21.9%)
DEPARTMENTAL CHARGES	13,551	23,435	19,778	(3,657)	(15.6%)
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>47,277</b>	<b>67,740</b>	<b>54,393</b>	<b>(13,347)</b>	<b>(19.7%)</b>
<b>TOTAL EXPENSES</b>	<b>656,050</b>	<b>998,074</b>	<b>1,922,908</b>	<b>924,834</b>	<b>92.7%</b>
<b>TOTAL DRUMBO WASTEWATER</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- %</b>

# MT ELGIN WASTEWATER

## 2020 BUDGET REPORT

	2019 FORECAST	2019 BUDGET	2020 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
WATER AND WASTEWATER RATES	(191,570)	(173,353)	(197,890)	(24,537)	14.2%
USER FEES AND CHARGES	(85,141)	(92,641)	(215,141)	(122,500)	132.2%
<b>TOTAL GENERAL REVENUES</b>	<b>(276,711)</b>	<b>(265,994)</b>	<b>(413,031)</b>	<b>(147,037)</b>	<b>55.3%</b>
<b>OTHER REVENUES</b>					
DEVELOPMENT CHARGES	(133)	-	(750)	(750)	- %
CAPITAL RESERVE TRANSFER	(236,949)	(239,000)	(51,263)	187,737	(78.6%)
<b>TOTAL OTHER REVENUES</b>	<b>(237,082)</b>	<b>(239,000)</b>	<b>(52,013)</b>	<b>186,987</b>	<b>(78.2%)</b>
<b>TOTAL REVENUES</b>	<b>(513,793)</b>	<b>(504,994)</b>	<b>(465,044)</b>	<b>39,950</b>	<b>(7.9%)</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	25,376	24,772	27,320	2,548	10.3%
BENEFITS	6,923	7,190	7,727	537	7.5%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>32,299</b>	<b>31,962</b>	<b>35,047</b>	<b>3,085</b>	<b>9.7%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	11,246	11,409	17,890	6,481	56.8%
CONTRACTED SERVICES	14,200	15,900	20,000	4,100	25.8%
<b>TOTAL OPERATING EXPENSES</b>	<b>25,446</b>	<b>27,309</b>	<b>37,890</b>	<b>10,581</b>	<b>38.7%</b>
<b>DEBT REPAYMENT</b>					
PRINCIPAL REPAYMENT	63,547	63,547	65,839	2,292	3.6%
INTEREST REPAYMENT	16,094	16,094	13,802	(2,292)	(14.2%)
<b>TOTAL DEBT REPAYMENT</b>	<b>79,641</b>	<b>79,641</b>	<b>79,641</b>	<b>-</b>	<b>- %</b>
<b>CAPITAL</b>					
MAJOR INFRASTRUCTURE	237,082	239,000	182,013	(56,987)	(23.8%)
<b>TOTAL CAPITAL</b>	<b>237,082</b>	<b>239,000</b>	<b>182,013</b>	<b>(56,987)</b>	<b>(23.8%)</b>
<b>OTHER</b>					
CONTRIBUTIONS TO RESERVES	30,050	-	-	-	- %
CONTRIBUTIONS TO CAPITAL RESERVES	84,880	83,929	78,527	(5,402)	(6.4%)
<b>TOTAL OTHER</b>	<b>114,930</b>	<b>83,929</b>	<b>78,527</b>	<b>(5,402)</b>	<b>(6.4%)</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	21,668	31,400	47,946	16,546	52.7%
DEPARTMENTAL CHARGES	2,727	11,753	3,980	(7,773)	(66.1%)
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>24,395</b>	<b>43,153</b>	<b>51,926</b>	<b>8,773</b>	<b>20.3%</b>
<b>TOTAL EXPENSES</b>	<b>513,793</b>	<b>504,994</b>	<b>465,044</b>	<b>(39,950)</b>	<b>(7.9%)</b>
<b>TOTAL MT ELGIN WASTEWATER</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- %</b>



## EMBRO WASTEWATER 2020 BUDGET REPORT

	2019 FORECAST	2019 BUDGET	2020 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
WATER AND WASTEWATER RATES	(273,050)	(246,591)	(278,320)	(31,729)	12.9%
USER FEES AND CHARGES	(247,013)	(245,913)	(247,413)	(1,500)	0.6%
OTHER REVENUE	(112,500)	(62,500)	(62,500)	-	- %
<b>TOTAL GENERAL REVENUES</b>	<b>(632,563)</b>	<b>(555,004)</b>	<b>(588,233)</b>	<b>(33,229)</b>	<b>6.0%</b>
<b>OTHER REVENUES</b>					
CAPITAL RESERVE TRANSFER	(1,939)	-	(1,476)	(1,476)	- %
<b>TOTAL OTHER REVENUES</b>	<b>(1,939)</b>	<b>-</b>	<b>(1,476)</b>	<b>(1,476)</b>	<b>- %</b>
<b>TOTAL REVENUES</b>	<b>(634,502)</b>	<b>(555,004)</b>	<b>(589,709)</b>	<b>(34,705)</b>	<b>6.3%</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	19,473	19,556	20,933	1,377	7.0%
BENEFITS	5,284	5,490	5,676	186	3.4%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>24,757</b>	<b>25,046</b>	<b>26,609</b>	<b>1,563</b>	<b>6.2%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	38,498	22,258	27,790	5,532	24.9%
CONTRACTED SERVICES	21,950	26,870	27,560	690	2.6%
<b>TOTAL OPERATING EXPENSES</b>	<b>60,448</b>	<b>49,128</b>	<b>55,350</b>	<b>6,222</b>	<b>12.7%</b>
<b>DEBT REPAYMENT</b>					
PRINCIPAL REPAYMENT	212,088	212,088	220,018	7,930	3.7%
INTEREST REPAYMENT	33,825	33,825	25,895	(7,930)	(23.4%)
<b>TOTAL DEBT REPAYMENT</b>	<b>245,913</b>	<b>245,913</b>	<b>245,913</b>	<b>-</b>	<b>- %</b>
<b>CAPITAL</b>					
MAJOR INFRASTRUCTURE	114,439	62,500	63,976	1,476	2.4%
<b>TOTAL CAPITAL</b>	<b>114,439</b>	<b>62,500</b>	<b>63,976</b>	<b>1,476</b>	<b>2.4%</b>
<b>OTHER</b>					
CONTRIBUTIONS TO RESERVES	54,871	25,600	27,500	1,900	7.4%
CONTRIBUTIONS TO CAPITAL RESERVES	83,759	79,722	113,382	33,660	42.2%
<b>TOTAL OTHER</b>	<b>138,630</b>	<b>105,322</b>	<b>140,882</b>	<b>35,560</b>	<b>33.8%</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	38,736	47,482	40,079	(7,403)	(15.6%)
DEPARTMENTAL CHARGES	11,579	19,613	16,900	(2,713)	(13.8%)
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>50,315</b>	<b>67,095</b>	<b>56,979</b>	<b>(10,116)</b>	<b>(15.1%)</b>
<b>TOTAL EXPENSES</b>	<b>634,502</b>	<b>555,004</b>	<b>589,709</b>	<b>34,705</b>	<b>6.3%</b>
<b>TOTAL EMBRO WASTEWATER</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- %</b>

# INNERKIP WASTEWATER

## 2020 BUDGET REPORT

	2019 FORECAST	2019 BUDGET	2020 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
WATER AND WASTEWATER RATES	(300,270)	(294,035)	(304,390)	(10,355)	3.5%
USER FEES AND CHARGES	(271,436)	(269,936)	(271,436)	(1,500)	0.6%
OTHER REVENUE	(231,120)	(75,000)	(75,000)	-	- %
<b>TOTAL GENERAL REVENUES</b>	<b>(802,826)</b>	<b>(638,971)</b>	<b>(650,826)</b>	<b>(11,855)</b>	<b>1.9%</b>
<b>OTHER REVENUES</b>					
CAPITAL RESERVE TRANSFER	(22,855)	(37,000)	(62,173)	(25,173)	68.0%
<b>TOTAL OTHER REVENUES</b>	<b>(22,855)</b>	<b>(37,000)</b>	<b>(62,173)</b>	<b>(25,173)</b>	<b>68.0%</b>
<b>TOTAL REVENUES</b>	<b>(825,681)</b>	<b>(675,971)</b>	<b>(712,999)</b>	<b>(37,028)</b>	<b>5.5%</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	21,439	22,005	23,316	1,311	6.0%
BENEFITS	5,655	6,203	6,364	161	2.6%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>27,094</b>	<b>28,208</b>	<b>29,680</b>	<b>1,472</b>	<b>5.2%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	50,245	40,307	47,060	6,753	16.8%
CONTRACTED SERVICES	35,300	30,800	33,000	2,200	7.1%
<b>TOTAL OPERATING EXPENSES</b>	<b>85,545</b>	<b>71,107</b>	<b>80,060</b>	<b>8,953</b>	<b>12.6%</b>
<b>DEBT REPAYMENT</b>					
PRINCIPAL REPAYMENT	232,847	232,847	241,581	8,734	3.8%
INTEREST REPAYMENT	37,089	37,089	28,355	(8,734)	(23.5%)
<b>TOTAL DEBT REPAYMENT</b>	<b>269,936</b>	<b>269,936</b>	<b>269,936</b>	<b>-</b>	<b>- %</b>
<b>CAPITAL</b>					
MAJOR INFRASTRUCTURE	253,975	112,000	137,173	25,173	22.5%
<b>TOTAL CAPITAL</b>	<b>253,975</b>	<b>112,000</b>	<b>137,173</b>	<b>25,173</b>	<b>22.5%</b>
<b>OTHER</b>					
CONTRIBUTIONS TO RESERVES	25,074	23,700	25,500	1,800	7.6%
CONTRIBUTIONS TO CAPITAL RESERVES	108,060	102,136	105,602	3,466	3.4%
<b>TOTAL OTHER</b>	<b>133,134</b>	<b>125,836</b>	<b>131,102</b>	<b>5,266</b>	<b>4.2%</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	39,006	39,795	40,249	454	1.1%
DEPARTMENTAL CHARGES	16,991	29,089	24,799	(4,290)	(14.7%)
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>55,997</b>	<b>68,884</b>	<b>65,048</b>	<b>(3,836)</b>	<b>(5.6%)</b>
<b>TOTAL EXPENSES</b>	<b>825,681</b>	<b>675,971</b>	<b>712,999</b>	<b>37,028</b>	<b>5.5%</b>
<b>TOTAL INNERKIP WASTEWATER</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- %</b>

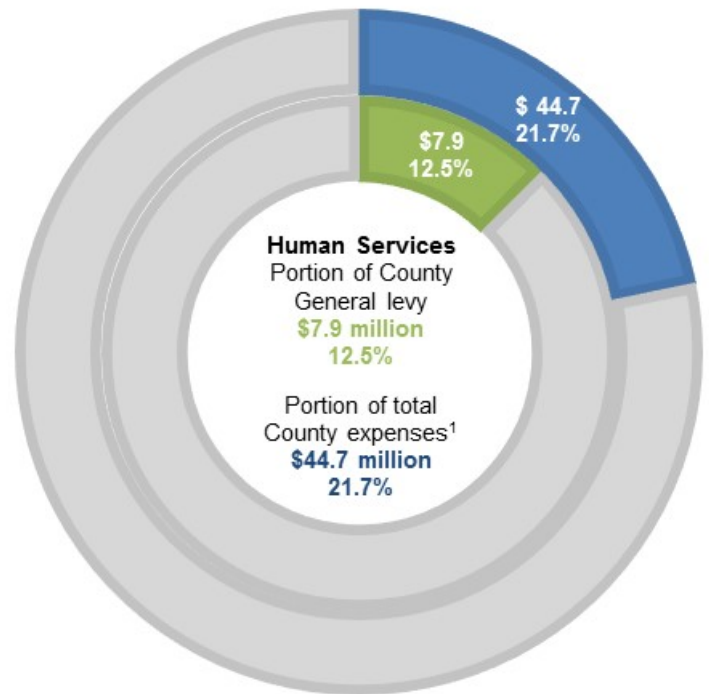


# 2020 Human Services Business Plan and Budget



Department Overview

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.

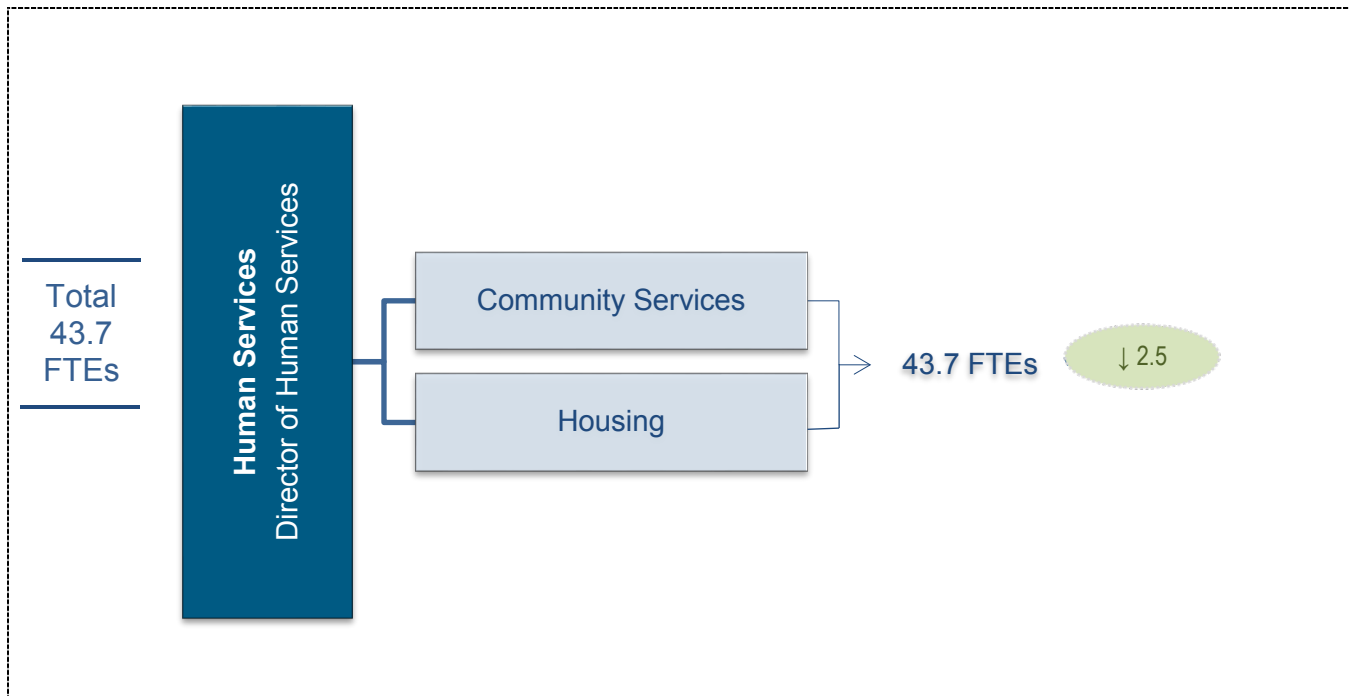


<sup>1</sup> Includes salaries & benefits, operating & program expenses, debt repayment, capital

Services we provide

Services Provided	2018 Service Level Output	
<b>Community Services</b>		
- Child Care Subsidy	→	2,658 Child Care Spaces
- Financial Assistance	→	11,529,671 Payment (\$ of financial assistance)
<b>Housing</b>		
- Shelter (Direct Delivered)	→	1,307 Housing units
- Shelter (Subsidy)	→	2,148,752 Housing Subsidy payment

How are we Organized?



**Reason for change**

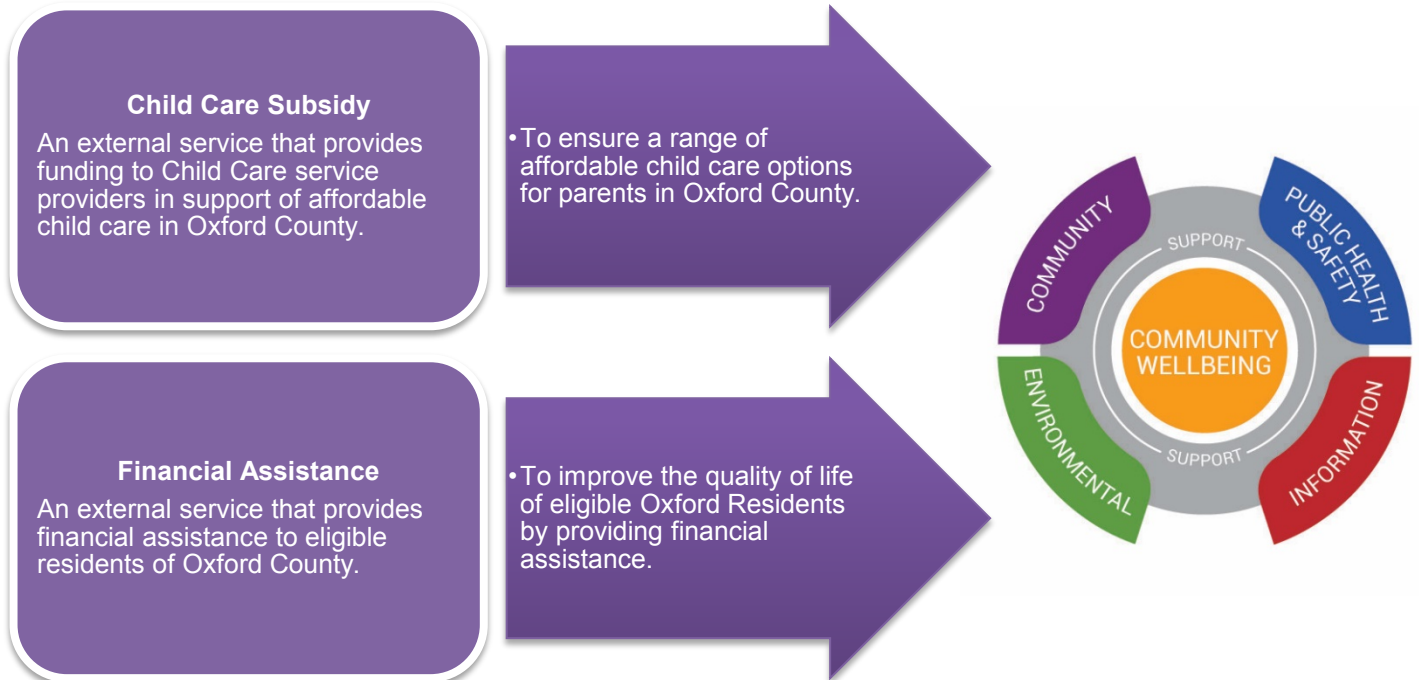
*Community Services:*

- **Reduction in 1.1 FTE Support Clerk Full-time** - After retirements, duties assigned to other FTE's and full FTE's reduced to partial FTE's.
- **Reduction in 1.0 FTE Program Integrity Worker Full-time** - Retirement, duties assigned to other FTE's.
- **Reduction in 0.4 FTE Student** - Temporary summer work being completed by just one student, second one no longer required.

## HUMAN SERVICES FIVE YEAR BUDGET PROJECTION

	2020 REQUESTED BUDGET	2021 PROJECTED BUDGET	2022 PROJECTED BUDGET	2023 PROJECTED BUDGET	2024 PROJECTED BUDGET
<b>REVENUES</b>					
GENERAL REVENUES	(33,381,833)	(32,681,352)	(31,783,657)	(32,145,567)	(32,019,177)
OTHER REVENUES	(3,432,988)	(2,153,833)	(1,406,200)	(1,099,700)	(1,260,500)
<b>TOTAL REVENUES</b>	<b>(36,814,821)</b>	<b>(34,835,185)</b>	<b>(33,189,857)</b>	<b>(33,245,267)</b>	<b>(33,279,677)</b>
<b>EXPENSES</b>					
SALARIES AND BENEFITS	4,141,493	4,158,218	4,285,556	4,389,463	4,473,065
OPERATING EXPENSES	36,871,286	35,527,155	33,942,125	34,155,769	34,100,140
DEBT REPAYMENT	359,500	294,183	275,818	276,273	179,198
CAPITAL	1,214,200	1,154,000	1,406,200	1,099,700	1,260,500
OTHER	1,475,000	1,000,000	1,025,000	1,050,000	1,075,000
INTERDEPARTMENTAL CHARGES	1,118,003	1,153,700	1,165,844	1,188,779	1,219,594
<b>TOTAL EXPENSES</b>	<b>45,179,482</b>	<b>43,287,256</b>	<b>42,100,543</b>	<b>42,159,984</b>	<b>42,307,497</b>
<b>TOTAL HUMAN SERVICES</b>	<b>8,364,661</b>	<b>8,452,071</b>	<b>8,910,686</b>	<b>8,914,717</b>	<b>9,027,820</b>


Services Overview



Key Performance Indicators

	2017 Actual	2018 Actual	2019 Forecast	2020 Budget	2021 Budget	Target
Average employment earnings per case	\$761.54	\$746.33	\$789.20	\$790.01	\$795.50	↑
% of cases with earnings	17.46%	16.95%	17.21%	17.89%	18.00%	↑
# of Ontario Works cases	1,271	1,384	1,306	1,280	1,250	N/A
% of terminations exiting to employment	19.52%	16.16%	22.33%	20.50%	21.05%	↑
% of licensed child care spaces occupied 0-4 years of age	78%	78%	82%	86%	91%	↑
% of licensed child care spaces occupied 5-12 years of age	38%	38%	45%	53%	61%	↑
Total # of children served	712	712	735	747	761	↑

Goals and Objectives

Description	2020	2021	2022	Strategic Plan	Other Plan Alignment
<p><b>Community Partnerships</b> Continue and strengthen community partnerships that support residents in Oxford County. Develop in cooperation with agencies, strategies to mitigate potential funding shortfalls.</p> <p>Develop housing strategy in cooperation with internal partners and community partners to address housing shortage across the continuum.</p>	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	Ontario Works Service Plan Child Care Plan  10 Year Shelter Plan
<p><b>Evaluate Special Needs Resourcing Model</b> Evaluate new children's services special needs resourcing model of service as a result of the implementation.</p>	●			A County that Thinks Ahead and Wisely Shapes the Future	Children's Services Plan
<p><b>Support Transition to EarlyON Child and Family Centres</b> Continue with the transition to EarlyON Child and Family Centres. Conduct operational review of current programs.</p>	●			A County that Thinks Ahead and Wisely Shapes the Future	Children's Services Plan
<p><b>Develop Five Year Children's Services Plan</b> Facilitate the development of the five year Children's Services Plan.</p>	●			A County that Thinks Ahead and Wisely Shapes the Future	Children's Services Plan
<p><b>Support Implementation of Increased Child Care Spaces</b> Support the implementation of increased licenced child care and licensed home child care spaces.</p>	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	Children's Services Plan
<p><b>Client Service Delivery Model Review</b> Review the Human Services client service delivery model.</p>	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	Ontario Works Service Plan
<p><b>Zero Poverty Plan Improvements</b> Implement specific strategies to address poverty as it pertains to OW and ODSP clients.</p>	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	
<p><b>Operational Review of Emergency Shelter Portfolio</b> Conduct operational reviews of the emergency shelter portfolio.</p>	●			A County that Thinks Ahead and Wisely Shapes the Future	 10 Year Shelter Plan



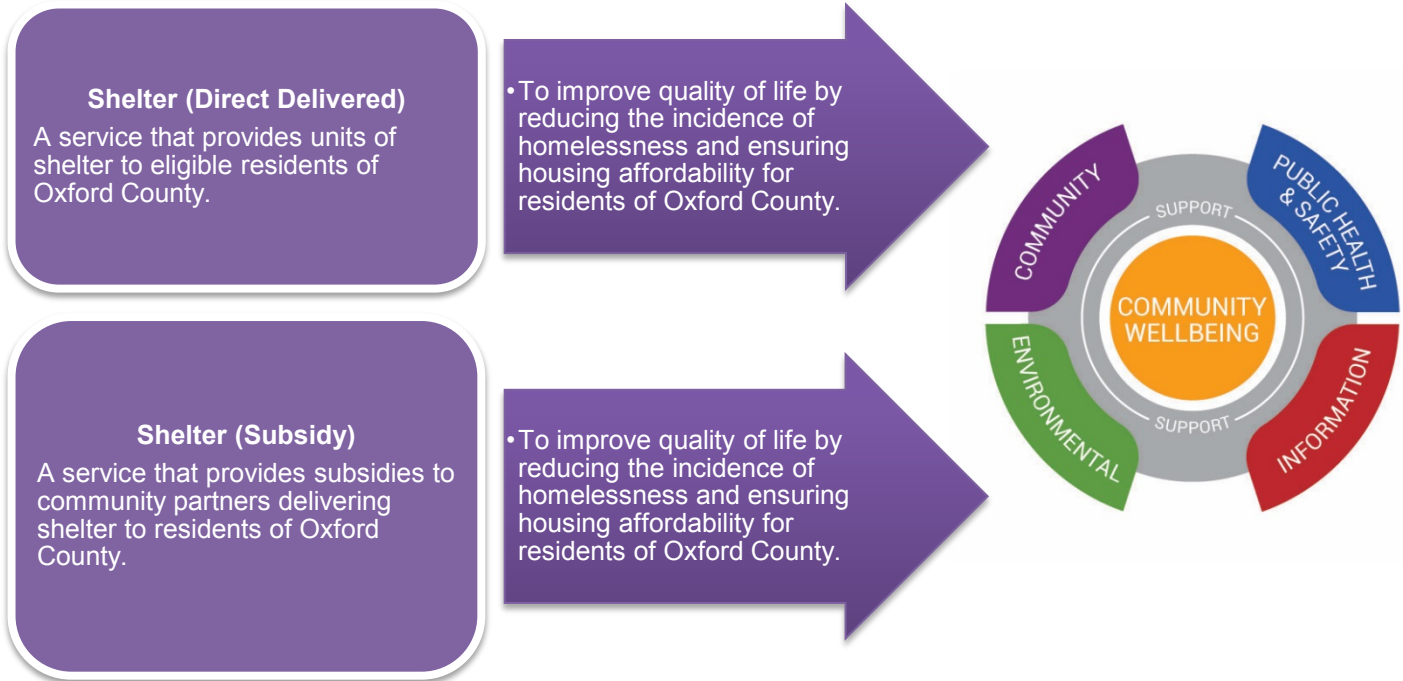
Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
<b>2019 Approved Budget</b>	<b>27,182,763</b>	<b>-</b>	<b>27,182,763</b>	<b>24,584,920</b>	<b>2,597,843</b>	
<b>Base Budget Changes</b>	<b>1,411,286</b>	<b>-</b>	<b>1,411,286</b>	<b>1,347,172</b>	<b>64,114</b>	<b>2.5%</b>
<b>Service Level</b>						
CC-Maximize provincial child care grants	387,510	-	387,510	310,010	77,500	3.0%
	<b>387,510</b>	<b>-</b>	<b>387,510</b>	<b>310,010</b>	<b>77,500</b>	<b>3.0%</b>
<b>Provincial Funding</b>						
HS-Child care provincial funding changes	-	-	-	(273,835)	273,835	10.5%
	<b>-</b>	<b>-</b>	<b>-</b>	<b>(273,835)</b>	<b>273,835</b>	<b>10.5%</b>
<b>2020 Requested Budget</b>	<b>28,981,559</b>	<b>-</b>	<b>28,981,559</b>	<b>25,968,267</b>	<b>3,013,292</b>	<b>16.0%</b>
<b>\$</b>	<b>1,798,796</b>	<b>-</b>	<b>1,798,796</b>	<b>1,383,347</b>	<b>415,449</b>	
<b>%</b>	<b>6.6%</b>	<b>0.0%</b>	<b>6.6%</b>	<b>5.6%</b>	<b>16.0%</b>	

## COMMUNITY SERVICES 2020 BUDGET REPORT

	2019 FORECAST	2019 BUDGET	2020 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
PROVINCIAL GRANTS	(25,222,620)	(24,139,920)	(25,645,467)	(1,505,547)	6.2%
USER FEES AND CHARGES	(338,658)	(445,000)	(322,800)	122,200	(27.5%)
<b>TOTAL GENERAL REVENUES</b>	<b>(25,561,278)</b>	<b>(24,584,920)</b>	<b>(25,968,267)</b>	<b>(1,383,347)</b>	<b>5.6%</b>
<b>OTHER REVENUES</b>					
RESERVE TRANSFER	(11,528)	-	-	-	- %
<b>TOTAL OTHER REVENUES</b>	<b>(11,528)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- %</b>
<b>TOTAL REVENUES</b>	<b>(25,572,806)</b>	<b>(24,584,920)</b>	<b>(25,968,267)</b>	<b>(1,383,347)</b>	<b>5.6%</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	3,028,133	3,149,751	3,214,579	64,828	2.1%
BENEFITS	897,156	927,403	926,914	(489)	(0.1%)
<b>TOTAL SALARIES AND BENEFITS</b>	<b>3,925,289</b>	<b>4,077,154</b>	<b>4,141,493</b>	<b>64,339</b>	<b>1.6%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	941,260	954,259	966,950	12,691	1.3%
CONTRACTED SERVICES	3,100	10,000	9,000	(1,000)	(10.0%)
RENTS AND FINANCIAL EXPENSES	45,291	48,100	46,000	(2,100)	(4.4%)
EXTERNAL TRANSFERS	22,447,168	21,225,208	22,944,677	1,719,469	8.1%
<b>TOTAL OPERATING EXPENSES</b>	<b>23,436,819</b>	<b>22,237,567</b>	<b>23,966,627</b>	<b>1,729,060</b>	<b>7.8%</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	868,084	868,042	873,440	5,398	0.6%
DEPARTMENTAL CHARGES	(1)	-	(1)	(1)	- %
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>868,083</b>	<b>868,042</b>	<b>873,439</b>	<b>5,397</b>	<b>0.6%</b>
<b>TOTAL EXPENSES</b>	<b>28,230,191</b>	<b>27,182,763</b>	<b>28,981,559</b>	<b>1,798,796</b>	<b>6.6%</b>
<b>TOTAL COMMUNITY SERVICES</b>	<b>2,657,385</b>	<b>2,597,843</b>	<b>3,013,292</b>	<b>415,449</b>	<b>16.0%</b>








Services Overview



Key Performance Indicators

	2017 Actual	2018 Actual	2019 Forecast	2020 Budget	2021 Budget	Target
# of clients served through Consolidated Homelessness Prevention Initiative	1,203	1,311	1,320	1,328	1,335	1,325
# of new clients housed (RGI, Rent Supplement Programs)	162	270	275	300	300	300
# of new Affordable Housing units (rental, ownership)	35	0	84	50	50	50
% of clients served / housed from waitlist	13%	10%	10%	10%	10%	100%

Goals and Objectives

Description	2020	2021	2022	Strategic Plan	Other Plan Alignment
<p><b>Addition of Housing Units in Oxford County</b></p> <ul style="list-style-type: none"> <li>Complete 24 affordable housing units at 786 Southwood Way, Woodstock (formerly known as 300 Juliana Drive)</li> <li>Commence construction of retirement living units at 300 Juliana Drive, Woodstock</li> <li>Continue with pre-development tasks at Nellis Street, Woodstock</li> <li>Release an RFP in 2020 to expend \$2 million (\$615,904 COCHI and OHPI funding and \$1,384,096 County Funding)</li> </ul>	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	10 Year Shelter Plan    Housing First Policy
<p><b>Rental Supplement Increase</b> Increase rent supplement budget by an additional \$25,000.</p>	●			A County that Thinks Ahead and Wisely Shapes the Future	10 Year Shelter Plan  
<p><b>Social Housing Revitalization Pilot Project</b> Initiate Social Housing Revitalization Pilot project to provide additional housing units, in multiple ways to the residents of Oxford County.</p>	●	●		A County that Thinks Ahead and Wisely Shapes the Future	10 Year Shelter Plan    Asset Management Plan
<p><b>Continue Relationships with Social Housing Providers</b> Continue to review operating agreements with social housing providers.</p>	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	10 Year Shelter Plan  
<p><b>Maintain Community Partnerships</b> Continue to foster community partnerships that address housing related issues.</p>	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	10 Year Shelter Plan    Community Sustainability Plan
<p><b>Oxford Housing Crisis</b> Continue working with Planning and other departments in the development of a housing strategy to address the need, and increase opportunities, for housing that is affordable to the broader Oxford community, including the development of tangible implementation tools.</p>	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	  Housing Strategy  

## 2020 Housing Business Plan and Budget

### Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
<b>2019 Approved Budget</b>	<b>17,736,514</b>	<b>1,293,000</b>	<b>19,029,514</b>	<b>14,218,495</b>	<b>4,811,019</b>	
<b>Base Budget Changes</b>	<b>(4,323,095)</b>	<b>(78,800)</b>	<b>(4,401,895)</b>	<b>(4,742,745)</b>	<b>340,850</b>	<b>7.1%</b>
<b>New Initiative</b>						
HSG-Social Housing Revitalization Pilot	-	115,000	115,000	-	115,000	2.4%
	-	<b>115,000</b>	<b>115,000</b>	-	<b>115,000</b>	<b>2.4%</b>
<b>Service Level</b>						
HSG-County rent supps increase for seniors	12,500	-	12,500	-	12,500	0.3%
HSG-Bridge and County rent supp increase	72,000	-	72,000	-	72,000	1.5%
	<b>84,500</b>	-	<b>84,500</b>	-	<b>84,500</b>	<b>1.8%</b>
<b>Provincial Funding</b>						
HSG-Housing Provincial Funding - Ontario Priorities Housing Initiative	1,146,000	-	1,146,000	1,146,000	-	0.0%
HSG-Housing Provincial Funding - Canada Ontario Community Initiative	224,804	-	224,804	224,804	-	0.0%
	<b>1,370,804</b>	-	<b>1,370,804</b>	<b>1,370,804</b>	-	<b>0.0%</b>
<b>2020 Requested Budget</b>	<b>14,868,723</b>	<b>1,329,200</b>	<b>16,197,923</b>	<b>10,846,554</b>	<b>5,351,369</b>	<b>11.2%</b>
\$	<b>(2,867,791)</b>	<b>36,200</b>	<b>(2,831,591)</b>	<b>(3,371,941)</b>	<b>540,350</b>	
%	<b>(16.2%)</b>	<b>2.8%</b>	<b>(14.9%)</b>	<b>(23.7%)</b>	<b>11.2%</b>	

# HOUSING

## 2020 BUDGET REPORT

	2019	2019	2020	BUDGET	BUDGET
	FORECAST	BUDGET	REQUESTED	VARIANCE	% VARIANCE
			BUDGET		
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
PROVINCIAL GRANTS	(4,650,589)	(6,366,688)	(3,630,263)	2,736,425	(43.0%)
FEDERAL GRANTS	(1,533,193)	(1,476,768)	(1,313,643)	163,125	(11.0%)
USER FEES AND CHARGES	(276,960)	(277,660)	(271,450)	6,210	(2.2%)
OTHER REVENUE	(2,226,110)	(2,181,142)	(2,198,210)	(17,068)	0.8%
<b>TOTAL GENERAL REVENUES</b>	<b>(8,686,852)</b>	<b>(10,302,258)</b>	<b>(7,413,566)</b>	<b>2,888,692</b>	<b>(28.0%)</b>
<b>OTHER REVENUES</b>					
RESERVE TRANSFER	(20,000)	(2,623,237)	(2,218,788)	404,449	(15.4%)
CAPITAL RESERVE TRANSFER	(864,400)	(1,293,000)	(1,214,200)	78,800	(6.1%)
<b>TOTAL OTHER REVENUES</b>	<b>(884,400)</b>	<b>(3,916,237)</b>	<b>(3,432,988)</b>	<b>483,249</b>	<b>(12.3%)</b>
<b>TOTAL REVENUES</b>	<b>(9,571,252)</b>	<b>(14,218,495)</b>	<b>(10,846,554)</b>	<b>3,371,941</b>	<b>(23.7%)</b>
<b>EXPENSES</b>					
<b>OPERATING EXPENSES</b>					
MATERIALS	2,961,501	3,067,890	2,903,545	(164,345)	(5.4%)
CONTRACTED SERVICES	1,107,285	1,165,160	1,005,150	(160,010)	(13.7%)
EXTERNAL TRANSFERS	7,451,205	11,771,996	8,995,964	(2,776,032)	(23.6%)
<b>TOTAL OPERATING EXPENSES</b>	<b>11,519,991</b>	<b>16,005,046</b>	<b>12,904,659</b>	<b>(3,100,387)</b>	<b>(19.4%)</b>
<b>DEBT REPAYMENT</b>					
PRINCIPAL REPAYMENT	360,221	360,221	277,692	(82,529)	(22.9%)
INTEREST REPAYMENT	106,843	106,843	81,808	(25,035)	(23.4%)
<b>TOTAL DEBT REPAYMENT</b>	<b>467,064</b>	<b>467,064</b>	<b>359,500</b>	<b>(107,564)</b>	<b>(23.0%)</b>
<b>CAPITAL</b>					
BUILDING	854,400	1,293,000	1,214,200	(78,800)	(6.1%)
<b>TOTAL CAPITAL</b>	<b>854,400</b>	<b>1,293,000</b>	<b>1,214,200</b>	<b>(78,800)</b>	<b>(6.1%)</b>
<b>OTHER</b>					
CONTRIBUTIONS TO RESERVES	589,939	250,000	750,000	500,000	200.0%
CONTRIBUTIONS TO CAPITAL RESERVES	725,000	725,000	725,000	-	- %
<b>TOTAL OTHER</b>	<b>1,314,939</b>	<b>975,000</b>	<b>1,475,000</b>	<b>500,000</b>	<b>51.3%</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	225,877	289,404	244,564	(44,840)	(15.5%)
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>225,877</b>	<b>289,404</b>	<b>244,564</b>	<b>(44,840)</b>	<b>(15.5%)</b>
<b>TOTAL EXPENSES</b>	<b>14,382,271</b>	<b>19,029,514</b>	<b>16,197,923</b>	<b>(2,831,591)</b>	<b>(14.9%)</b>
<b>TOTAL HOUSING</b>	<b>4,811,019</b>	<b>4,811,019</b>	<b>5,351,369</b>	<b>540,350</b>	<b>11.2%</b>

<b>New Initiative:</b>	<b>Social Housing Revitalization Pilot</b>
<b>Department/Division:</b>	<b>Human Services - Housing</b>
<b>Strategic Plan Focus:</b>	<b>A County that Thinks Ahead and Wisely Shapes the Future</b>
<b>Strategic Plan Objective:</b>	<i>1. ii. Enhance the quality of life for all of our citizens by: Ensuring a full range of housing type and density options</i>

## DESCRIPTION OF REQUEST

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Pilot program to revitalize the Social Housing townhouse properties located in Woodstock. Refer to attached map for specific properties to be considered.

## DISCUSSION

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### Background

Housing is essential for health, employment, and participation in the community. Vibrant affordable housing communities can facilitate economic inclusion by opening up economic opportunities to underserved groups, and social inclusion by recognizing and valuing diversity and a sense of belonging.

Oxford County, along with many other municipalities in Ontario is facing a housing crisis. There is an inadequate amount of housing supply in Oxford County and the existing public housing stock is aging. The *Housing Services Act* explicitly states that Service Managers are responsible for administering and funding programs/services related to housing and homelessness and developing/implementing local housing and homelessness plans.

Oxford County owns and operates 628 rent geared to income units and the non-profit sector owns and operates another 600 + units. Some of these properties are worth examining to determine if there is an opportunity to intensify sites and to provide additional affordable housing units. Although the County contributes significant dollars to funding various housing programs on an annual basis, it is prudent of staff to put forward a request that may guide housing development opportunities within the County's housing portfolio. Staff recently took HS Report 2019-05 to Council explaining the province has introduced a new three year program called the Ontario Priorities Housing Initiative (OPHI) which replaces the Investment in Affordable Housing Program - Extension (IAH-E). Similar to IAH-E, the new OPHI initiative aims to address local priorities in the areas of housing supply and affordability, including new affordable rental construction, community housing repair, rental assistance, tenant supports and affordable homeownership. The Province also announced a three year program called the Canada-Ontario Community Housing Initiative (COCHI). This funding can be used to repair, regenerate and expand community housing. Although these additional funding envelopes are welcomed, the annual funding for OPHI and COCHI is relatively small.

Housing revitalization can include a range of changes in relation to land, buildings and associated infrastructure. Revitalization initiatives can be large, such as demolishing existing properties and rebuilding them from scratch or they can be small, such as addition a new section to an existing building and giving a face lift to the building's units.

Oxford County could revitalize their housing assets in a number of ways that may include:

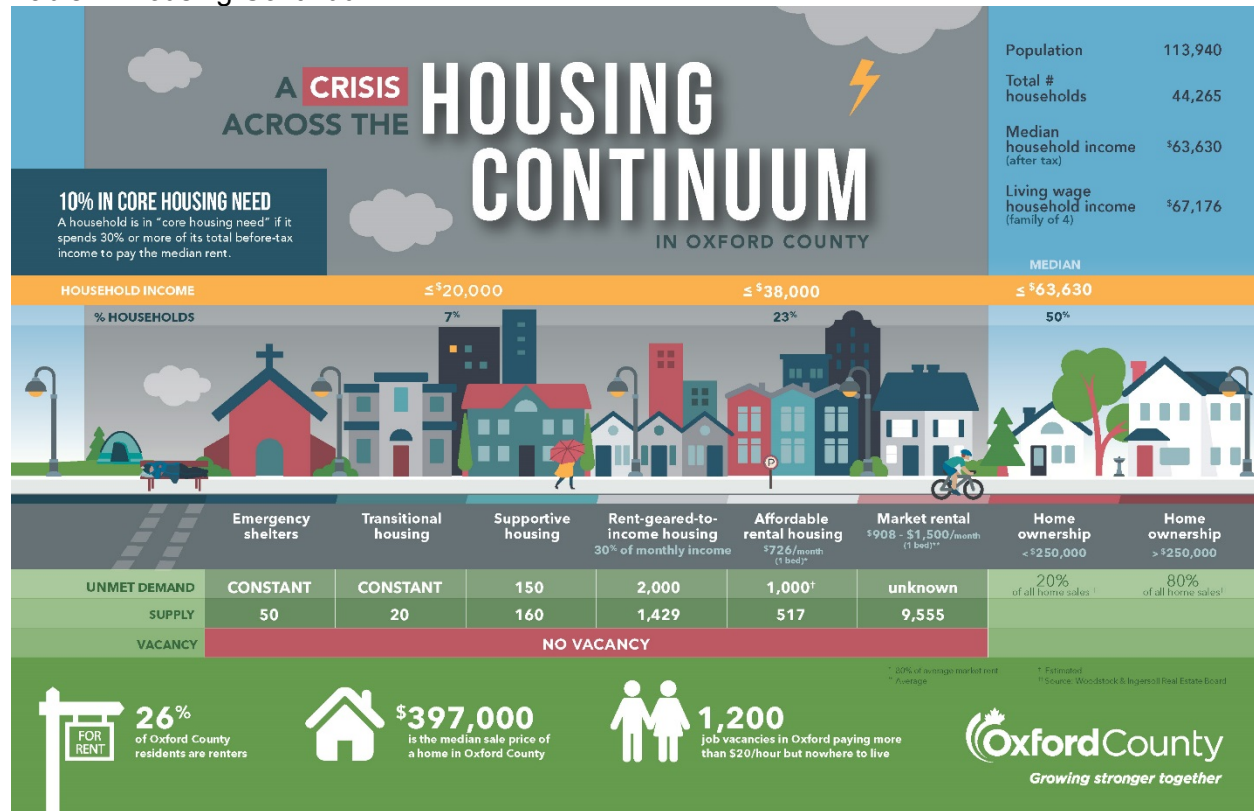
- Redeveloping under-utilized parcels of lands/sites;
- Creating new, modern and energy efficient rental units;
- Making changes to the existing mix of rent geared to income (RGI) units and market rent units among buildings to achieve better integration of residents and to improve existing cash flows; or
- Refinancing existing assets to generate additional funding for new capital and building improvement activities.

Table 1 below depicts the housing crisis faced in Oxford County. The graph was prepared in Q1, 2019 when 2,000 applicants were waiting for housing and since that time the housing wait list has grown to 2,500 applicants waiting for housing. At the pace it's growing, it will reach 3,000 before we are in ready position to intensify a site. The housing demand in Oxford County clearly out paces the housing supply. According to Canada Mortgage Housing Corporation, the vacancy rates in Oxford have been hovering between 1% - 2%, there are very few new rental units being added to the affordable rental housing stock. Rents have continued to increase over the past five years, a one bedroom apartment in Woodstock can cost \$900 - \$1,200 per month plus utilities. Job vacancies continue to be high and a challenge for employers to fill vacancies.

New housing supply is being constructed by the private sector but minimal number of new units are affordable to almost 50% of the population. The cost of ownership housing has significantly increased over the past 5 years while the household income levels have not, causing people to rent longer. The cost of construction has increased over the past few years and the skilled labour force is experiencing a shortage causing the cost of trades to increase. All of these compounding issues result in the affordable housing program funding attracting a small group of builders to create affordable rental housing.



Table 1. Housing Continuum



It should be noted that staff will continue to deliver affordable housing and release Request for Proposals but requiring shovel ready sites be developed by the private and or non-profit sector is a challenge. Time is of the essence, and now is the time to act and examine County owned sites to ensure we explore all multi-residential development opportunities.

Subject to Council's approval of the 2020 budget, staff will develop a business plan to revitalize specific townhouse properties in the Karn Ave. area. This initiative may include an increased cost for the relocation of tenants and additional subsidies for not for profit sector.

Expected outcomes will allow for a more diverse housing portfolio and further allow for the leveraging of existing properties towards the goal of creating inclusive, cost effective housing solutions. The business plan including financial considerations will be developed in Q1 2020.

Interdepartmental involvement will include Public Works, Planning and Finance. The Social Housing Revitalization Pilot Plan will demonstrate a progressive approach in addressing the housing shortage. It will further serve to provide a working template for the re development of other social housing projects in Tillsonburg and Ingersoll.

## Conclusions

The Social Housing Revitalization Pilot will be pivotal in guiding staff decisions in regards to planning for future rental housing growth and redevelopment. The Plan will outline how intensifying existing social housing sites will increase the rental housing supply and how these new units will improve the quality of the housing provided to residents. Revitalization of the housing portfolio can potentially help the County operate their portfolios more cost effectively by providing a mix of rent geared to income units and market rent units. It can also result in positive social changes that improve the communities and neighbourhoods where existing multi-residential dwellings are located.

## RISKS/IMPLICATIONS

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Implications include a more diverse portfolio and less direct County involvement in the operation of Social Housing. Administrative cost will be reduced in the long run and the Not for Profits are better positioned to develop and maintain a mix of RGI and Market. When the Business Plan is completed staff will update Council and identify the risk involved in proceeding with the recommendations for intensification and renewal.

## BUDGET REQUIREMENTS

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	2020 One-time	2020 Base	Total
<b>Expenses</b>			
Relocation and Legal Expense	\$115,000	\$-	\$115,000
<b>Total Expenses</b>	<b>\$115,000</b>	<b>\$-</b>	<b>\$115,000</b>
<b>County Levy</b>	<b>\$115,000</b>	<b>\$-</b>	<b>\$115,000</b>

Delivering a Social Housing Revitalization Pilot will require time and resources of existing staff. Professional services such as realtors, surveyors and legal will be required to deliver the pilot. Staff are requesting \$115,000 be added to the 2020 Human Services budget to specifically examine Oxford County's housing sites for future opportunities that allow sites to be intensified and or renew existing housing assets to create an improved living environment over the long-term.

Staff requirements are from existing staff. No additional FTEs will be required.



**Legend**

**Notes**



0 47 94 Meters



NAD\_1983\_UTM\_Zone\_17N



This map is a user generated static output from an Internet mapping site and is for reference only. Data layers that appear on this map may or may not be accurate, current, or otherwise reliable. This is not a plan of survey

October 21, 2019



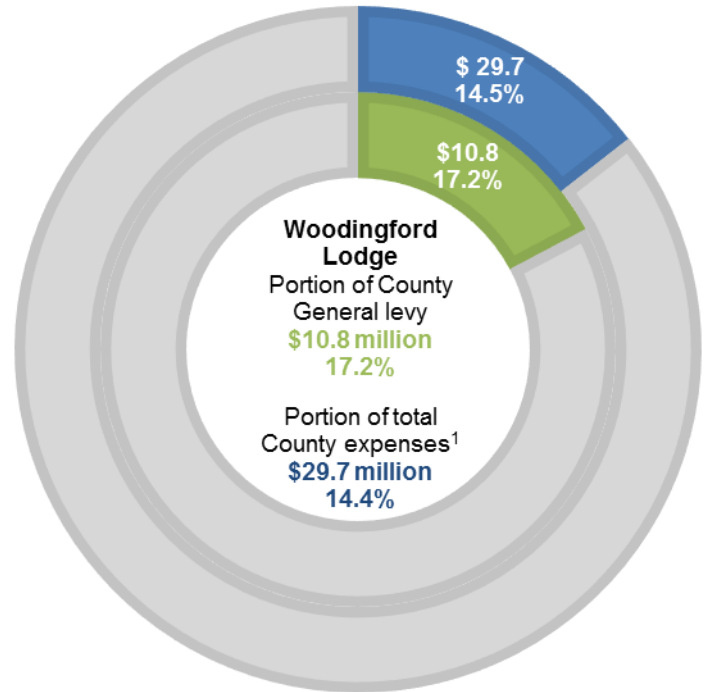


# 2020 Woodingford Lodge Business Plan and Budget

Department Overview

A trio of long term care homes that continually develop and implement best practice and engage in innovation for the benefit of residents, staff and the community of Oxford County.

Woodingford Lodge provides person and family centered care by a multidisciplinary team comprised of Nursing & Personal Care, Nutritional Services, Recreation & Social Activities, Housekeeping, Laundry, Maintenance, Administrative Services, Volunteer and Auxiliary Support.



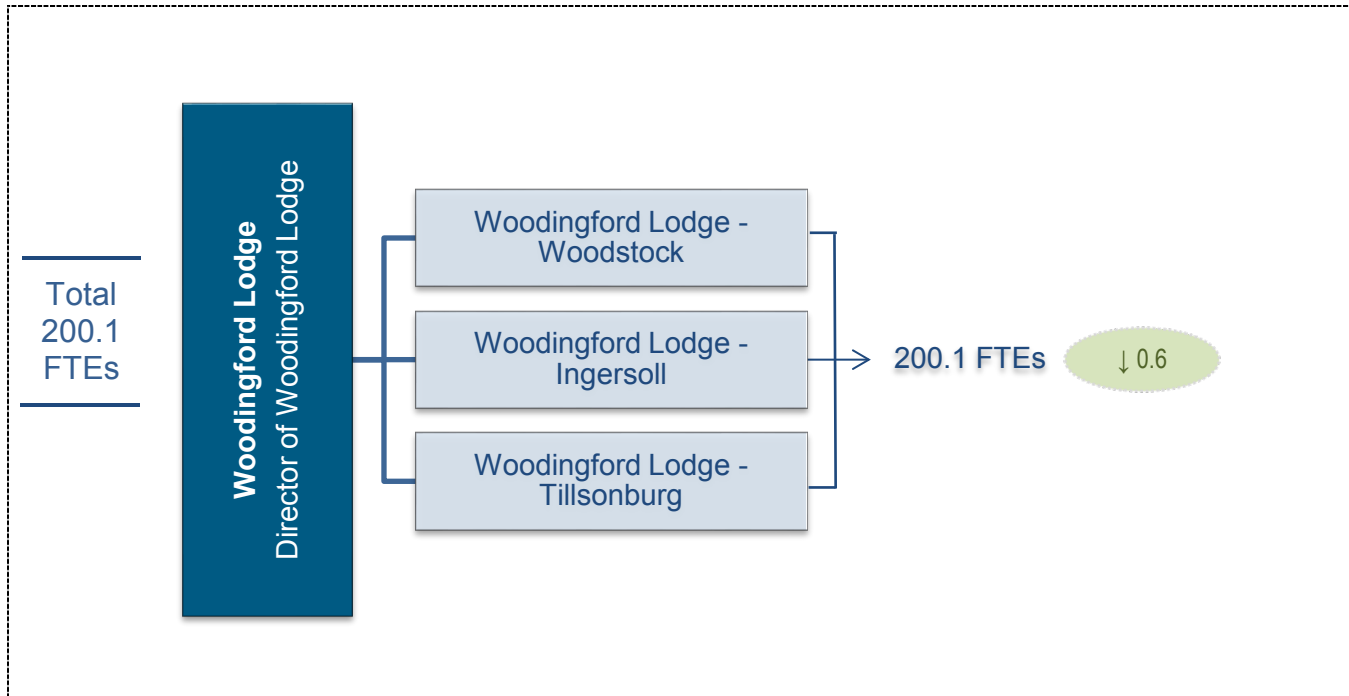
<sup>1</sup> Includes salaries & benefits, operating & program expenses, debt repayment, capital

Services we provide

Services Provided	2018 Service Level Output
<b>Woodingford Lodge</b>	
- Long Term Care	→ 224 and 4 # of long term and short stay beds



How are we Organized?



**Reason for change**

- **Addition of 0.6 FTE** RPN Part-time Family Transition Program.
- **Reduction of 1.2 FTE** Reorganization due to funding envelope changes.

## 2020 Woodingford Lodge Capital Plan

Project # and Name	Description	Asset Activity	Asset Rating	Total	2020 New Request	2021	2022-2029
983960 – Woodingford Lodge Furnishings	Various furnishings including chairs, bed & mattress replacements, and bath furniture at all 3 sites	Replacement	Fair	\$250,138	\$250,138		
983950 – Woodingford Lodge Equipment	Various equipment including lifts, bariatric equipment, washer and dryer at all 3 sites	Replacement	Fair	\$145,995	\$145,995		
981230 – Computer Equipment	Ipad for Volgistics Subscription	Expansion	N/A	\$1,400	\$1,400		

## WOODINGFORD LODGE FIVE YEAR BUDGET PROJECTION

	2020 REQUESTED BUDGET	2021 PROJECTED BUDGET	2022 PROJECTED BUDGET	2023 PROJECTED BUDGET	2024 PROJECTED BUDGET
<b>REVENUES</b>					
GENERAL REVENUES	(18,191,171)	(18,115,421)	(18,175,988)	(18,237,164)	(18,298,949)
OTHER REVENUES	(653,833)	(752,209)	(679,375)	(465,730)	(440,940)
<b>TOTAL REVENUES</b>	<b>(18,845,004)</b>	<b>(18,867,630)</b>	<b>(18,855,363)</b>	<b>(18,702,894)</b>	<b>(18,739,889)</b>
<b>EXPENSES</b>					
SALARIES AND BENEFITS	20,420,944	20,601,414	20,917,452	21,238,314	21,268,726
OPERATING EXPENSES	4,496,940	4,556,035	4,643,702	4,719,616	4,777,998
DEBT REPAYMENT	2,159,866	2,122,713	2,086,186	2,049,558	776,033
CAPITAL	659,233	790,980	679,375	477,501	454,018
OTHER	598,465	533,576	629,848	604,074	636,500
INTERDEPARTMENTAL CHARGES	1,347,924	1,374,156	1,397,915	1,426,328	1,453,005
<b>TOTAL EXPENSES</b>	<b>29,683,372</b>	<b>29,978,874</b>	<b>30,354,478</b>	<b>30,515,391</b>	<b>29,366,280</b>
<b>TOTAL WOODINGFORD LODGE</b>	<b>10,838,368</b>	<b>11,111,244</b>	<b>11,499,115</b>	<b>11,812,497</b>	<b>10,626,391</b>



Services Overview



Key Performance Indicators

	2017 Actual	2018 Actual	2019 Forecast	2020 Budget	2021 Budget	Target
% of Resident and Family Global Satisfaction	86.0%	90.0%	90.2%	90.4%	91.6%	100%
% of Residents and Families who would recommend living at Woodingford Lodge to others	88.0%	90.0%	90.3%	90.5%	91.7%	100%
% of Staff who indicate Job Satisfaction based on the Employee Engagement Survey regarding Work Life	75.8%	75.8%	75.8%	75.8%	75.8%	80%

Goals and Objectives

Description	2020	2021	2022	Strategic Plan	Other Plan Alignment
<p><b>Policy Changes to Increase Flexibility and Funding</b> Meet or exceed ministerial benchmarks for Effective Transitions; Resident Experience; Medication Safety and Safe Care.</p>	●	●	●	A County that Performs and Delivers Results	Long-Term Care Homes Act, 2007
<p><b>Enhanced Delivery of Care Utilizing Best Practice</b> To sustain Best Practice Guidelines and implement additional Best Practice Guidelines.</p>	●	●	●	A County that Performs and Delivers Results	RANO Best Practice Spotlight Organization Designation
<p><b>Address Hallway Medicine in Geriatric Care</b> Seek both financial sustainability and ministerial endorsement to support the Family Transition Pilot Program.</p>	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	Community Homelessness Prevention Initiative
<p><b>Environmental Sustainability Initiatives</b> Implement research based solutions to expand organic waste diversion beyond the resident nutritional services to include all areas of Woodingford Lodge.</p>	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	
<p><b>Creating Enhanced Mental Health Focus</b> Offer Mental Health First Aid (MHFA) Seniors Course to all staff with an in-house trainer.</p>	●	●	●	A County that Employs People Who Make a Positive Difference	Employee Engagement Survey Results of 2017
<p><b>Collaborative and Supportive Care Delivery</b> Partner with Human Services to provide support services to individuals to help address mental health concerns with use of remote psychiatry to ensure stability and mental health needs.</p>	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	Connecting Care Act, 2019
<p><b>Develop an Intercommunity of Wellness</b> Identify and build on opportunities to formulate a partnership in the development of the Campus of Care and Wellness.</p>	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	Community Sustainability Plan

## Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
<b>2019 Approved Budget</b>	<b>28,761,784</b>	<b>485,879</b>	<b>29,247,663</b>	<b>18,183,591</b>	<b>11,064,072</b>	
<b>Base Budget Changes</b>	<b>211,286</b>	<b>173,354</b>	<b>384,640</b>	<b>596,649</b>	<b>(212,009)</b>	<b>(1.9%)</b>
<b>New Initiative</b>						
WFL-Third party short term income protection benefits adjudication for Woodingford Lodge – Trial (HR)	16,000	-	16,000	-	16,000	0.1%
	<b>16,000</b>	<b>-</b>	<b>16,000</b>	<b>-</b>	<b>16,000</b>	<b>0.1%</b>
<b>Service Level</b>						
WFL-Adjustment of hours to actual schedule	(32,190)	-	(32,190)	-	(32,190)	(0.3%)
WFL-Woodingford Lodge reorganization due to funding changes	(99,605)	-	(99,605)	-	(99,605)	(0.9%)
WFL-Additional FTE for the Family Transition Program pilot	64,764	-	64,764	64,764	-	0.0%
	<b>(67,031)</b>	<b>-</b>	<b>(67,031)</b>	<b>64,764</b>	<b>(131,795)</b>	<b>(1.2%)</b>
<b>One-time Items</b>						
WFL-Replacement of cell phones - renewal	-	2,100	2,100	-	2,100	0.0%
WFL-Additional capital requirements over reserve balance	-	100,000	100,000	-	100,000	0.9%
	<b>-</b>	<b>102,100</b>	<b>102,100</b>	<b>-</b>	<b>102,100</b>	<b>0.9%</b>
<b>2020 Requested Budget</b>	<b>28,922,039</b>	<b>761,333</b>	<b>29,683,372</b>	<b>18,845,004</b>	<b>10,838,368</b>	<b>(2.0%)</b>
\$	<b>160,255</b>	<b>275,454</b>	<b>435,709</b>	<b>661,413</b>	<b>(225,704)</b>	
%	<b>0.6%</b>	<b>56.7%</b>	<b>1.5%</b>	<b>3.6%</b>	<b>(2.0%)</b>	

# WOODINGFORD LODGE

## 2020 BUDGET REPORT

	2019	2019	2020	BUDGET	BUDGET
	FORECAST	BUDGET	REQUESTED	VARIANCE	% VARIANCE
			BUDGET		
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
PROVINCIAL GRANTS	(12,313,351)	(12,050,523)	(12,194,228)	(143,705)	1.2%
USER FEES AND CHARGES	(5,875,394)	(5,696,007)	(5,996,943)	(300,936)	5.3%
OTHER REVENUE	(2,035)	-	-	-	- %
<b>TOTAL GENERAL REVENUES</b>	<b>(18,190,780)</b>	<b>(17,746,530)</b>	<b>(18,191,171)</b>	<b>(444,641)</b>	<b>2.5%</b>
<b>OTHER REVENUES</b>					
CAPITAL RESERVE TRANSFER	(447,650)	(437,061)	(653,833)	(216,772)	49.6%
<b>TOTAL OTHER REVENUES</b>	<b>(447,650)</b>	<b>(437,061)</b>	<b>(653,833)</b>	<b>(216,772)</b>	<b>49.6%</b>
<b>TOTAL REVENUES</b>	<b>(18,638,430)</b>	<b>(18,183,591)</b>	<b>(18,845,004)</b>	<b>(661,413)</b>	<b>3.6%</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	16,059,722	16,021,014	16,274,458	253,444	1.6%
BENEFITS	3,642,974	4,120,158	4,146,486	26,328	0.6%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>19,702,696</b>	<b>20,141,172</b>	<b>20,420,944</b>	<b>279,772</b>	<b>1.4%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	2,784,789	2,958,765	2,803,572	(155,193)	(5.2%)
CONTRACTED SERVICES	1,614,812	1,661,545	1,693,368	31,823	1.9%
RENTS AND FINANCIAL EXPENSES	48	-	-	-	- %
<b>TOTAL OPERATING EXPENSES</b>	<b>4,399,649</b>	<b>4,620,310</b>	<b>4,496,940</b>	<b>(123,370)</b>	<b>(2.7%)</b>
<b>DEBT REPAYMENT</b>					
PRINCIPAL REPAYMENT	1,632,655	1,632,655	1,689,292	56,637	3.5%
INTEREST REPAYMENT	563,702	563,702	470,574	(93,128)	(16.5%)
<b>TOTAL DEBT REPAYMENT</b>	<b>2,196,357</b>	<b>2,196,357</b>	<b>2,159,866</b>	<b>(36,491)</b>	<b>(1.7%)</b>
<b>CAPITAL</b>					
BUILDING	140,018	128,000	261,700	133,700	104.5%
FURNISHINGS AND EQUIPMENT	349,121	355,779	397,533	41,754	11.7%
<b>TOTAL CAPITAL</b>	<b>489,139</b>	<b>483,779</b>	<b>659,233</b>	<b>175,454</b>	<b>36.3%</b>
<b>OTHER</b>					
CONTRIBUTIONS TO CAPITAL RESERVES	462,330	462,330	598,465	136,135	29.4%
<b>TOTAL OTHER</b>	<b>462,330</b>	<b>462,330</b>	<b>598,465</b>	<b>136,135</b>	<b>29.4%</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	1,339,552	1,343,715	1,347,924	4,209	0.3%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>1,339,552</b>	<b>1,343,715</b>	<b>1,347,924</b>	<b>4,209</b>	<b>0.3%</b>
<b>TOTAL EXPENSES</b>	<b>28,589,723</b>	<b>29,247,663</b>	<b>29,683,372</b>	<b>435,709</b>	<b>1.5%</b>
<b>TOTAL WOODINGFORD LODGE</b>	<b>9,951,293</b>	<b>11,064,072</b>	<b>10,838,368</b>	<b>(225,704)</b>	<b>(2.0%)</b>

# WOODINGFORD LODGE

## 2020 SUMMARY PER DIEM REPORT

	2019 FORECAST	2019 BUDGET	2020 BUDGET	PER DIEM 2019 FORECAST	PER DIEM 2019 BUDGET	PER DIEM 2020 BUDGET
<b>NURSING AND PERSONAL</b>						
FUNDING						
MINISTRY	(9,358,307)	(9,154,723)	(9,204,152)	(112.15)	(109.71)	(110.60)
<b>TOTAL FUNDING</b>	<b>(9,358,307)</b>	<b>(9,154,723)</b>	<b>(9,204,152)</b>	<b>(112.15)</b>	<b>(109.71)</b>	<b>(110.60)</b>
EXPENSES						
OPERATING EXPENSES	14,954,700	15,391,465	15,677,853	179.21	184.44	188.39
<b>TOTAL EXPENSES</b>	<b>14,954,700</b>	<b>15,391,465</b>	<b>15,677,853</b>	<b>179.21</b>	<b>184.44</b>	<b>188.39</b>
<b>TOTAL</b>	<b>5,596,393</b>	<b>6,236,742</b>	<b>6,473,701</b>	<b>67.06</b>	<b>74.74</b>	<b>77.79</b>
<b>PROGRAM SUPPORT AND SERVICES</b>						
FUNDING						
MINISTRY	(1,013,427)	(1,013,328)	(1,013,460)	(12.14)	(12.14)	(12.18)
<b>TOTAL FUNDING</b>	<b>(1,013,427)</b>	<b>(1,013,328)</b>	<b>(1,013,460)</b>	<b>(12.14)</b>	<b>(12.14)</b>	<b>(12.18)</b>
EXPENSES						
OPERATING EXPENSES	1,198,185	1,255,121	1,119,425	14.36	15.04	13.45
<b>TOTAL EXPENSES</b>	<b>1,198,185</b>	<b>1,255,121</b>	<b>1,119,425</b>	<b>14.36</b>	<b>15.04</b>	<b>13.45</b>
<b>TOTAL</b>	<b>184,758</b>	<b>241,793</b>	<b>105,965</b>	<b>2.21</b>	<b>2.90</b>	<b>1.27</b>
<b>RAW FOOD</b>						
FUNDING						
MINISTRY	(793,908)	(793,908)	(793,908)	(9.51)	(9.51)	(9.54)
<b>TOTAL FUNDING</b>	<b>(793,908)</b>	<b>(793,908)</b>	<b>(793,908)</b>	<b>(9.51)</b>	<b>(9.51)</b>	<b>(9.54)</b>
EXPENSES						
OPERATING EXPENSES	824,547	821,277	821,277	9.88	9.84	9.87
<b>TOTAL EXPENSES</b>	<b>824,547</b>	<b>821,277</b>	<b>821,277</b>	<b>9.88</b>	<b>9.84</b>	<b>9.87</b>
<b>TOTAL</b>	<b>30,639</b>	<b>27,369</b>	<b>27,369</b>	<b>0.37</b>	<b>0.33</b>	<b>0.33</b>
<b>OTHER ACCOMMODATIONS</b>						
FUNDING						
MINISTRY	(189,903)	(102,264)	(185,687)	(2.28)	(1.23)	(2.23)
RESIDENT	(5,875,394)	(5,696,007)	(5,996,943)	(70.41)	(68.26)	(72.06)
OTHER	(98,541)	(125,000)	(135,721)	(1.18)	(1.50)	(1.63)
<b>TOTAL FUNDING</b>	<b>(6,163,838)</b>	<b>(5,923,271)</b>	<b>(6,318,351)</b>	<b>(73.86)</b>	<b>(70.98)</b>	<b>(75.92)</b>
EXPENSES						
OPERATING EXPENSES	8,968,284	9,146,382	9,251,118	107.47	109.61	111.16
<b>TOTAL EXPENSES</b>	<b>8,968,284</b>	<b>9,146,382</b>	<b>9,251,118</b>	<b>107.47</b>	<b>109.61</b>	<b>111.16</b>
<b>TOTAL</b>	<b>2,804,446</b>	<b>3,223,111</b>	<b>2,932,767</b>	<b>33.61</b>	<b>38.62</b>	<b>35.24</b>
<b>DEBT REPAYMENT</b>						
FUNDING						
MINISTRY	(861,300)	(861,300)	(861,300)	(10.32)	(10.32)	(10.35)
<b>TOTAL FUNDING</b>	<b>(861,300)</b>	<b>(861,300)</b>	<b>(861,300)</b>	<b>(10.32)</b>	<b>(10.32)</b>	<b>(10.35)</b>
EXPENSES						
OPERATING EXPENSES	2,196,357	2,196,357	2,159,866	26.32	26.32	25.95
<b>TOTAL EXPENSES</b>	<b>2,196,357</b>	<b>2,196,357</b>	<b>2,159,866</b>	<b>26.32</b>	<b>26.32</b>	<b>25.95</b>
<b>TOTAL</b>	<b>1,335,057</b>	<b>1,335,057</b>	<b>1,298,566</b>	<b>16.00</b>	<b>16.00</b>	<b>15.60</b>
<b>TOTAL</b>	<b>9,951,293</b>	<b>11,064,072</b>	<b>10,838,368</b>	<b>119.25</b>	<b>132.59</b>	<b>130.24</b>

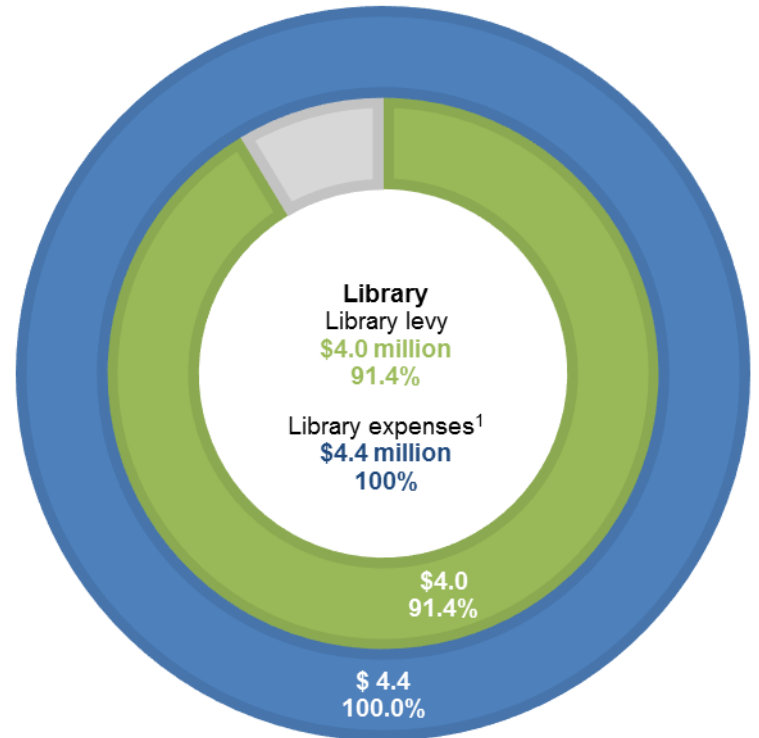


# 2020 Library Business Plan and Budget



Department Overview

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.

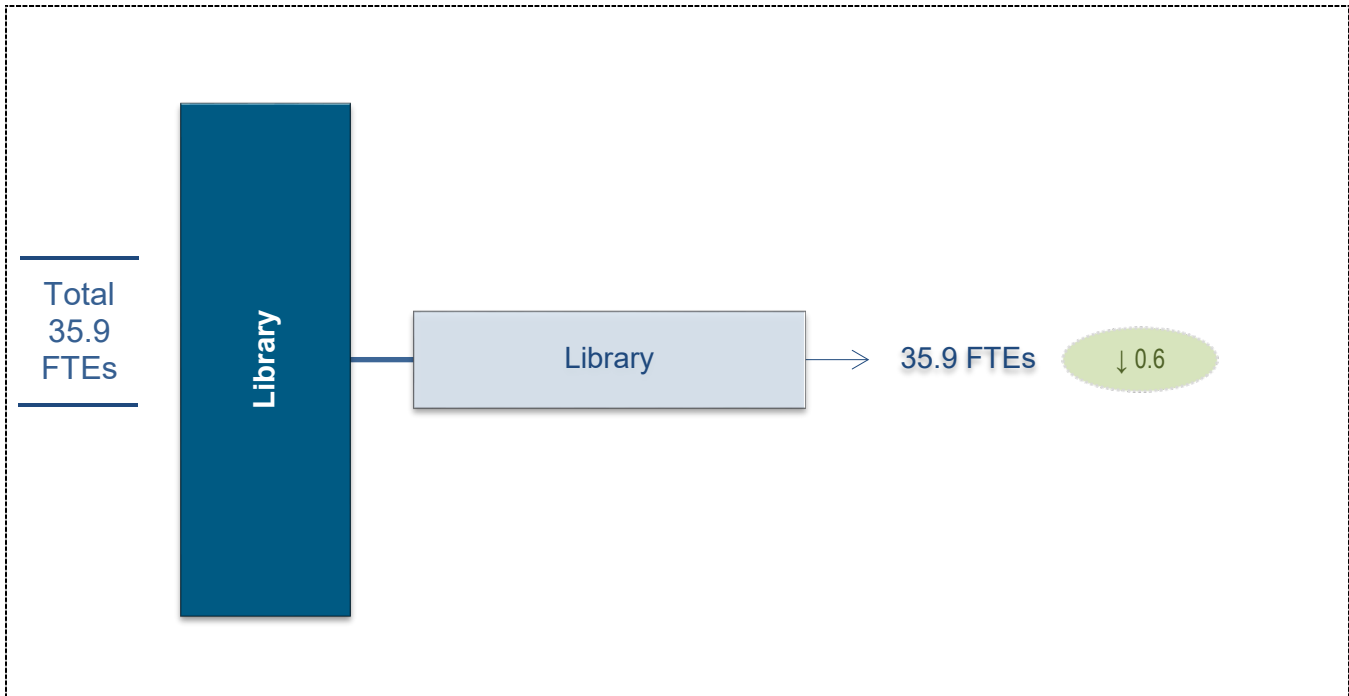


<sup>1</sup> Includes salaries & benefits, operating & program expenses, debt repayment, capital

Services we provide

Services Provided	2018 Service Level Output
<b>Library</b>	
- Library Collections	→ 569,316 Items borrowed
- Library Programming	→ 33,600 and 2,844 People attended and programs
- Library Reference and Information	→ 393,288 Research database uses
- Library Public Space Access	→ 1,303 Library room rentals for public use
- Library Technology Access and Coaching	→ 97,643 and 1,313 Wired or wireless computer session and coaching sessions

How are we Organized?



**Reason for change**

- **Reduction of 0.6 FTE Part-time** - Branch staff hours allocation to reflect 2019 actuals.

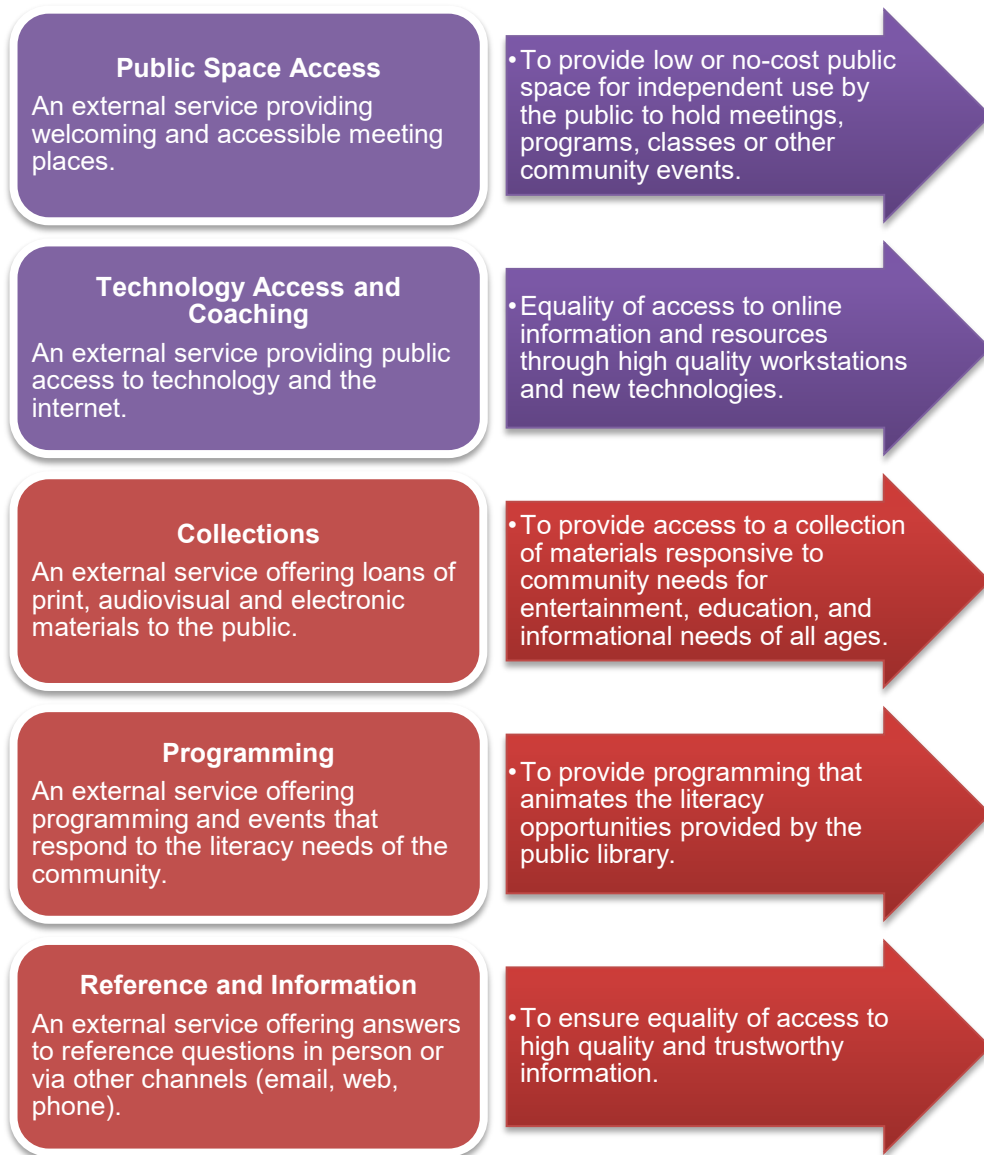


# LIBRARY

## FIVE YEAR BUDGET PROJECTION

	2020 REQUESTED BUDGET	2021 PROJECTED BUDGET	2022 PROJECTED BUDGET	2023 PROJECTED BUDGET	2024 PROJECTED BUDGET
<b>REVENUES</b>					
GENERAL REVENUES	(178,389)	(196,889)	(205,289)	(184,889)	(215,889)
OTHER REVENUES	(198,222)	(510,977)	(171,401)	(90,511)	(139,000)
<b>TOTAL REVENUES</b>	<b>(376,611)</b>	<b>(707,866)</b>	<b>(376,690)</b>	<b>(275,400)</b>	<b>(354,889)</b>
<b>EXPENSES</b>					
SALARIES AND BENEFITS	2,481,471	2,488,543	2,545,453	2,596,073	2,643,633
OPERATING EXPENSES	597,101	590,951	593,551	596,151	593,751
DEBT REPAYMENT	152,441	147,198	115,020	84,730	-
CAPITAL	70,000	375,000	76,000	5,000	175,000
OTHER	67,000	67,000	67,000	67,000	67,000
INTERDEPARTMENTAL CHARGES	1,002,606	998,702	1,031,519	1,029,581	1,046,117
<b>TOTAL EXPENSES</b>	<b>4,370,619</b>	<b>4,667,394</b>	<b>4,428,543</b>	<b>4,378,535</b>	<b>4,525,501</b>
<b>TOTAL LIBRARY</b>	<b>3,994,008</b>	<b>3,959,528</b>	<b>4,051,853</b>	<b>4,103,135</b>	<b>4,170,612</b>

Services Overview



Key Performance Indicators

	2017 Actual	2018 Actual	2019 Forecast	2020 Budget	2021 Budget	Target
Number of active library cards	16,302	16,535	16,600	16,800	17,000	↑
% of collection purchase requests filled	92.6%	88.0%	85.0%	85.0%	85.0%	85%
Physical & electronic materials circulation	562,354	569,316	580,000	590,000	600,000	↑
Branch attendance	310,019	288,745	280,000	290,000	300,000	↑
Number of programs offered	2,890	2,844	2,900	2,900	3,000	↑
Attendance at programs	30,084	33,600	34,000	34,000	35,000	↑
Attendance at Tech Coaching Sessions	823	1,313	1,400	1,500	1,600	↑

Goals and Objectives

Description	2020	2021	2022	Strategic Plan	Other Plan Alignment
<p><b>Undertake Community and Stakeholder Consultations</b> Articulate the value and impacts of existing library services. Understand community needs and service gaps. Identify community-driven program and service opportunities.</p>	●			A County that Informs and Engages	<p><b>FutureOxford</b> Community Sustainability Plan Promote Engagement in Decisions that Affect the Public Good</p>
<p><b>Comprehensive Review and Inventory of Technology Resources and Services</b> Conduct a thorough IT inventory. Study best practices, new material formats (Including assistive devices), accessibility issues, and advances in information technology. Develop an IT Plan.</p>	●			A County that is Well Connected	
<p><b>Technology Leadership – Develop Staff Expertise</b> Establish technology core competencies. Identify staff training needs and opportunities. Develop staff training program.</p>	●			A County that Employs People Who Make a Positive Difference	
<p><b>Development and Implement a Communications and Awareness Plan based on the Library Brand: Connect. Discover. Share. Become.</b> Will build upon the efforts of Goal #1 (community and stakeholder consultations). Patron stories and value statements gleaned through consultation process will form the basis of marketing efforts.</p>	●	●	●	A County that Informs and Engages	<p><b>FutureOxford</b> Community Sustainability Plan Promote Engagement in Decisions that Affect the Public Good</p>
<p><b>Pursue Provincial Reaccreditation</b> Ontario Public Library Guidelines 7<sup>th</sup> ed. Deadline Q4 2020.</p>	●			A County that Performs and Delivers Results	
<p><b>Policy Review</b> Adopt the Turning Outward approach to policy review. Review policies through a variety of lenses. Engage with public and staff. Identify and discuss policies, practices, serves and attitudes that inhibit inclusion.</p>	●	●	●	A County that Performs and Delivers Results	<p><b>Committed to</b> 100% RE   Zero Waste   Zero Poverty</p>

### Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
<b>2019 Approved Budget</b>	<b>4,205,928</b>	<b>83,000</b>	<b>4,288,928</b>	<b>381,993</b>	<b>3,906,935</b>	
<b>Base Budget Changes</b>	<b>64,981</b>	<b>(13,000)</b>	<b>51,981</b>	<b>(6,582)</b>	<b>58,563</b>	<b>1.5%</b>
<b>Service Level</b>						
LIB-Community Employment Services	-	-	-	1,200	(1,200)	(0.0%)
LIB-Branch hours adjustments	(4,290)	-	(4,290)	-	(4,290)	(0.1%)
LIB-Security measures	10,000	-	10,000	-	10,000	0.3%
LIB-Additional training for patron computer troubleshooting program	11,000	-	11,000	-	11,000	0.3%
LIB-Library survey	-	5,000	5,000	-	5,000	0.1%
LIB-Increased library advertising	4,000	-	4,000	-	4,000	0.1%
	<b>20,710</b>	<b>5,000</b>	<b>25,710</b>	<b>1,200</b>	<b>24,510</b>	<b>0.6%</b>
<b>Provincial Funding</b>						
LIB-Library SOLS program provincial impacts	4,000	-	4,000	-	4,000	0.1%
	<b>4,000</b>	<b>-</b>	<b>4,000</b>	<b>-</b>	<b>4,000</b>	<b>0.1%</b>
<b>2020 Requested Budget</b>	<b>4,295,619</b>	<b>75,000</b>	<b>4,370,619</b>	<b>376,611</b>	<b>3,994,008</b>	<b>2.2%</b>
<b>\$</b>	<b>89,691</b>	<b>(8,000)</b>	<b>81,691</b>	<b>(5,382)</b>	<b>87,073</b>	
<b>%</b>	<b>2.1%</b>	<b>(9.6%)</b>	<b>1.9%</b>	<b>(1.4%)</b>	<b>2.2%</b>	

# LIBRARY

## 2020 BUDGET REPORT

	2019 FORECAST	2019 BUDGET	2020 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
PROVINCIAL GRANTS	(138,904)	(138,904)	(138,904)	-	- %
USER FEES AND CHARGES	(45,184)	(73,289)	(35,885)	37,404	(51.0%)
NET INVESTMENT INCOME	(1,500)	-	-	-	- %
OTHER REVENUE	(85,998)	(8,600)	(3,600)	5,000	(58.1%)
<b>TOTAL GENERAL REVENUES</b>	<b>(271,586)</b>	<b>(220,793)</b>	<b>(178,389)</b>	<b>42,404</b>	<b>(19.2%)</b>
<b>OTHER REVENUES</b>					
DEVELOPMENT CHARGES	(265,639)	(78,200)	(153,222)	(75,022)	95.9%
RESERVE TRANSFER	(4,056)	-	-	-	- %
CAPITAL RESERVE TRANSFER	(66,000)	(83,000)	(45,000)	38,000	(45.8%)
<b>TOTAL OTHER REVENUES</b>	<b>(335,695)</b>	<b>(161,200)</b>	<b>(198,222)</b>	<b>(37,022)</b>	<b>23.0%</b>
<b>TOTAL REVENUES</b>	<b>(607,281)</b>	<b>(381,993)</b>	<b>(376,611)</b>	<b>5,382</b>	<b>(1.4%)</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	1,918,059	2,003,200	2,034,026	30,826	1.5%
BENEFITS	428,526	456,865	447,445	(9,420)	(2.1%)
<b>TOTAL SALARIES AND BENEFITS</b>	<b>2,346,585</b>	<b>2,460,065</b>	<b>2,481,471</b>	<b>21,406</b>	<b>0.9%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	594,971	545,245	572,209	26,964	4.9%
CONTRACTED SERVICES	20,392	19,392	24,892	5,500	28.4%
<b>TOTAL OPERATING EXPENSES</b>	<b>615,363</b>	<b>564,637</b>	<b>597,101</b>	<b>32,464</b>	<b>5.7%</b>
<b>DEBT REPAYMENT</b>					
PRINCIPAL REPAYMENT	137,458	137,458	137,458	-	- %
INTEREST REPAYMENT	20,134	20,134	14,983	(5,151)	(25.6%)
<b>TOTAL DEBT REPAYMENT</b>	<b>157,592</b>	<b>157,592</b>	<b>152,441</b>	<b>(5,151)</b>	<b>(3.3%)</b>
<b>CAPITAL</b>					
BUILDING	66,000	83,000	45,000	(38,000)	(45.8%)
FURNISHINGS AND EQUIPMENT	5,818	-	25,000	25,000	- %
<b>TOTAL CAPITAL</b>	<b>71,818</b>	<b>83,000</b>	<b>70,000</b>	<b>(13,000)</b>	<b>(15.7%)</b>
<b>OTHER</b>					
CONTRIBUTIONS TO RESERVES	150,498	-	-	-	- %
CONTRIBUTIONS TO CAPITAL RESERVES	254,439	67,000	67,000	-	- %
<b>TOTAL OTHER</b>	<b>404,937</b>	<b>67,000</b>	<b>67,000</b>	<b>-</b>	<b>- %</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	917,921	956,634	1,002,606	45,972	4.8%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>917,921</b>	<b>956,634</b>	<b>1,002,606</b>	<b>45,972</b>	<b>4.8%</b>
<b>TOTAL EXPENSES</b>	<b>4,514,216</b>	<b>4,288,928</b>	<b>4,370,619</b>	<b>81,691</b>	<b>1.9%</b>
<b>TOTAL LIBRARY</b>	<b>3,906,935</b>	<b>3,906,935</b>	<b>3,994,008</b>	<b>87,073</b>	<b>2.2%</b>



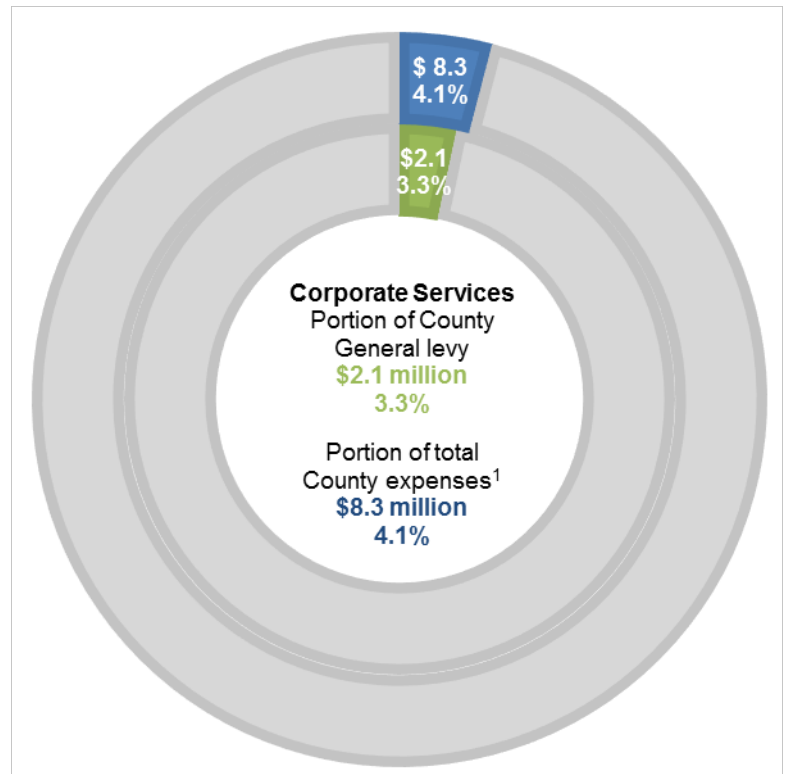


# 2020 Corporate Services Business Plan and Budget



Department Overview

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



<sup>1</sup> Includes salaries & benefits, operating & program expenses, debt repayment, capital

**Clerks** oversees and manages the legislative process and related activities of Council, providing secretarial 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. In addition to corporate records, Archives maintains collections related to local history. The disparate archival collections support the cultural, administrative, financial, legal, social, historical and educational heritage of the County and its Area Municipalities.

**Customer Service** is committed to supporting a culture of performance excellence and continuous improvement. Monitors and reports the value and satisfaction of all services in meeting the needs of residents, stakeholders and employees of the County and Area Municipalities

**Information Technology** provides professional support services including: computer and other technology equipment related support for County Council, County departments, and staff. Provide network support and internet access to all County facilities, Area Municipal facilities, and community partners in Oxford County.

**Information Services** provide professional support services including: Geographic Information System (GIS) and application development and programming support to County Council, County departments, staff, Area Municipalities and community partners.

**Provincial Offences Administration** is responsible for the delivery of the administrative, prosecutorial, and court support functions as prescribed under the *Provincial Offences Act*.

**Finance** provides professional support services including: payroll, accounts receivable, accounts payable, budgeting, financial analysis, financial reporting and financial statement preparation.

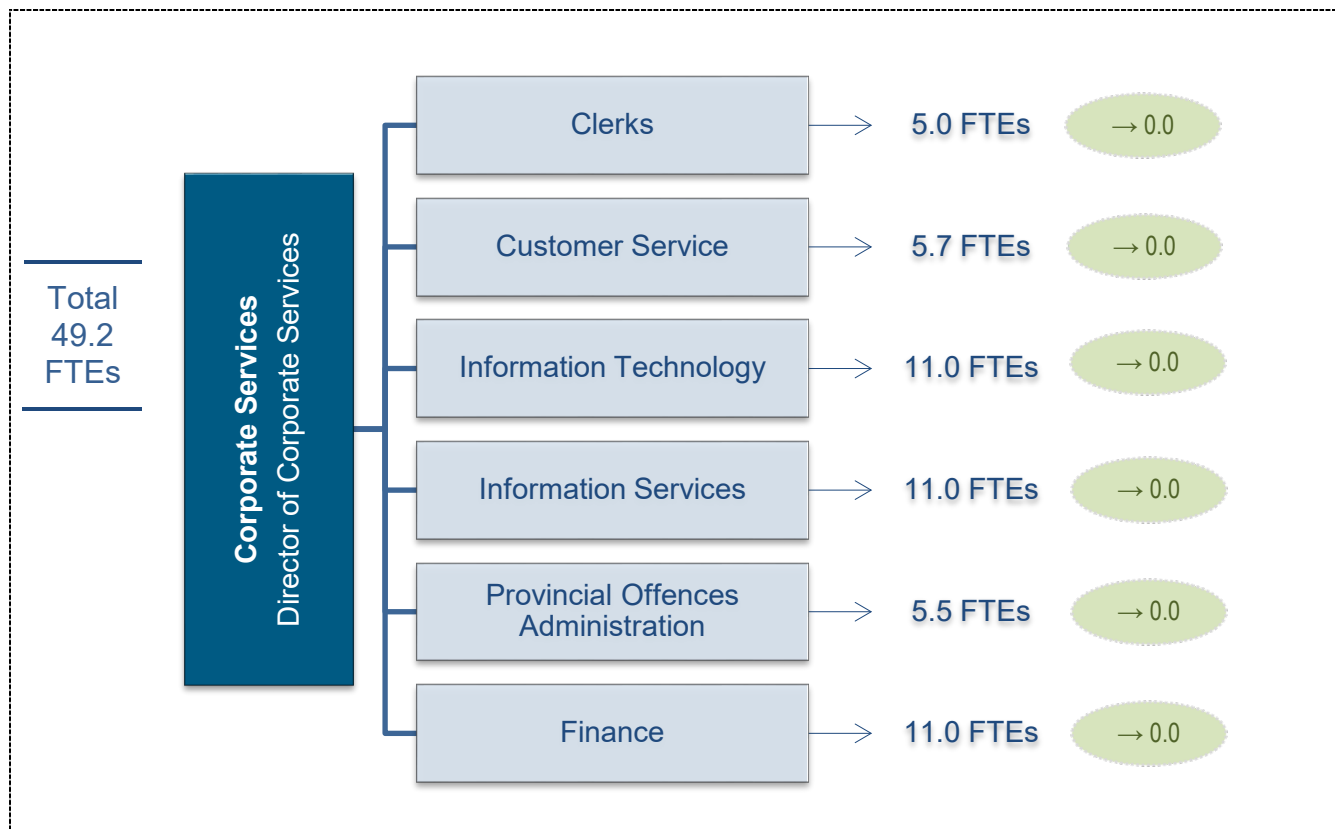


## Services we provide

Services Provided	2018 Service Level Output	
<b>Clerks</b>		
- Archives Outreach and Programming	→	15 Programmed activities
- Archives Reference and Information	→	615 Information requests
- Archives Collections and Resource Management	→	1,268 Records managed (sq. ft.)
- Council Support	→	24 Council meetings
- Records Management	→	1,499 and 520,163 Records managed (sq. ft and # of electronic)
- Risk Management	→	4 Claims resolved
<b>Customer Service</b>		
- Administrative Support	→	2,389 Service requests initiated
<b>Information Technology</b>		
- IT Infrastructure	→	457 Managed devices
<b>Information Services</b>		
- Business Applications	→	31 Business applications provided
<b>POA</b>		
- Court Administration and Prosecution	→	10,518 Charges received
<b>Finance</b>		
- Accounting	→	81,436 Transactions processed
- Fiscal Management	→	87 Financial reports completion
- Treasury	→	18 Accounts managed
<b>Assessment Management</b>		
- Assessment Base Management	→	114.9 and 1.0 New and retained assessment and annualized tax dollars (\$ million) (County and Are Municipal)

<sup>1</sup> Service requests initiated includes Cityworks, Cartograph and WorxHub

How are we Organized?

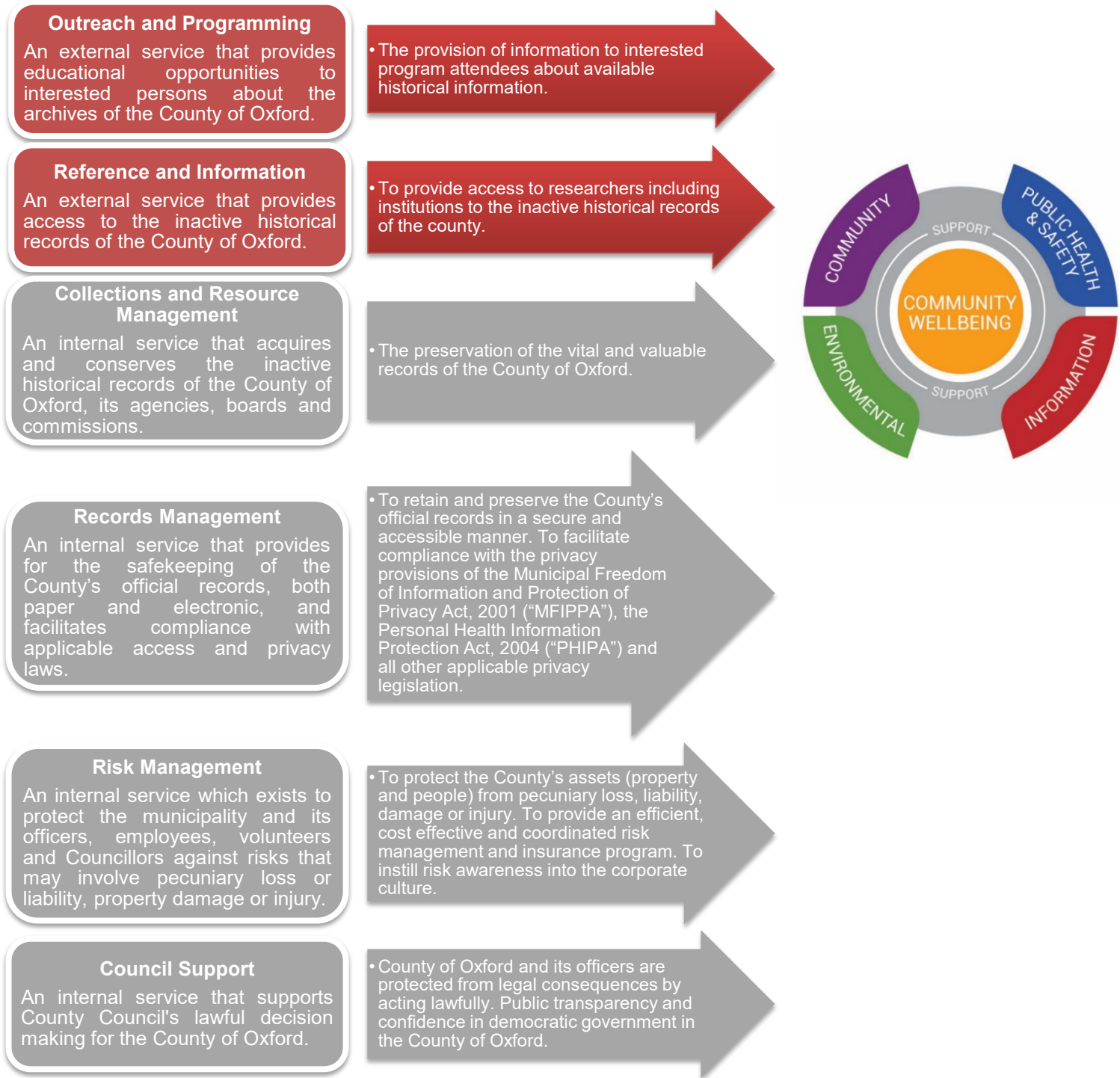


Project # and Name	Description	Asset Activity	Asset Rating	Total	2020 New Request	2021	2022-2029
<b>Clerks</b>							
Webcasting Equipment	Equipment for Webcasting of Council Meetings	Expansion	N/A	<b>\$20,000</b>	\$20,000		
<b>Information Technology</b>							
981230 – Computer Equipment	IT Replacement of computer equipment across the County	Replacement	Poor	<b>\$192,050</b>	\$192,050		
981230 – Computer Equipment	IT Storage Area Network Replacement	Replacement	Poor	<b>\$250,000</b>	\$250,000		
981230 – Computer Equipment	Library Wireless Printer and Self Check Out Unit	Expansion	N/A	<b>\$25,000</b>	\$25,000		
981230 – Computer Equipment	IT Handsets for phone system	Replacement	Poor	<b>\$5,000</b>	\$5,000		

## CORPORATE SERVICES FIVE YEAR BUDGET PROJECTION

	2020 REQUESTED BUDGET	2021 PROJECTED BUDGET	2022 PROJECTED BUDGET	2023 PROJECTED BUDGET	2024 PROJECTED BUDGET
<b>REVENUES</b>					
GENERAL REVENUES	(1,589,175)	(1,590,175)	(1,590,175)	(1,590,175)	(1,590,175)
OTHER REVENUES	(587,050)	(199,500)	(230,850)	(308,370)	(259,250)
INTERDEPARTMENTAL RECOVERIES	(4,063,156)	(4,092,439)	(4,159,274)	(4,237,107)	(4,315,375)
<b>TOTAL REVENUES</b>	<b>(6,239,381)</b>	<b>(5,882,114)</b>	<b>(5,980,299)</b>	<b>(6,135,652)</b>	<b>(6,164,800)</b>
<b>EXPENSES</b>					
SALARIES AND BENEFITS	4,665,265	4,790,366	4,905,836	5,018,544	5,122,415
OPERATING EXPENSES	2,443,338	2,173,317	2,249,517	2,226,942	2,284,542
CAPITAL	467,050	179,500	130,850	247,370	159,250
OTHER	215,488	215,488	215,488	215,488	215,488
INTERDEPARTMENTAL CHARGES	548,104	556,828	567,873	578,907	590,222
<b>TOTAL EXPENSES</b>	<b>8,339,245</b>	<b>7,915,499</b>	<b>8,069,564</b>	<b>8,287,251</b>	<b>8,371,917</b>
<b>TOTAL CORPORATE SERVICES</b>	<b>2,099,864</b>	<b>2,033,385</b>	<b>2,089,265</b>	<b>2,151,599</b>	<b>2,207,117</b>

Services Overview



Key Performance Indicators

	2017 Actual	2018 Actual	2019 Forecast	2020 Budget	2021 Budget	Target
Total funds in ARCHEION	52	56	70	73	75	↑
Presentations:						
- Education/youth groups	1	7	8	8	8	↑
- Misc. service clubs / organizations	0	8	18	18	18	↑
Special Projects:						
- Conservation and preservation of paper documents, photographs, and other media	4	1	3	3	3	↑
- Transcriptions/digitization	1	2	6	6	6	↑
- Preparation of special displays	2	4	5	5	5	↑
Research Inquiries:						
- Internal	140	125	150	150	150	↑
- Telephone	80	63	80	60	60	↑
- Mail/Email	145	262	250	250	250	↑
- Research	161	165	200	200	200	↑
- Visitors	230	242	250	250	250	↑
- Social Media	N/A	N/A	20	20	25	↑
Instagram Followers	N/A	N/A	510	600	700	↑
Claims against the Municipality	5	5	5	5	5	↓
Claims Closed	4	4	4	4	4	↑
Total MFIPPA requests for reporting year	15	17	25	25	25	N/A
Total PHIPA requests for reporting year	24	36	45	45	45	N/A
Percentage of MFIPPA responses within 30 day statutory time frame year	100%	100%	100%	100%	100%	100%
Records Managed (sq. ft)	1,421	1,499	1,779	1,500	1,400	↓
Records Managed (electronic)	474,866	520,163	544,806	575,000	600,000	↑

Goals and Objectives

Description	2020	2021	2022	Strategic Plan	Other Plan Alignment
<b>Records Management</b> <ul style="list-style-type: none"> <li>- Review Video Surveillance Policy</li> <li>- Assist in developing IT Disaster Recovery Policy</li> <li>- Develop Business Continuity Management Policy</li> <li>- Develop Corporate Complaints Policy</li> <li>- Develop Accessibility Standards for Customer Service</li> <li>- Review Records Management Retention Policy &amp; By-law</li> <li>- Review Risk Management Policy</li> <li>- Develop Cyber Security Policy</li> <li>- Laserfiche / TOMRMS review and update</li> </ul>	●			A County that Performs and Delivers Results	Risk Management Plan
<b>Processing Archives Collections</b> Arrangement and description of unprocessed collections with priority being given to records received from participating area municipalities, and repatriated records from the Archives of Ontario.	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	Service Delivery Review / SIO [A.R.04.00]
<b>Increase Social Media Presence</b> Increasing the Clerk's Department's web presence through social media and web site content.	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	
<b>Online Exhibit</b> Online gaol exhibit to include information on construction, day to day activities within the gaol.	●			A County that Thinks Ahead and Wisely Shapes the Future	
<b>Outreach</b> Continuing to formulate, promote and conduct outreach program for students, Woodingford Lodge residents, and community organizations (including partnership opportunities with County library, local museums and other heritage organizations and expand to elementary school students in 2020).	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	Service Delivery Review / SIO [AR.02.00]
<b>Webcasting Council meetings</b> Implement an internet stream of all Open meetings of Oxford County Council.	●			A County that Informs and Engages	

Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
<b>2019 Approved Budget</b>	<b>237,569</b>	<b>-</b>	<b>237,569</b>	<b>300</b>	<b>237,269</b>	
<b>Base Budget Changes</b>	<b>30,599</b>	<b>-</b>	<b>30,599</b>	<b>2,800</b>	<b>27,799</b>	<b>11.7%</b>
<b>Reorganization</b>						
CLK-Clerk Office reorganization	341,672	-	341,672	1,200	340,472	143.5%
<b>New Initiative</b>						
CLK-Webcasting of all open session council meetings	12,450	22,025	34,475	-	34,475	14.5%
	<b>12,450</b>	<b>22,025</b>	<b>34,475</b>	<b>-</b>	<b>34,475</b>	<b>14.5%</b>
<b>2020 Requested Budget</b>	<b>622,290</b>	<b>22,025</b>	<b>644,315</b>	<b>4,300</b>	<b>640,015</b>	<b>169.7%</b>
<b>\$</b>	<b>384,721</b>	<b>22,025</b>	<b>406,746</b>	<b>4,000</b>	<b>402,746</b>	
<b>%</b>	<b>161.9%</b>	<b>0.0%</b>	<b>171.2%</b>	<b>1333.3%</b>	<b>169.7%</b>	



## CLERKS 2020 BUDGET REPORT

	2019 FORECAST	2019 BUDGET	2020 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
USER FEES AND CHARGES	(1,000)	(300)	(4,300)	(4,000)	1,333.3%
<b>TOTAL GENERAL REVENUES</b>	<b>(1,000)</b>	<b>(300)</b>	<b>(4,300)</b>	<b>(4,000)</b>	<b>1,333.3%</b>
<b>TOTAL REVENUES</b>	<b>(1,000)</b>	<b>(300)</b>	<b>(4,300)</b>	<b>(4,000)</b>	<b>1,333.3%</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	122,444	121,912	356,920	235,008	192.8%
BENEFITS	34,500	32,427	100,070	67,643	208.6%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>156,944</b>	<b>154,339</b>	<b>456,990</b>	<b>302,651</b>	<b>196.1%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	13,744	14,157	38,626	24,469	172.8%
CONTRACTED SERVICES	-	-	2,700	2,700	- %
<b>TOTAL OPERATING EXPENSES</b>	<b>13,744</b>	<b>14,157</b>	<b>41,326</b>	<b>27,169</b>	<b>191.9%</b>
<b>CAPITAL</b>					
FURNISHINGS AND EQUIPMENT	-	-	20,000	20,000	- %
<b>TOTAL CAPITAL</b>	<b>-</b>	<b>-</b>	<b>20,000</b>	<b>20,000</b>	<b>- %</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	69,073	69,073	125,999	56,926	82.4%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>69,073</b>	<b>69,073</b>	<b>125,999</b>	<b>56,926</b>	<b>82.4%</b>
<b>TOTAL EXPENSES</b>	<b>239,761</b>	<b>237,569</b>	<b>644,315</b>	<b>406,746</b>	<b>171.2%</b>
<b>TOTAL CLERKS</b>	<b>238,761</b>	<b>237,269</b>	<b>640,015</b>	<b>402,746</b>	<b>169.7%</b>

<b>New Initiative:</b>	<b>Webcasting of All Open Session Council Meetings</b>
<b>Department/Division:</b>	<b>Corporate Services - Clerks</b>
<b>Strategic Plan Focus:</b>	<b>A County that Informs and Engages</b>
<b>Strategic Plan Objective:</b>	<i>4. i. Harness the power of the community through conversation and dialogue by: Providing multiple opportunities for public participation and a meaningful voice in civic affairs</i>

## **DESCRIPTION OF REQUEST**

For consideration and approval of audio/video recording equipment, license, annual support and service fees necessary to facilitate the webcasting of all Open Session meetings of Oxford County Council in the 2020 budget.

## **DISCUSSION**

### **Background**

In addition to keeping a record of all meetings, both open and closed, the Office of the Ombudsman strongly recommends audio or video recordings of all municipal council sessions as a best practice. Currently, only the regular daytime meetings of County Council are broadcasted by Rogers TV, leaving a gap for evening meetings and special budget meetings. If approved, in addition to webcasting on the County's website, Rogers would have the capability to broadcast all County Council meetings by connecting to the County's equipment.

### **Comments**

Based on the analysis and research undertaken by staff, it is determined that webcasting Council meetings, including archiving recordings utilizing a hosted service would be the preferred and most appropriate option for Council to consider.

A hosted service involves the County entering into an agreement with eScribe, the service provider of our cloud-based meeting and agenda management tool, where the County would receive professional service and support, expertise, storage and bandwidth. A hosted service would provide the necessary on-going technical support and assistance for staff to address technical challenges and troubleshooting.

At this time a minimal approach is recommended with only one fixed camera being installed near the back of the room. The system can be upgraded in the future to add additional cameras and equipment to broaden the span of video coverage in the Chambers. Since the proposed system is compatible with our current audio system, there would be no additional expense for microphones.

As the recordings would be hosted through eScribe, the agenda and recordings are indexed to enhance user convenience – meaning the user can go directly to the point in the agenda for which they have an interest rather than spending time searching the entire recording.

The recording of all Open meetings of Council, including special public information sessions would allow members of the community with accessibility issues to watch from home or any location with access to the internet. It is recommended that the practice of moving to room 129 during Closed Session meetings continue as a precaution.

Staff have consulted with Rogers and they have no concerns with the proposal, confirming that there is no intent to resume coverage at all Council meetings. They also indicated the permanent recording equipment will make their set up and tear down process more efficient.

Installation of the equipment and broadcasting the meetings would encourage public confidence and strengthen the County's accountability and transparency mechanisms.

If approved, the target implementation would be Q2 of 2020.

### Conclusions

Based on the background and analysis as contained within this report, and in order to encourage increased awareness of Council activities, it is recommended that Council support the purchase of the camera recording equipment and annual licencing, support and service fees associated with this initiative.

### RISKS/IMPLICATIONS

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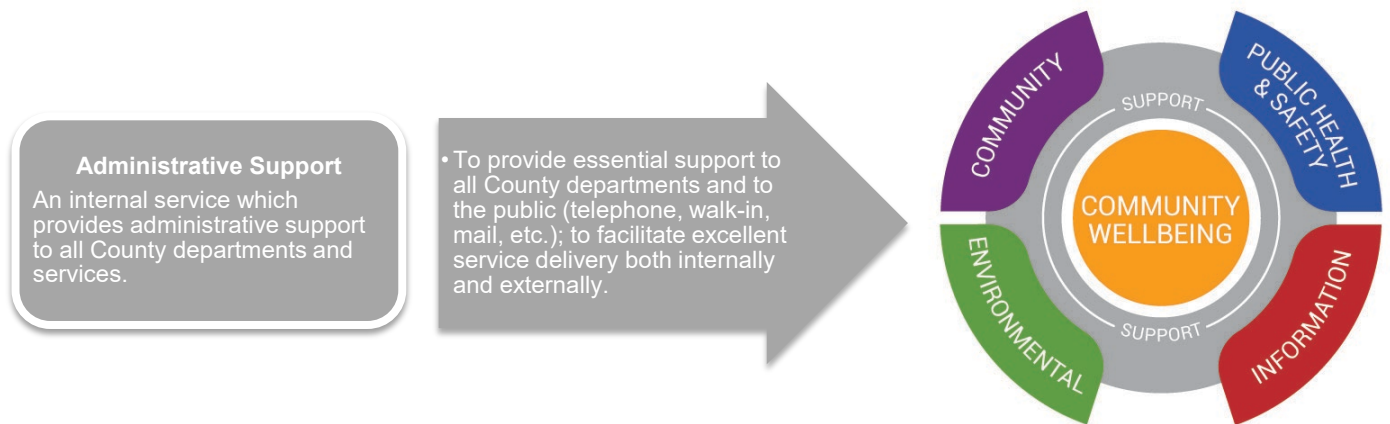
The only risk / implication of this decision is associated with additional costs to the County of Oxford as outlined in the budget requirements.

### BUDGET REQUIREMENTS

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	2020 One-time	2020 Base	Total
<b>Expenses</b>			
Camera equipment	\$20,000	\$-	\$20,000
Annual software and support fees	-	12,450	12,450
Implementation fees	2,025	-	2,025
<b>Total Expenses</b>	<b>\$22,025</b>	<b>\$12,450</b>	<b>\$34,475</b>
<b>County Levy</b>	<b>\$22,025</b>	<b>\$12,450</b>	<b>\$34,475</b>

Services Overview



Key Performance Indicators

	2017 Actual	2018 Actual	2019 Forecast	2020 Budget	2021 Budget	Target
Service Requests initiated at Customer Service <sup>1</sup>	2,505	2,389	2,400	2,500	2,500	N/A

<sup>1</sup> Includes Cityworks, Cartegraph and WorxHub

Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
<b>2019 Approved Budget</b>	748,568	-	748,568	748,568	-	
<b>Base Budget Changes</b>	19,551	-	19,551	(104,477)	124,028	0.0%
<b>Reorganization</b>						
CS-Clerk Office reorganization	(125,228)	-	(125,228)	(1,200)	(124,028)	0.0%
<b>2020 Requested Budget</b>	642,891	-	642,891	642,891	-	0.0%
\$	(105,677)	-	(105,677)	(105,677)	-	
%	(14.1%)	0.0%	(14.1%)	(14.1%)	0.0%	

## CUSTOMER SERVICE

### 2020 BUDGET REPORT

	2019 FORECAST	2019 BUDGET	2020 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
USER FEES AND CHARGES	(4,075)	(2,200)	(75)	2,125	(96.6%)
<b>TOTAL GENERAL REVENUES</b>	<b>(4,075)</b>	<b>(2,200)</b>	<b>(75)</b>	<b>2,125</b>	<b>(96.6%)</b>
<b>INTERDEPARTMENTAL RECOVERIES</b>					
INTERDEPARTMENTAL RECOVERIES	(746,368)	(746,368)	(642,816)	103,552	(13.9%)
<b>TOTAL INTERDEPARTMENTAL RECOVERIES</b>	<b>(746,368)</b>	<b>(746,368)</b>	<b>(642,816)</b>	<b>103,552</b>	<b>(13.9%)</b>
<b>TOTAL REVENUES</b>	<b>(750,443)</b>	<b>(748,568)</b>	<b>(642,891)</b>	<b>105,677</b>	<b>(14.1%)</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	431,340	492,030	442,337	(49,693)	(10.1%)
BENEFITS	116,719	142,697	124,220	(18,477)	(12.9%)
<b>TOTAL SALARIES AND BENEFITS</b>	<b>548,059</b>	<b>634,727</b>	<b>566,557</b>	<b>(68,170)</b>	<b>(10.7%)</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	16,505	22,161	16,828	(5,333)	(24.1%)
CONTRACTED SERVICES	5,285	2,700	6,106	3,406	126.1%
RENTS AND FINANCIAL EXPENSES	18,000	18,000	18,000	-	-
<b>TOTAL OPERATING EXPENSES</b>	<b>39,790</b>	<b>42,861</b>	<b>40,934</b>	<b>(1,927)</b>	<b>(4.5%)</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	70,980	70,980	35,400	(35,580)	(50.1%)
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>70,980</b>	<b>70,980</b>	<b>35,400</b>	<b>(35,580)</b>	<b>(50.1%)</b>
<b>TOTAL EXPENSES</b>	<b>658,829</b>	<b>748,568</b>	<b>642,891</b>	<b>(105,677)</b>	<b>(14.1%)</b>
<b>TOTAL CUSTOMER SERVICE</b>	<b>(91,614)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- %</b>

Services Overview



Key Performance Indicators

	2017 Actual	2018 Actual	2019 Forecast	2020 Budget	2021 Budget	Target
Network Connections – Municipal Shared Network	128	128	130	150	160	N/A
Network Devices – Municipal Shared Network	435	450	475	495	505	N/A
Email accounts hosted	1,400	1,263	1,483	1,500	1,600	N/A
Email messages (average/day)	12,129	4,734	4,800	5,000	5,200	N/A
SPAM Rejected (average/day)	31,454	9,128	7,489	7,500	7,600	N/A
Help desk support tickets	4,531	4,424	4,500	4,550	4,600	N/A
IT cost per multi-function copier/printer	\$5,378	\$5,460	\$5,220	\$5,467	\$5,467	N/A
IT operating cost per computer device	\$2,038	\$2,141	\$2,084	\$2,311	\$2,295	N/A

Goals and Objectives

Description	2020	2021	2022	Strategic Plan	Other Plan Alignment
<b>Cyber Security</b> Develop and implement a Cyber Security Policy.	●	●	●	A County that is Well Connected	
<b>VoIP Deployment</b> Continued deployment of new VoIP system to end points.	●			A County that is Well Connected	



Budget Impacts

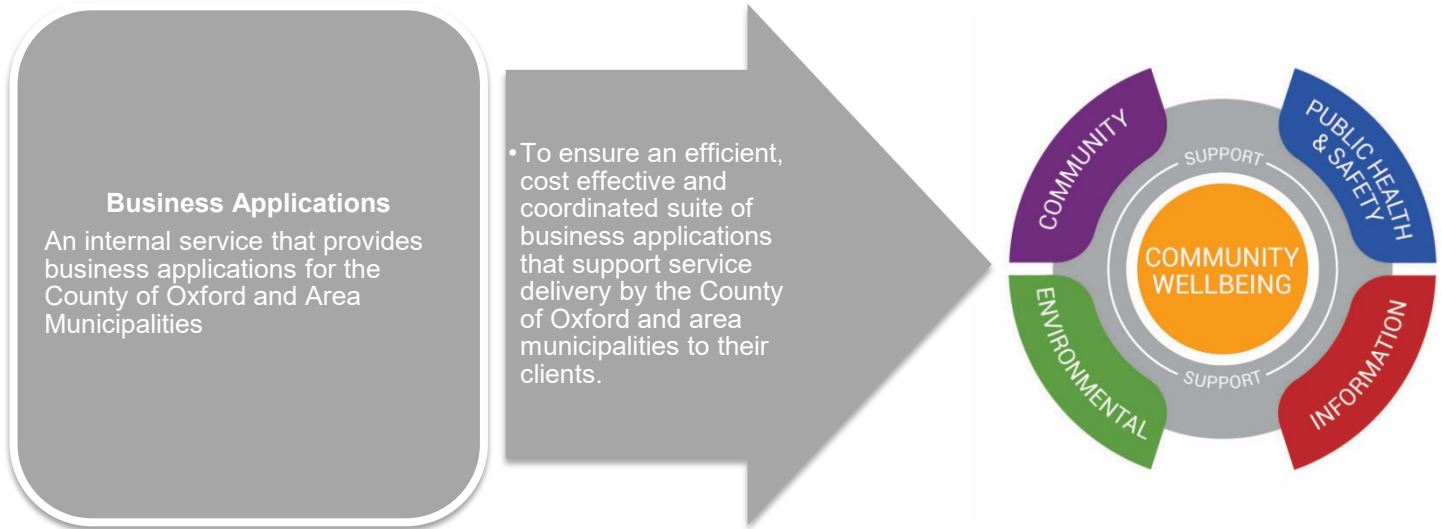
	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
<b>2019 Approved Budget</b>	<b>2,108,448</b>	<b>184,863</b>	<b>2,293,311</b>	<b>2,293,311</b>	<b>-</b>	
<b>Base Budget Changes</b>	<b>(12,841)</b>	<b>262,187</b>	<b>249,346</b>	<b>249,346</b>	<b>-</b>	<b>0.0%</b>
<b>Service Level</b>						
IT-Security Testing	100,000	-	100,000	100,000	-	0.0%
IT-Security measures	50,000	-	50,000	50,000	-	0.0%
	<b>150,000</b>	<b>-</b>	<b>150,000</b>	<b>150,000</b>	<b>-</b>	<b>0.0%</b>
<b>One-time Items</b>						
IT-Disaster Recovery Plan and Business Continuity Plan	-	40,000	40,000	40,000	-	0.0%
	<b>-</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>-</b>	<b>0.0%</b>
<b>2020 Requested Budget</b>	<b>2,245,607</b>	<b>487,050</b>	<b>2,732,657</b>	<b>2,732,657</b>	<b>-</b>	<b>0.0%</b>
\$	137,159	302,187	439,346	439,346	-	
%	6.5%	163.5%	19.2%	19.2%	0.0%	

# INFORMATION TECHNOLOGY

## 2020 BUDGET REPORT

	2019 FORECAST	2019 BUDGET	2020 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
USER FEES AND CHARGES	(122,500)	(120,000)	(125,000)	(5,000)	4.2%
<b>TOTAL GENERAL REVENUES</b>	<b>(122,500)</b>	<b>(120,000)</b>	<b>(125,000)</b>	<b>(5,000)</b>	<b>4.2%</b>
<b>OTHER REVENUES</b>					
RESERVE TRANSFER	-	(40,000)	(115,000)	(75,000)	187.5%
CAPITAL RESERVE TRANSFER	(148,600)	(199,863)	(442,050)	(242,187)	121.2%
<b>TOTAL OTHER REVENUES</b>	<b>(148,600)</b>	<b>(239,863)</b>	<b>(557,050)</b>	<b>(317,187)</b>	<b>132.2%</b>
<b>INTERDEPARTMENTAL RECOVERIES</b>					
INTERDEPARTMENTAL RECOVERIES	(1,933,446)	(1,933,448)	(2,050,607)	(117,159)	6.1%
<b>TOTAL INTERDEPARTMENTAL RECOVERIES</b>	<b>(1,933,446)</b>	<b>(1,933,448)</b>	<b>(2,050,607)</b>	<b>(117,159)</b>	<b>6.1%</b>
<b>TOTAL REVENUES</b>	<b>(2,204,546)</b>	<b>(2,293,311)</b>	<b>(2,732,657)</b>	<b>(439,346)</b>	<b>19.2%</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	813,520	823,999	845,836	21,837	2.7%
BENEFITS	232,107	231,131	232,547	1,416	0.6%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>1,045,627</b>	<b>1,055,130</b>	<b>1,078,383</b>	<b>23,253</b>	<b>2.2%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	611,227	704,130	700,904	(3,226)	(0.5%)
CONTRACTED SERVICES	135,506	140,062	239,056	98,994	70.7%
RENTS AND FINANCIAL EXPENSES	15,251	14,028	16,476	2,448	17.5%
<b>TOTAL OPERATING EXPENSES</b>	<b>761,984</b>	<b>858,220</b>	<b>956,436</b>	<b>98,216</b>	<b>11.4%</b>
<b>CAPITAL</b>					
FURNISHINGS AND EQUIPMENT	153,600	144,863	447,050	302,187	208.6%
<b>TOTAL CAPITAL</b>	<b>153,600</b>	<b>144,863</b>	<b>447,050</b>	<b>302,187</b>	<b>208.6%</b>
<b>OTHER</b>					
CONTRIBUTIONS TO CAPITAL RESERVES	217,353	217,353	215,488	(1,865)	(0.9%)
<b>TOTAL OTHER</b>	<b>217,353</b>	<b>217,353</b>	<b>215,488</b>	<b>(1,865)</b>	<b>(0.9%)</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	17,745	17,745	35,300	17,555	98.9%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>17,745</b>	<b>17,745</b>	<b>35,300</b>	<b>17,555</b>	<b>98.9%</b>
<b>TOTAL EXPENSES</b>	<b>2,196,309</b>	<b>2,293,311</b>	<b>2,732,657</b>	<b>439,346</b>	<b>19.2%</b>
<b>TOTAL INFORMATION TECHNOLOGY</b>	<b>(8,237)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- %</b>

Services Overview



Key Performance Indicators

	2017 Actual	2018 Actual	2019 Forecast	2020 Budget	2021 Budget	Target
Total website visits (County)	337,967	362,238	332,315	338,520	335,694	↑
Mobile website visits (County)	120,819	142,997	148,955	165,726	179,794	↑
211 listings	632	441	445	450	455	↑
Information Oxford – business listings	4,300	4,024	4,050	4,075	4,080	↑

**Goals and Objectives**

Description	2020	2021	2022	Strategic Plan	Other Plan Alignment
<b>Support configuration of case management and workflow software platform</b> Complete configuration of AMANDA for area Municipality building departments and property standards	●			A County that Works Together	
<b>Support configuration of case management and workflow software platform</b> Implementation of AMANDA for Community Planning services	●	●		A County that Thinks Ahead and Wisely Shapes the Future	
<b>Support implementation of mobile workforce within wastewater and water treatment</b> Mobile workforce - Increased visibility, compliance and streamlined workflow	●	●		A County that Thinks Ahead and Wisely Shapes the Future	

Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
<b>2019 Approved Budget</b>	1,544,971	30,800	1,575,771	30,600	1,545,171	
<b>Base Budget Changes</b>	54,334	(30,800)	23,534	(300)	23,834	1.5%
<b>One-time Items</b>						
IS-SWOOP Orthophotography	-	15,000	15,000	-	15,000	1.0%
	-	15,000	15,000	-	15,000	1.0%
<b>2020 Requested Budget</b>	1,599,305	15,000	1,614,305	30,300	1,584,005	2.5%
\$	54,334	(15,800)	38,534	(300)	38,834	
%	3.5%	(51.3%)	2.4%	(1.0%)	2.5%	

# INFORMATION SERVICES

## 2020 BUDGET REPORT

	2019 FORECAST	2019 BUDGET	2020 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
USER FEES AND CHARGES	(341)	(600)	(300)	300	(50.0%)
<b>TOTAL GENERAL REVENUES</b>	<b>(341)</b>	<b>(600)</b>	<b>(300)</b>	<b>300</b>	<b>(50.0%)</b>
<b>OTHER REVENUES</b>					
RESERVE TRANSFER	(147,024)	(30,000)	(30,000)	-	- %
<b>TOTAL OTHER REVENUES</b>	<b>(147,024)</b>	<b>(30,000)</b>	<b>(30,000)</b>	<b>-</b>	<b>- %</b>
<b>TOTAL REVENUES</b>	<b>(147,365)</b>	<b>(30,600)</b>	<b>(30,300)</b>	<b>300</b>	<b>(1.0%)</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	792,688	817,637	836,653	19,016	2.3%
BENEFITS	231,704	234,664	235,845	1,181	0.5%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>1,024,392</b>	<b>1,052,301</b>	<b>1,072,498</b>	<b>20,197</b>	<b>1.9%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	356,124	340,659	367,211	26,552	7.8%
CONTRACTED SERVICES	167,024	50,000	50,000	-	- %
<b>TOTAL OPERATING EXPENSES</b>	<b>523,148</b>	<b>390,659</b>	<b>417,211</b>	<b>26,552</b>	<b>6.8%</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	132,811	132,811	124,596	(8,215)	(6.2%)
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>132,811</b>	<b>132,811</b>	<b>124,596</b>	<b>(8,215)</b>	<b>(6.2%)</b>
<b>TOTAL EXPENSES</b>	<b>1,680,351</b>	<b>1,575,771</b>	<b>1,614,305</b>	<b>38,534</b>	<b>2.4%</b>
<b>TOTAL INFORMATION SERVICES</b>	<b>1,532,986</b>	<b>1,545,171</b>	<b>1,584,005</b>	<b>38,834</b>	<b>2.5%</b>

Services Overview

**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.

• To facilitate the administration of justice for the protection of public safety.



Key Performance Indicators

	2017 Actual	2018 Actual	2019 Forecast	2020 Budget	2021 Budget	Target
Number of Charges Filed – (Part I and Part III)	12,697	10,518	9,200	10,000	10,000	N/A
Courtroom Operating Hours	296	315	310	320	325	325
Disclosure Requests Processed	567	550	560	700	1,000	N/A
Avg. Days to Disposition at Trial – Part I	226	219	205	200	185	185
Early Resolution Events	2,020	1,735	2,205	2,300	2,400	N/A

Goals and Objectives

Description	2020	2021	2022	Strategic Plan	Other Plan Alignment
<p><b>Provincial Legislation Updates</b> Administer changes to POA procedures as outlined in provincial legislation that addresses POA streamlining measures.</p>	●	●		A County that Performs and Delivers Results	
<p><b>Prosecution Model</b> Implement change to POA prosecution as detailed in provincial legislation to include Part III prosecutions by the municipal prosecutor.</p>	●	●		A County that Performs and Delivers Results	



Budget Impacts


	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
<b>2019 Approved Budget</b>	<b>1,131,262</b>	<b>18,100</b>	<b>1,149,362</b>	<b>1,760,850</b>	<b>(611,488)</b>	
<b>Base Budget Changes</b>	<b>3,882</b>	<b>(18,100)</b>	<b>(14,218)</b>	<b>(310,950)</b>	<b>296,732</b>	<b>(48.5%)</b>
<b>One-time Items</b>						
POA-Additional training for conflict course	-	700	700	-	700	(0.1%)
	-	700	700	-	700	(0.1%)
<b>Provincial Funding</b>						
POA-Court Security Grant under provincial review	-	-	-	(9,900)	9,900	(1.6%)
	-	-	-	(9,900)	9,900	(1.6%)
<b>2020 Requested Budget</b>	<b>1,135,144</b>	<b>700</b>	<b>1,135,844</b>	<b>1,440,000</b>	<b>(304,156)</b>	<b>(50.3%)</b>
<b>\$</b>	<b>3,882</b>	<b>(17,400)</b>	<b>(13,518)</b>	<b>(320,850)</b>	<b>307,332</b>	
<b>%</b>	<b>0.3%</b>	<b>(96.1%)</b>	<b>(1.2%)</b>	<b>(18.2%)</b>	<b>(50.3%)</b>	

**POA**  
**2020 BUDGET REPORT**

	2019 FORECAST	2019 BUDGET	2020 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
PROVINCIAL GRANTS	(9,900)	(10,850)	-	10,850	(100.0%)
USER FEES AND CHARGES	(1,161,477)	(1,750,000)	(1,440,000)	310,000	(17.7%)
<b>TOTAL GENERAL REVENUES</b>	<b>(1,171,377)</b>	<b>(1,760,850)</b>	<b>(1,440,000)</b>	<b>320,850</b>	<b>(18.2%)</b>
<b>TOTAL REVENUES</b>	<b>(1,171,377)</b>	<b>(1,760,850)</b>	<b>(1,440,000)</b>	<b>320,850</b>	<b>(18.2%)</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	335,614	334,185	342,360	8,175	2.4%
BENEFITS	101,311	102,113	102,764	651	0.6%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>436,925</b>	<b>436,298</b>	<b>445,124</b>	<b>8,826</b>	<b>2.0%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	43,254	75,555	69,911	(5,644)	(7.5%)
CONTRACTED SERVICES	342,400	418,500	410,000	(8,500)	(2.0%)
RENTS AND FINANCIAL EXPENSES	15,585	24,000	18,000	(6,000)	(25.0%)
<b>TOTAL OPERATING EXPENSES</b>	<b>401,239</b>	<b>518,055</b>	<b>497,911</b>	<b>(20,144)</b>	<b>(3.9%)</b>
<b>CAPITAL</b>					
FURNISHINGS AND EQUIPMENT	900	5,100	-	(5,100)	(100.0%)
<b>TOTAL CAPITAL</b>	<b>900</b>	<b>5,100</b>	<b>-</b>	<b>(5,100)</b>	<b>(100.0%)</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	189,909	189,909	192,809	2,900	1.5%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>189,909</b>	<b>189,909</b>	<b>192,809</b>	<b>2,900</b>	<b>1.5%</b>
<b>TOTAL EXPENSES</b>	<b>1,028,973</b>	<b>1,149,362</b>	<b>1,135,844</b>	<b>(13,518)</b>	<b>(1.2%)</b>
<b>TOTAL POA</b>	<b>(142,404)</b>	<b>(611,488)</b>	<b>(304,156)</b>	<b>307,332</b>	<b>(50.3%)</b>



Goals and Objectives

Description	2020	2021	2022	Strategic Plan	Other Plan Alignment
<p><b>Review and implement water and wastewater billing and collection agreements and policies</b></p> <p>Staff plan to review the existing agreements and policies to ensure they align with the strategic plan; this review is part of the recommendations contained in report PW 2015-28, CS 2019-09 and CS 2019-30. Implementation of policy changes are expected to begin in 2020, including competitive billing and collection procurement process.</p>	●	●		A County that Performs and Delivers Results	
<p><b>Facilitate the completion of the Water Rate Study</b></p> <p>In collaboration with Public Works and an outside consultant, facilitate the water rates study as part of the four-year review for the period of 2021 to 2024. Implement the new rates as part of the 2021 budget.</p>	●	●		A County that Performs and Delivers Results	Water Financial Plan Asset Management Plan
<p><b>Update Asset Management Plan</b></p> <p>Review and implement the updates required to the Asset Management plan to meet the requirements of O. Reg 588/19 as it relates to core assets. Using internal resources, coordinate and collaborate with other departments and area municipalities to update the County's Asset Management Plan prior to July 1, 2021.</p>	●	●		A County that Thinks Ahead and Wisely Shapes the Future	Asset Management Plan
<p><b>Bag Tag Pricing Sustainability</b></p> <p>Review bag tag pricing and report on various long-term financial sustainability options. Working with Public Works.</p>	●			A County that Thinks Ahead and Wisely Shapes the Future	

Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
<b>2019 Approved Budget</b>	<b>1,382,005</b>	<b>25,000</b>	<b>1,407,005</b>	<b>1,407,005</b>	<b>-</b>	
<b>Base Budget Changes</b>	<b>(3,187)</b>	<b>(25,000)</b>	<b>(28,187)</b>	<b>(28,187)</b>	<b>-</b>	<b>0.0%</b>
<b>Service Level</b>						
FIN-Citywide GIS Viewer	2,040	8,375	10,415	10,415	-	0.0%
	<b>2,040</b>	<b>8,375</b>	<b>10,415</b>	<b>10,415</b>	<b>-</b>	<b>0.0%</b>
<b>2020 Requested Budget</b>	<b>1,380,858</b>	<b>8,375</b>	<b>1,389,233</b>	<b>1,389,233</b>	<b>-</b>	<b>0.0%</b>
\$	(1,147)	(16,625)	(17,772)	(17,772)	-	
%	(0.1%)	(66.5%)	(1.3%)	(1.3%)	0.0%	

# FINANCE

## 2020 BUDGET REPORT

	2019 FORECAST	2019 BUDGET	2020 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
USER FEES AND CHARGES	(190,689)	(16,000)	(19,500)	(3,500)	21.9%
<b>TOTAL GENERAL REVENUES</b>	<b>(190,689)</b>	<b>(16,000)</b>	<b>(19,500)</b>	<b>(3,500)</b>	<b>21.9%</b>
<b>OTHER REVENUES</b>					
DEVELOPMENT CHARGES	(25,153)	(22,500)	-	22,500	(100.0%)
<b>TOTAL OTHER REVENUES</b>	<b>(25,153)</b>	<b>(22,500)</b>	<b>-</b>	<b>22,500</b>	<b>(100.0%)</b>
<b>INTERDEPARTMENTAL RECOVERIES</b>					
INTERDEPARTMENTAL RECOVERIES	(1,368,505)	(1,368,505)	(1,369,733)	(1,228)	0.1%
<b>TOTAL INTERDEPARTMENTAL RECOVERIES</b>	<b>(1,368,505)</b>	<b>(1,368,505)</b>	<b>(1,369,733)</b>	<b>(1,228)</b>	<b>0.1%</b>
<b>TOTAL REVENUES</b>	<b>(1,584,347)</b>	<b>(1,407,005)</b>	<b>(1,389,233)</b>	<b>17,772</b>	<b>(1.3%)</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	801,500	799,907	810,006	10,099	1.3%
BENEFITS	241,400	239,427	235,707	(3,720)	(1.6%)
<b>TOTAL SALARIES AND BENEFITS</b>	<b>1,042,900</b>	<b>1,039,334</b>	<b>1,045,713</b>	<b>6,379</b>	<b>0.6%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	362,522	206,185	212,920	6,735	3.3%
CONTRACTED SERVICES	119,945	111,800	96,600	(15,200)	(13.6%)
<b>TOTAL OPERATING EXPENSES</b>	<b>482,467</b>	<b>317,985</b>	<b>309,520</b>	<b>(8,465)</b>	<b>(2.7%)</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	49,686	49,686	34,000	(15,686)	(31.6%)
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>49,686</b>	<b>49,686</b>	<b>34,000</b>	<b>(15,686)</b>	<b>(31.6%)</b>
<b>TOTAL EXPENSES</b>	<b>1,575,053</b>	<b>1,407,005</b>	<b>1,389,233</b>	<b>(17,772)</b>	<b>(1.3%)</b>
<b>TOTAL FINANCE</b>	<b>(9,294)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- %</b>

Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
<b>2019 Approved Budget</b>	100,000	-	100,000	-	100,000	
<b>Base Budget Changes</b>	-	-	-	-	-	0.0%
<b>Service Level</b>						
ASMT-ARB hearings	80,000	-	80,000	-	80,000	80.0%
	<b>80,000</b>	-	<b>80,000</b>	-	<b>80,000</b>	<b>80.0%</b>
<b>2020 Requested Budget</b>	180,000	-	180,000	-	180,000	80.0%
\$	80,000	-	80,000	-	80,000	
%	80.0%	0.0%	80.0%	0.0%	80.0%	

# ASSESSMENT MANAGEMENT

## 2020 BUDGET REPORT

	2019 FORECAST	2019 BUDGET	2020 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
<b>EXPENSES</b>					
<b>OPERATING EXPENSES</b>					
CONTRACTED SERVICES	180,000	100,000	180,000	80,000	80.0%
<b>TOTAL OPERATING EXPENSES</b>	<b>180,000</b>	<b>100,000</b>	<b>180,000</b>	<b>80,000</b>	<b>80.0%</b>
<b>TOTAL EXPENSES</b>	<b>180,000</b>	<b>100,000</b>	<b>180,000</b>	<b>80,000</b>	<b>80.0%</b>
<b>TOTAL ASSESSMENT MANAGEMENT</b>	<b>180,000</b>	<b>100,000</b>	<b>180,000</b>	<b>80,000</b>	<b>80.0%</b>





# 2020 General Budget

## GENERAL FIVE YEAR BUDGET PROJECTION

	2020 REQUESTED BUDGET	2021 PROJECTED BUDGET	2022 PROJECTED BUDGET	2023 PROJECTED BUDGET	2024 PROJECTED BUDGET
<b>REVENUES</b>					
PROPERTY TAXATION	(1,760,500)	(1,760,500)	(1,760,500)	(1,760,500)	(1,760,500)
GENERAL REVENUES	(7,267,214)	(7,233,646)	(7,087,705)	(6,680,243)	(5,488,010)
OTHER REVENUES	(5,000,000)	-	-	-	-
<b>TOTAL REVENUES</b>	<b>(14,027,714)</b>	<b>(8,994,146)</b>	<b>(8,848,205)</b>	<b>(8,440,743)</b>	<b>(7,248,510)</b>
<b>EXPENSES</b>					
OPERATING EXPENSES	11,963,686	8,138,820	8,252,810	8,408,460	8,571,130
DEBT REPAYMENT	6,950,625	6,402,874	5,970,269	5,545,986	4,441,521
OTHER	200,000	200,000	200,000	200,000	200,000
<b>TOTAL EXPENSES</b>	<b>19,114,311</b>	<b>14,741,694</b>	<b>14,423,079</b>	<b>14,154,446</b>	<b>13,212,651</b>
<b>TOTAL GENERAL</b>	<b>5,086,597</b>	<b>5,747,548</b>	<b>5,574,874</b>	<b>5,713,703</b>	<b>5,964,141</b>

## 2020 General Taxation Business Plan and Budget

### Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
<b>2019 Approved Budget</b>	9,401,113	5,000,000	14,401,113	13,090,805	1,310,308	
<b>Base Budget Changes</b>	646,612	(5,000,000)	(4,353,388)	(4,063,091)	(290,297)	(22.2%)
<b>One-time Items</b>						
GN-Significant tax write-offs	-	5,000,000	5,000,000	5,000,000	-	0.0%
	-	5,000,000	5,000,000	5,000,000	-	0.0%
<b>2020 Requested Budget</b>	10,047,725	5,000,000	15,047,725	14,027,714	1,020,011	(22.2%)
<b>\$</b>	646,612	-	646,612	936,909	(290,297)	
<b>%</b>	6.9%	0.0%	4.5%	7.2%	(22.2%)	

# GENERAL TAXATION

## 2020 BUDGET REPORT

	2019 FORECAST	2019 BUDGET	2020 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
<b>REVENUES</b>					
<b>PROPERTY TAXATION</b>					
IN LIEU AND SUPPS	(1,542,507)	(1,542,507)	(1,760,500)	(217,993)	14.1%
<b>TOTAL PROPERTY TAXATION</b>	<b>(1,542,507)</b>	<b>(1,542,507)</b>	<b>(1,760,500)</b>	<b>(217,993)</b>	<b>14.1%</b>
<b>GENERAL REVENUES</b>					
PROVINCIAL GRANTS	(834,753)	(59,973)	-	59,973	(100.0%)
USER FEES AND CHARGES	(6,707,606)	(6,232,853)	(6,749,324)	(516,471)	8.3%
NET INVESTMENT INCOME	(580,927)	(252,472)	(514,890)	(262,418)	103.9%
OTHER REVENUE	(3,000)	(3,000)	(3,000)	-	- %
<b>TOTAL GENERAL REVENUES</b>	<b>(8,126,286)</b>	<b>(6,548,298)</b>	<b>(7,267,214)</b>	<b>(718,916)</b>	<b>11.0%</b>
<b>OTHER REVENUES</b>					
RESERVE TRANSFER	-	(5,000,000)	(5,000,000)	-	- %
<b>TOTAL OTHER REVENUES</b>	<b>-</b>	<b>(5,000,000)</b>	<b>(5,000,000)</b>	<b>-</b>	<b>- %</b>
<b>TOTAL REVENUES</b>	<b>(9,668,793)</b>	<b>(13,090,805)</b>	<b>(14,027,714)</b>	<b>(936,909)</b>	<b>7.2%</b>
<b>EXPENSES</b>					
<b>OPERATING EXPENSES</b>					
MATERIALS	877,845	5,877,845	5,982,600	104,755	1.8%
CONTRACTED SERVICES	1,843,695	1,773,915	1,764,300	(9,615)	(0.5%)
EXTERNAL TRANSFERS	316,500	316,500	351,500	35,000	11.1%
<b>TOTAL OPERATING EXPENSES</b>	<b>3,038,040</b>	<b>7,968,260</b>	<b>8,098,400</b>	<b>130,140</b>	<b>1.6%</b>
<b>DEBT REPAYMENT</b>					
PRINCIPAL REPAYMENT	5,180,604	4,840,157	5,265,979	425,822	8.8%
INTEREST REPAYMENT	1,527,002	1,392,696	1,483,346	90,650	6.5%
<b>TOTAL DEBT REPAYMENT</b>	<b>6,707,606</b>	<b>6,232,853</b>	<b>6,749,325</b>	<b>516,472</b>	<b>8.3%</b>
<b>OTHER</b>					
CONTRIBUTIONS TO RESERVES	905,000	200,000	200,000	-	- %
<b>TOTAL OTHER</b>	<b>905,000</b>	<b>200,000</b>	<b>200,000</b>	<b>-</b>	<b>- %</b>
<b>TOTAL EXPENSES</b>	<b>10,650,646</b>	<b>14,401,113</b>	<b>15,047,725</b>	<b>646,612</b>	<b>4.5%</b>
<b>TOTAL GENERAL TAXATION</b>	<b>981,853</b>	<b>1,310,308</b>	<b>1,020,011</b>	<b>(290,297)</b>	<b>(22.2%)</b>

# GRANTS

## 2020 BUDGET REPORT

	2019 FORECAST	2019 BUDGET	2020		
			REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
<b>GENERAL</b>					
GRANTS					
Creative Connections	60,000	60,000	60,000	-	- %
Immigration Oxford Sustainability Plan	24,500	24,500	24,500	-	- %
Oxford County Youth Initiatives	25,000	25,000	25,000	-	- %
Social Planning Council Oxford	55,000	55,000	55,000	-	- %
South Central Ontario Region Economic Development	25,000	25,000	25,000	-	- %
Agricultural Award of Excellence	2,000	2,000	2,000	-	- %
Economic Development	40,000	40,000	50,000	10,000	25.00%
Physician Recruitment	30,000	30,000	30,000	-	- %
Woodstock & Area Small Business Enterprise	50,000	50,000	50,000	-	- %
Tillsonburg Airport	5,000	5,000	30,000	25,000	500.00%
<b>TOTAL GRANTS</b>	<b>316,500</b>	<b>316,500</b>	<b>351,500</b>	<b>35,000</b>	<b>11.06%</b>

## 2020 Conservation Authorities Business Plan and Budget

### Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
<b>2019 Approved Budget</b>	1,752,710	-	1,752,710	-	1,752,710	
<b>Base Budget Changes</b>	35,221	-	35,221	-	35,221	2.0%
<b>Provincial Funding</b>						
CA-Conservation authority provincial impacts	26,690	-	26,690	-	26,690	1.5%
	26,690	-	26,690	-	26,690	1.5%
<b>2020 Requested Budget</b>	1,814,621	-	1,814,621	-	1,814,621	3.5%
<b>\$</b>	61,911	-	61,911	-	61,911	
<b>%</b>	3.5%	0.0%	3.5%	0.0%	3.5%	

# CONSERVATION AUTHORITIES

## 2020 BUDGET REPORT

	2019 FORECAST	2019 BUDGET	2020 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
<b>EXPENSES</b>					
<b>OPERATING EXPENSES</b>					
EXTERNAL TRANSFERS	1,552,039	1,551,409	1,613,320	61,911	4.0%
<b>TOTAL OPERATING EXPENSES</b>	<b>1,552,039</b>	<b>1,551,409</b>	<b>1,613,320</b>	<b>61,911</b>	<b>4.0%</b>
<b>DEBT REPAYMENT</b>					
PRINCIPAL REPAYMENT	186,114	186,114	193,559	7,445	4.0%
INTEREST REPAYMENT	15,187	15,187	7,742	(7,445)	(49.0%)
<b>TOTAL DEBT REPAYMENT</b>	<b>201,301</b>	<b>201,301</b>	<b>201,301</b>	<b>-</b>	<b>- %</b>
<b>TOTAL EXPENSES</b>	<b>1,753,340</b>	<b>1,752,710</b>	<b>1,814,621</b>	<b>61,911</b>	<b>3.5%</b>
<b>TOTAL CONSERVATION AUTHORITIES</b>	<b>1,753,340</b>	<b>1,752,710</b>	<b>1,814,621</b>	<b>61,911</b>	<b>3.5%</b>

## 2020 Public Health Business Plan and Budget

### Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
<b>2019 Approved Budget</b>	1,734,900	-	1,734,900	-	1,734,900	
<b>Base Budget Changes</b>	<b>348,787</b>	-	<b>348,787</b>	-	<b>348,787</b>	<b>20.1%</b>
<b>Provincial Funding</b>						
PH-Public Health Provincial funding changes	168,279	-	168,279	-	168,279	9.7%
	<b>168,279</b>	-	<b>168,279</b>	-	<b>168,279</b>	<b>9.7%</b>
<b>2020 Requested Budget</b>	<b>2,251,966</b>	-	<b>2,251,966</b>	-	<b>2,251,966</b>	<b>29.8%</b>
<b>\$</b>	<b>517,066</b>	-	<b>517,066</b>	-	<b>517,066</b>	
<b>%</b>	<b>29.8%</b>	<b>0.0%</b>	<b>29.8%</b>	<b>0.0%</b>	<b>29.8%</b>	



## PUBLIC HEALTH 2020 BUDGET REPORT

	2019 FORECAST	2019 BUDGET	2020 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
<b>REVENUES</b>					
<b>OTHER REVENUES</b>					
RESERVE TRANSFER	(348,787)	-	-	-	-
<b>TOTAL OTHER REVENUES</b>	<b>(348,787)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- %</b>
<b>TOTAL REVENUES</b>	<b>(348,787)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- %</b>
<b>EXPENSES</b>					
<b>OPERATING EXPENSES</b>					
EXTERNAL TRANSFERS	2,083,687	1,734,900	2,251,966	517,066	29.8%
<b>TOTAL OPERATING EXPENSES</b>	<b>2,083,687</b>	<b>1,734,900</b>	<b>2,251,966</b>	<b>517,066</b>	<b>29.8%</b>
<b>TOTAL EXPENSES</b>	<b>2,083,687</b>	<b>1,734,900</b>	<b>2,251,966</b>	<b>517,066</b>	<b>29.8%</b>
<b>TOTAL PUBLIC HEALTH</b>	<b>1,734,900</b>	<b>1,734,900</b>	<b>2,251,966</b>	<b>517,066</b>	<b>29.8%</b>

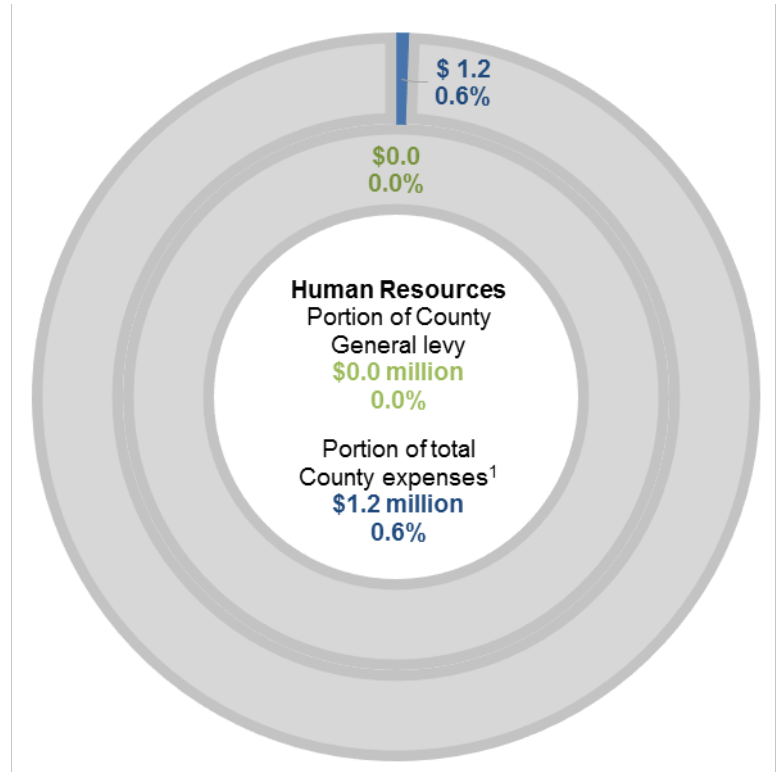


# 2020 Human Resources Business Plan and Budget



Department Overview

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.

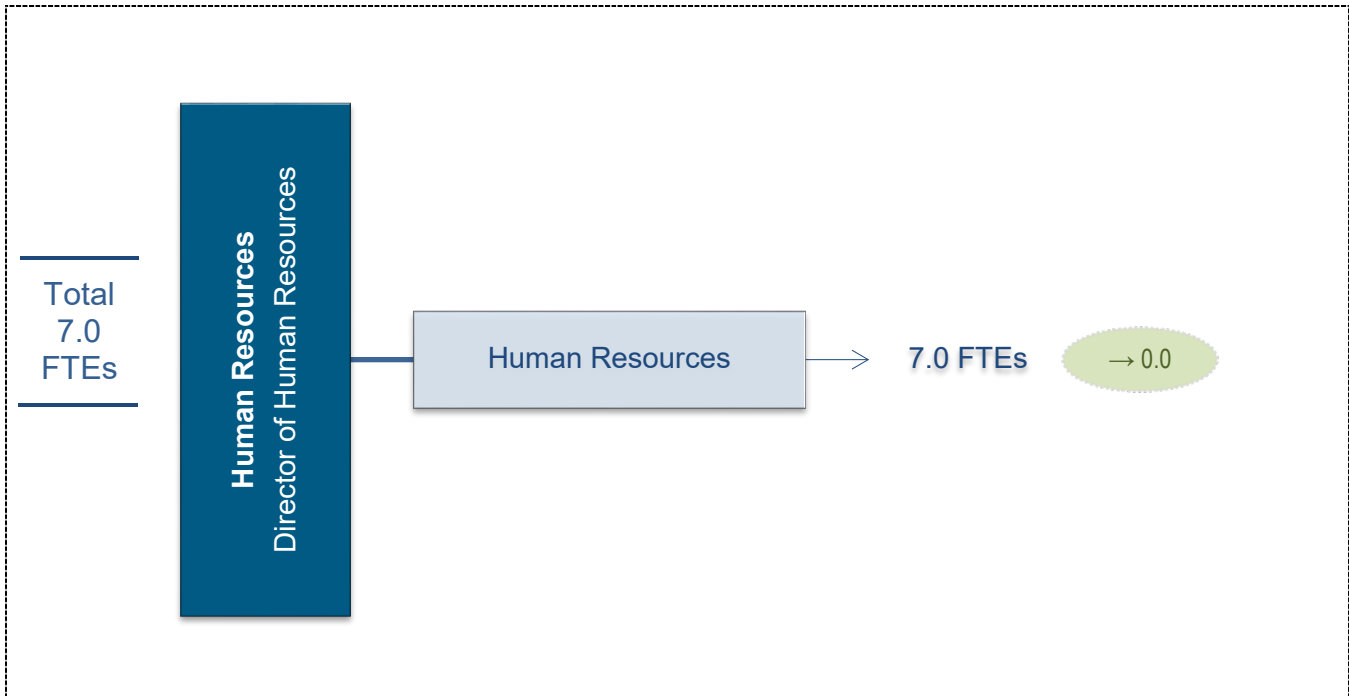


<sup>1</sup> Includes salaries & benefits, operating & program expenses, debt repayment, capital

Services we provide

Services Provided	2018 Service Level Output	
<b>Human Resources</b>		
- Employee Wellness and Safety	→	151 Safe work sites inspected annually
- Labour Relations	→	5 Collective agreements
- Staff Development	→	83 Development sessions
- Staffing	→	744 Qualified employees
- Total compensation	→	446 Total compensation packages

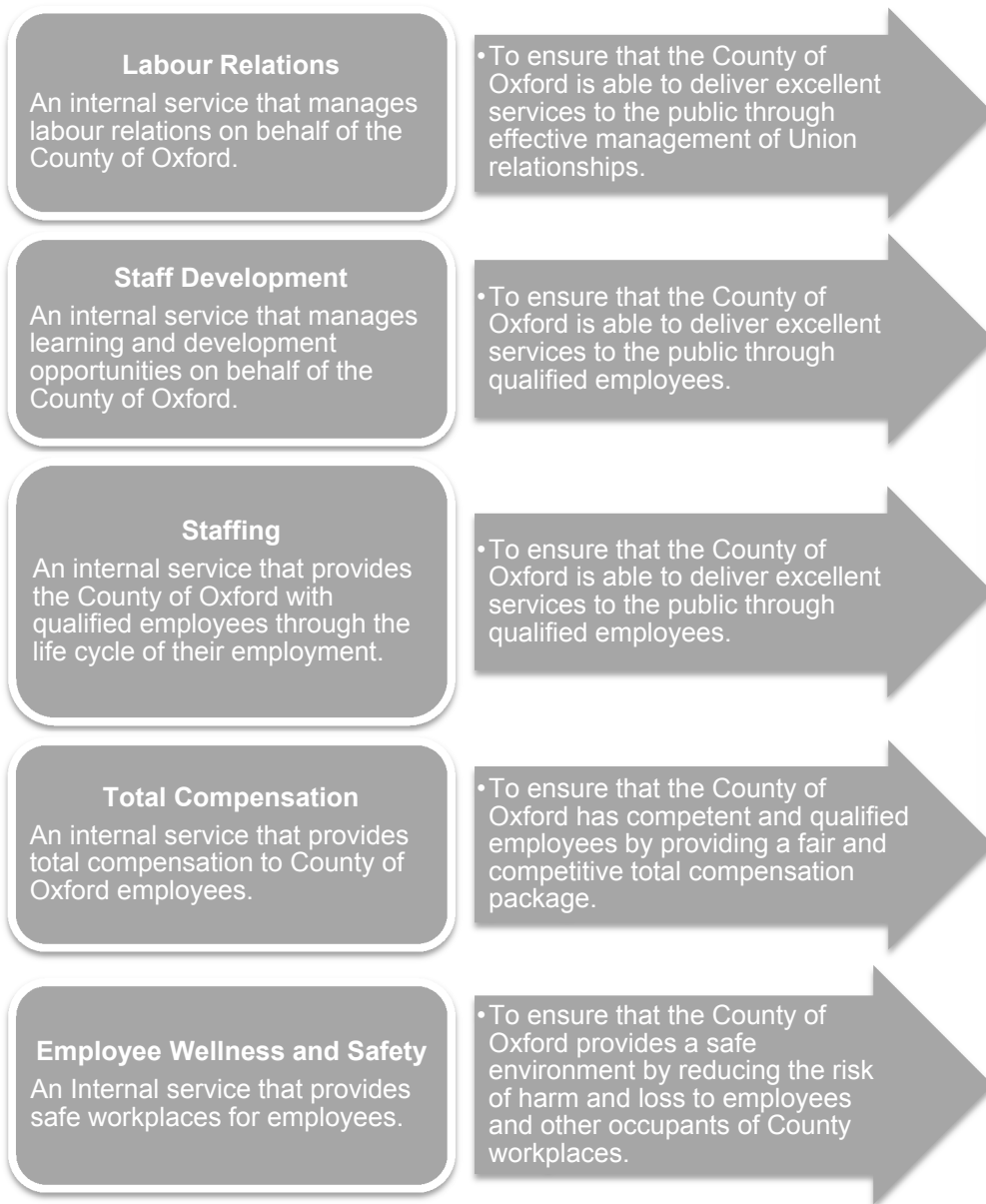
How are we Organized?



## HUMAN RESOURCES FIVE YEAR BUDGET PROJECTION

	2020 REQUESTED BUDGET	2021 PROJECTED BUDGET	2022 PROJECTED BUDGET	2023 PROJECTED BUDGET	2024 PROJECTED BUDGET
<b>REVENUES</b>					
OTHER REVENUES	(94,950)	-	-	(10,000)	-
INTERDEPARTMENTAL RECOVERIES	(1,089,690)	(1,144,990)	(1,169,515)	(1,201,831)	(1,227,446)
<b>TOTAL REVENUES</b>	<b>(1,184,640)</b>	<b>(1,144,990)</b>	<b>(1,169,515)</b>	<b>(1,211,831)</b>	<b>(1,227,446)</b>
<b>EXPENSES</b>					
SALARIES AND BENEFITS	774,335	795,685	822,410	845,326	862,741
OPERATING EXPENSES	377,205	315,605	312,605	331,305	328,805
INTERDEPARTMENTAL CHARGES	33,100	33,700	34,500	35,200	35,900
<b>TOTAL EXPENSES</b>	<b>1,184,640</b>	<b>1,144,990</b>	<b>1,169,515</b>	<b>1,211,831</b>	<b>1,227,446</b>
<b>TOTAL HUMAN RESOURCES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Services Overview



**Key Performance Indicators**

	2017 Actual	2018 Actual	2019 Forecast	2020 Budget	2021 Projected	Target
Voluntary Employee Turnover Rate	8.6	7.8	8.0	8.5	8.5	↓
% Completion of Non-Union Performance Appraisals	98%	100%	95%	100%	100%	100%
Grievance rate (number of grievances as a % of unionized employees)	7.5	6.9	6.5	↓	↓	↓
No. of Workplace Safety Insurance Board (WSIB) claims approved:	34	56	60	↓	↓	0
Lost time Injury	8	34	30	↓	↓	0
<sup>1</sup> Lost Time Injury Frequency Rate	1.40	6.48	5.72	↓	↓	0
No lost time Injury	26	22	30	↓	↓	0
<sup>1</sup> No Lost Time Injury Frequency Rate	4.50	4.19	5.72	↓	↓	0

<sup>1</sup> Injury frequency rates are the percentage of employees per year (based on full-time equivalents) that sustained an injury that resulted in WSIB lost time and no lost time claims. The formulas to calculate these percentages are standardized WSIB formulas.

Goals and Objectives

Description	2020	2021	2022	Strategic Plan	Other Plan Alignment
<p><b>HR Policy Review</b></p> <p>Complete a review of all human resources policies, updating where necessary, to ensure they remain current and in line with best practice.</p>	●	●		A County that Employs People Who Make a Positive Difference	Our People, Our Strength
<p><b>Employee &amp; Family Assistance Program</b></p> <p>Complete the Request for Proposal (RFP) process for our Employee &amp; Family Assistance Program.</p>	●			A County that Employs People Who Make a Positive Difference	Our People, Our Strength
<p><b>Learning &amp; Development Framework Implementation</b></p> <p>Continue implementing learning and development framework, including:</p> <ul style="list-style-type: none"> <li>• Launching revised succession planning program</li> <li>• Facilitate leadership development program</li> <li>• Revamp and strengthen the onboarding and orientation process</li> <li>• Finalize transition to competency based job profiles</li> <li>• Using our human resources information system, create learning paths by job classification</li> </ul>	●	●	●	A County that Employs People Who Make a Positive Difference	Our People, Our Strength
<p><b>Third Party Adjudication Trial</b></p> <p>Trial third party adjudication for short term income protection benefits for Woodingford Lodge employees.</p>	●			A County that Employs People Who Make a Positive Difference	Our People, Our Strength
<p><b>Recruitment</b></p> <ul style="list-style-type: none"> <li>• Begin utilizing our human resources information system applicant tracking system</li> <li>• Explore the use of assessment tools in the recruitment process to ensure hiring success</li> </ul>	●			A County that Employs People Who Make a Positive Difference	Our People, Our Strength
<p><b>Ergonomics / Body Mechanics Training</b></p> <p>In support of the County's recently implemented Workplace Ergonomics Policy, provide ergonomics/body mechanics training to employees where workplace risks exist for manual material handling.</p>	●	●		A County that Employs People Who Make a Positive Difference	Our People, Our Strength



Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
<b>2019 Approved Budget</b>	<b>1,104,512</b>	<b>90,900</b>	<b>1,195,412</b>	<b>1,195,412</b>	<b>-</b>	
<b>Base Budget Changes</b>	<b>38,128</b>	<b>(90,900)</b>	<b>(52,772)</b>	<b>(52,772)</b>	<b>-</b>	<b>0.0%</b>
<b>One-time Items</b>						
HR-Training videos	-	2,000	2,000	2,000	-	0.0%
HR-Kronos Project Manager	-	40,000	40,000	40,000	-	0.0%
	-	<b>42,000</b>	<b>42,000</b>	<b>42,000</b>	<b>-</b>	<b>0.0%</b>
<b>2020 Requested Budget</b>	<b>1,142,640</b>	<b>42,000</b>	<b>1,184,640</b>	<b>1,184,640</b>	<b>-</b>	<b>0.0%</b>
<b>\$</b>	<b>38,128</b>	<b>(48,900)</b>	<b>(10,772)</b>	<b>(10,772)</b>	<b>-</b>	
<b>%</b>	<b>3.5%</b>	<b>(53.8%)</b>	<b>(0.9%)</b>	<b>(0.9%)</b>	<b>0.0%</b>	

# HUMAN RESOURCES

## 2020 BUDGET REPORT

	2019 FORECAST	2019 BUDGET	2020 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
USER FEES AND CHARGES	(6,580)	-	-	-	-
<b>TOTAL GENERAL REVENUES</b>	<b>(6,580)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- %</b>
<b>OTHER REVENUES</b>					
RESERVE TRANSFER	(145,471)	(130,900)	(94,950)	35,950	(27.5%)
<b>TOTAL OTHER REVENUES</b>	<b>(145,471)</b>	<b>(130,900)</b>	<b>(94,950)</b>	<b>35,950</b>	<b>(27.5%)</b>
<b>INTERDEPARTMENTAL RECOVERIES</b>					
INTERDEPARTMENTAL RECOVERIES	(1,064,512)	(1,064,512)	(1,089,690)	(25,178)	2.4%
<b>TOTAL INTERDEPARTMENTAL RECOVERIES</b>	<b>(1,064,512)</b>	<b>(1,064,512)</b>	<b>(1,089,690)</b>	<b>(25,178)</b>	<b>2.4%</b>
<b>TOTAL REVENUES</b>	<b>(1,216,563)</b>	<b>(1,195,412)</b>	<b>(1,184,640)</b>	<b>10,772</b>	<b>(0.9%)</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	587,866	588,761	603,827	15,066	2.6%
BENEFITS	165,808	169,750	170,508	758	0.4%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>753,674</b>	<b>758,511</b>	<b>774,335</b>	<b>15,824</b>	<b>2.1%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	315,764	277,759	295,355	17,596	6.3%
CONTRACTED SERVICES	130,750	130,750	81,850	(48,900)	(37.4%)
<b>TOTAL OPERATING EXPENSES</b>	<b>446,514</b>	<b>408,509</b>	<b>377,205</b>	<b>(31,304)</b>	<b>(7.7%)</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	28,392	28,392	33,100	4,708	16.6%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>28,392</b>	<b>28,392</b>	<b>33,100</b>	<b>4,708</b>	<b>16.6%</b>
<b>TOTAL EXPENSES</b>	<b>1,228,580</b>	<b>1,195,412</b>	<b>1,184,640</b>	<b>(10,772)</b>	<b>(0.9%)</b>
<b>TOTAL HUMAN RESOURCES</b>	<b>12,017</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- %</b>

<b>New Initiative:</b>	<b>Third Party Short Term Income Protection Benefits Adjudication for Woodingford Lodge – Trial</b>
<b>Department/Division:</b>	<b>Human Resources</b>
<b>Strategic Plan Focus:</b>	<b>A County that Employs People Who Make a Positive Difference</b>
<b>Strategic Plan Objective:</b>	<i>6. i. Attract, retain and develop the highest quality staff through: Progressive policies and practices</i>

## **DESCRIPTION OF REQUEST**

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After careful analysis and consideration staff have determined that utilizing the services of a third party to adjudicate short term income protection benefits within Woodingford Lodge is warranted on a trial basis for the reasons outlined in the balance of this report.

## **DISCUSSION**

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### **Background**

All full time County union and non-union groups are provided with a maximum of 17 weeks of self-insured short term income protection benefits. Human resources staff adjudicate the claims for income protection, including requesting and maintaining medical documentation to substantiate claims and subsequently approving or denying claims. If the employee remains disabled following the 17 week short term income protection period, the employee applies for long term disability benefits through Sun Life and the insurer subsequently adjudicates claims for long term disability benefits under the terms of the insurance policy.

Woodingford Lodge is the County's largest department and therefore has the highest number of short term income protection claims. It is becoming increasingly difficult for human resources staff to obtain the level of detail required from medical practitioners necessary to effectively adjudicate a short term benefit claim, and feel that contracting with a third party to perform this function would result in more effective management of claims, and potential cost savings related to reduced duration of claims.

A trial is being recommended so that staff can evaluate the effectiveness of third party adjudication following a sufficient time frame.

### **Comments**

Staff have identified the need for a third party to adjudicate short term income protection claims for Woodingford Lodge staff on a trial basis. Short term income protection leaves are costly, particularly within a 24/7 health care operation, where income is maintained of the employee on leave, and in addition that employee is backfilled with another staff member.

Not only are short term claims increasing, they are becoming progressively more complex, and it is becoming more difficult for employers to obtain objective medical information from treating practitioners in order to effectively adjudicate these more complex claims. It is expected that these barriers will become more challenging as time goes on. It is a known fact that third party adjudicators are better able to obtain objective medical documentation to base their approval or denial of claims.

With budget approval, staff would begin the process of selecting a qualified firm to provide adjudication services for Woodingford Lodge. Since the trial is specific to Woodingford Lodge, the budget for the trial has been included within their proposed departmental budget.

Should positive outcomes be identified upon the conclusion of the trial period, staff will bring forth additional information as part of the 2021 budget process to continue the services and/or potentially bring in additional departments.

### Conclusions

After careful consideration and analysis of not only the fees associated with using a third party, but also the potential cost savings that could be experienced from shorter claim durations, staff is recommending that budget approval is granted to proceed with selection of a third party company to adjudicate short term income protection benefit claims within Woodingford Lodge on a trial basis.

### RISKS/IMPLICATIONS

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Should Council not authorize the approved budget to commence this trial, human resources staff will continue adjudicating short term income protection benefits for all departments, as we do currently. As previously mentioned, the risk is the will continue to increase in complexity, and the information treating practitioners are willing to provide directly to employers will continue to decrease, making it more difficult to effectively adjudicate the claims for short term income protection benefits.

### BUDGET REQUIREMENTS

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	2020 One-time	2020 Base	Total
<b>Expenses</b>			
Third party adjudication fees for an estimated 27 short term claims at \$550 per claim for the 2020 budget year	\$-	\$16,000	\$16,000
<b>Total Expenses*</b>	<b>\$-</b>	<b>\$16,000</b>	<b>\$16,000</b>
<b>County Levy</b>	<b>\$-</b>	<b>\$16,000</b>	<b>\$16,000</b>

\*Expenses funded by Woodingford Lodge

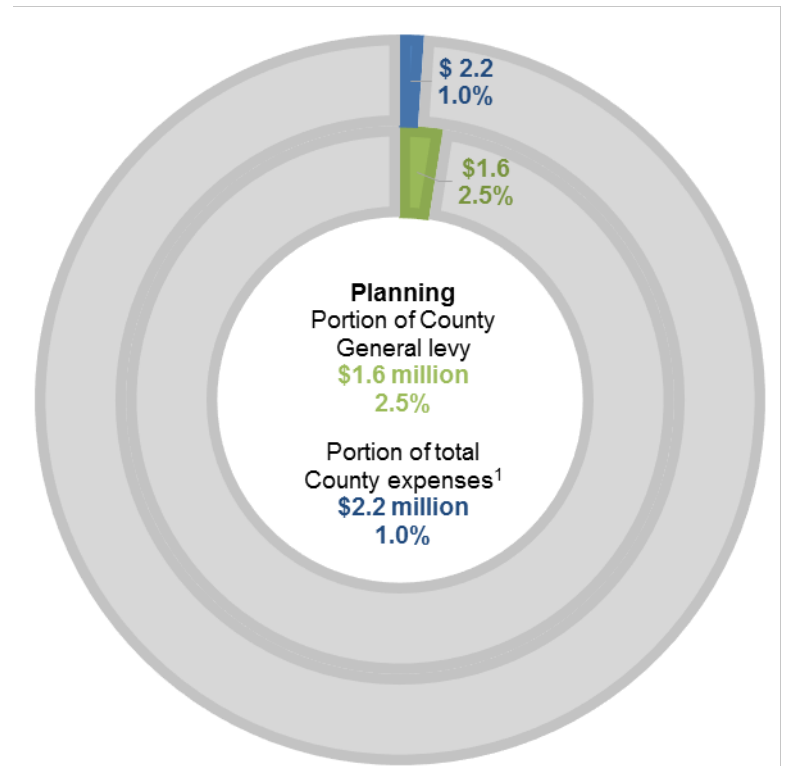




# 2020 Community Planning Business Plan and Budget

Department Overview

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.



<sup>1</sup> Includes salaries & benefits, operating & program expenses, debt repayment, capital

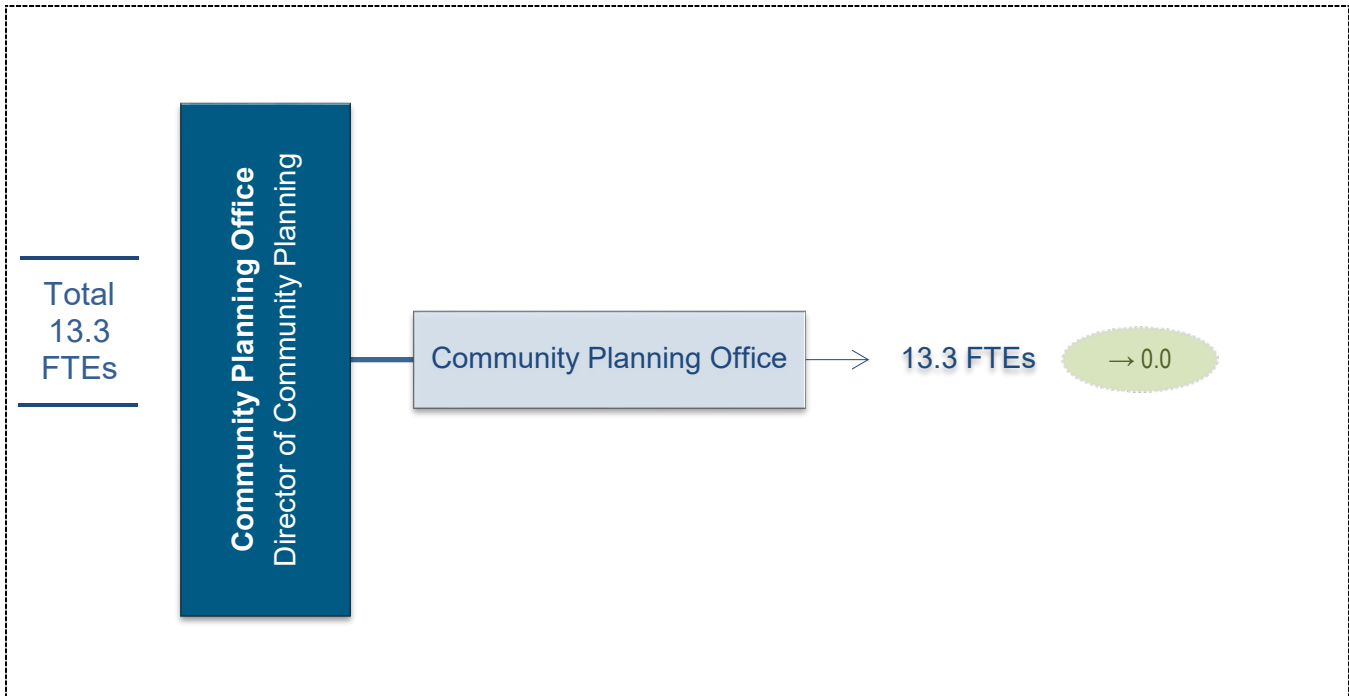
**Development Review** provides professional planning services and administrative support for the processing and review of development applications and other development related planning matters.

**Land Use Policy and Strategic Planning** develops and maintains Official Plan policy, monitors and comments on new planning related legislation and policy, undertakes planning related projects & studies and provides policy advice and strategic direction related to land use.

Services we provide

Services Provided	2018 Service Level Output	
<b>Planning</b>		
- Development Review	→	467 Development applications processed
- Land Use Policy and Strategic Planning	→	1 and 8 County-wide Official Plan and Area municipal Zoning By-Laws

How are we Organized?





## PLANNING FIVE YEAR BUDGET PROJECTION

	2020 REQUESTED BUDGET	2021 PROJECTED BUDGET	2022 PROJECTED BUDGET	2023 PROJECTED BUDGET	2024 PROJECTED BUDGET
<b>REVENUES</b>					
GENERAL REVENUES	(255,551)	(260,625)	(265,802)	(271,083)	(276,468)
OTHER REVENUES	(321,150)	(183,535)	(183,535)	(344,828)	(434,300)
<b>TOTAL REVENUES</b>	<b>(576,701)</b>	<b>(444,160)</b>	<b>(449,337)</b>	<b>(615,911)</b>	<b>(710,768)</b>
<b>EXPENSES</b>					
SALARIES AND BENEFITS	1,511,756	1,545,519	1,579,054	1,613,352	1,643,921
OPERATING EXPENSES	469,546	273,529	276,509	501,066	565,594
OTHER	-	-	-	-	260,000
INTERDEPARTMENTAL CHARGES	177,617	180,047	183,316	186,703	189,957
<b>TOTAL EXPENSES</b>	<b>2,158,919</b>	<b>1,999,095</b>	<b>2,038,879</b>	<b>2,301,121</b>	<b>2,659,472</b>
<b>TOTAL PLANNING</b>	<b>1,582,218</b>	<b>1,554,935</b>	<b>1,589,542</b>	<b>1,685,210</b>	<b>1,948,704</b>



Services Overview

**Land Use Policy Planning**

An internal 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 eight Area Municipalities on land use planning related matters of a policy or strategic nature and/or with a high level of complexity or potential corporate impact.

- Ensure local land use related policies (OP), processes and initiatives are consistent with applicable legislation and policies, protect the environment, support long term sustainability and reflect County and Area Municipality goals and objectives. Provide local input on Provincial land use matters.

**Development Review**

An internal 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 eight Area Municipalities regarding development applications and other day to day land use planning related matters.


- Ensure County and Area Municipal decisions regarding development and other land use related matters are based on applicable legislation and Provincial and municipal policies, regulations, guidelines and/or standards and overall 'good planning'.



Key Performance Indicators

	2017 Actual	2018 Actual	2019 Forecast	2020 Budget	2021 Projected	Target
Total Development Applications Processed	424	467	460	↑	↑	-
Total # of Community Planning Reports Completed & Presented to Council(s)	369	364	370	↑	↑	-
Residential Density – New Subdivisions – (units/ha) Large Urban Centers	30.4	21.4	↑	↑	↑	↑
Residential Density – New Subdivisions – (units/ha) Serviced Villages	16.9	13.2	↑	↑	↑	↑
Agricultural Lands re-designated/rezoned for Non-Agricultural Use (in hectares)	10.3	13.4	-	-	-	↓

Goals and Objectives

Description	2020	2021	2022	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; includes extensive municipal, public and stakeholder consultation.</p>	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	<p><i>FutureOxford</i></p> <p>Official Plan</p>
<p><b>Growth Related Studies</b></p> <p>Complete comprehensive review and secondary planning in partnership with the City of Woodstock and initiate additional secondary planning and/or related studies with other Area Municipalities as necessary.</p>	●	●		A County that Thinks Ahead and Wisely Shapes the Future	<p><i>FutureOxford</i></p> <p>Official Plan</p>
<p><b>Provincial Policy Review and Implementation</b></p> <p>Review and advise County and Area Councils with respect to Provincial Policy, Bill 108 and related regulations, including implementation as required (e.g. additional dwelling units; complete application requirements, community benefit charges).</p>	●	●		A County that Thinks Ahead and Wisely Shapes the Future	Official Plan
<p><b>Oxford Housing Crisis</b></p> <p>Continue working with Human Services and other departments in the development of a housing strategy to address the need, and increase opportunities, for housing that is affordable to the broader Oxford community, including the development of tangible implementation tools.</p>	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	<p><i>FutureOxford</i></p> <p>Housing Strategy</p> <p> 100% RE   Zero Waste   Zero Poverty</p>
<p><b>Development Application Tracking</b></p> <p>Continue to work with County Departments and Area Municipal staff to develop/implement a new development tracking solution.</p>	●	●		A County that Works Together	<p>Official Plan</p> <p>Asset Management Plan</p>

Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
<b>2019 Approved Budget</b>	<b>1,892,692</b>	<b>310,000</b>	<b>2,202,692</b>	<b>649,115</b>	<b>1,553,577</b>	
<b>Base Budget Changes</b>	<b>66,227</b>	<b>(310,000)</b>	<b>(243,773)</b>	<b>(272,414)</b>	<b>28,641</b>	<b>1.8%</b>
<b>One-time Items</b>						
PLN-Secondary Plan	-	200,000	200,000	200,000	-	0.0%
	-	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	-	<b>0.0%</b>
<b>2020 Requested Budget</b>	<b>1,958,919</b>	<b>200,000</b>	<b>2,158,919</b>	<b>576,701</b>	<b>1,582,218</b>	<b>1.8%</b>
\$	66,227	(110,000)	(43,773)	(72,414)	28,641	
%	3.5%	(35.5%)	(2.0%)	(11.2%)	1.8%	

# PLANNING

## 2020 BUDGET REPORT

	2019 FORECAST	2019 BUDGET	2020 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
USER FEES AND CHARGES	(245,195)	(222,445)	(255,551)	(33,106)	14.9%
<b>TOTAL GENERAL REVENUES</b>	<b>(245,195)</b>	<b>(222,445)</b>	<b>(255,551)</b>	<b>(33,106)</b>	<b>14.9%</b>
<b>OTHER REVENUES</b>					
DEVELOPMENT CHARGES	(78,233)	(279,000)	(135,000)	144,000	(51.6%)
RESERVE TRANSFER	(40,168)	(147,670)	(186,150)	(38,480)	26.1%
<b>TOTAL OTHER REVENUES</b>	<b>(118,401)</b>	<b>(426,670)</b>	<b>(321,150)</b>	<b>105,520</b>	<b>(24.7%)</b>
<b>TOTAL REVENUES</b>	<b>(363,596)</b>	<b>(649,115)</b>	<b>(576,701)</b>	<b>72,414</b>	<b>(11.2%)</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	1,149,193	1,160,860	1,196,649	35,789	3.1%
BENEFITS	326,375	312,563	315,107	2,544	0.8%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>1,475,568</b>	<b>1,473,423</b>	<b>1,511,756</b>	<b>38,333</b>	<b>2.6%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	67,968	73,011	106,216	33,205	45.5%
CONTRACTED SERVICES	179,390	474,840	363,330	(111,510)	(23.5%)
<b>TOTAL OPERATING EXPENSES</b>	<b>247,358</b>	<b>547,851</b>	<b>469,546</b>	<b>(78,305)</b>	<b>(14.3%)</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	181,418	181,418	177,617	(3,801)	(2.1%)
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>181,418</b>	<b>181,418</b>	<b>177,617</b>	<b>(3,801)</b>	<b>(2.1%)</b>
<b>TOTAL EXPENSES</b>	<b>1,904,344</b>	<b>2,202,692</b>	<b>2,158,919</b>	<b>(43,773)</b>	<b>(2.0%)</b>
<b>TOTAL PLANNING</b>	<b>1,540,748</b>	<b>1,553,577</b>	<b>1,582,218</b>	<b>28,641</b>	<b>1.8%</b>

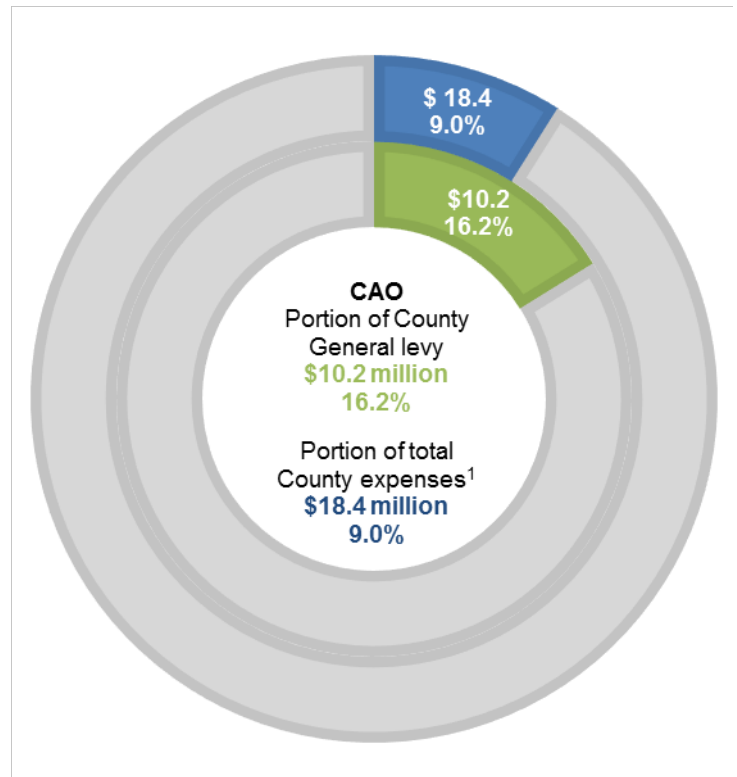


# 2020 CAO's Office Business Plan and Budget



Department Overview

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



<sup>1</sup> Includes salaries & benefits, operating & program expenses, debt repayment, capital

**CAO Office** provides Council support and advice, strategic leadership, guidance and administrative oversight to the organization. In the interest of public safety, the CAO Office also provides Emergency Management services to ensure a coordinated emergency response across all departments and relevant organizations in our community.

**Tourism** is 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.

**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.

**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.

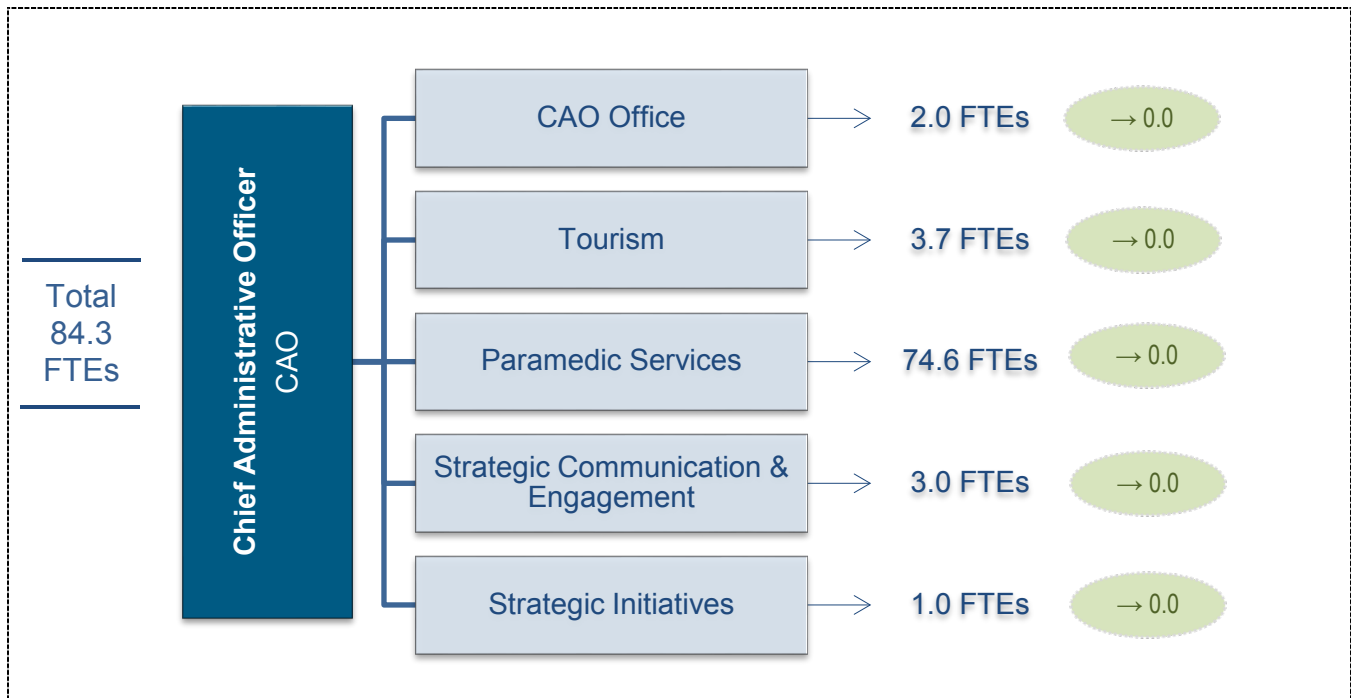
**Strategic Initiatives** provides strategic planning and implementation of Renewable Energy and Zero Waste goals. It also monitors the technology evolution and alignment of technology solutions with corporate Strategic goals.



## Services we provide

Services Provided	2018 Service Level Output	
<b>CAO</b>		
- Emergency Management	→	Emergency Ready
- Corporate Leadership	→	Deliver today, Plan for tomorrow
<b>Strategic Initiatives</b>		
- Initiative Implementation	→	Zero Waste Plan, 100% Renewable Energy Plan, Zero Poverty Plan and Future Oxford Plan
<b>Tourism</b>		
- Tourism Industry Support	→	<b>298</b> Tourism Oxford partner agreements
- Tourism Visitor Support	→	<b>195,230</b> Visitor interactions
<b>Paramedic Services</b>		
- 911 Call Taking and Dispatch	→	<b>All</b> Terms of contract met
- Paramedic Services	→	<b>13,919</b> Patient encounters by paramedics
<b>Strategic Communications and Engagement</b>		
- Communications	→	<b>228 and 2,800</b> News impressions + Social Media interactions

How are we Organized?





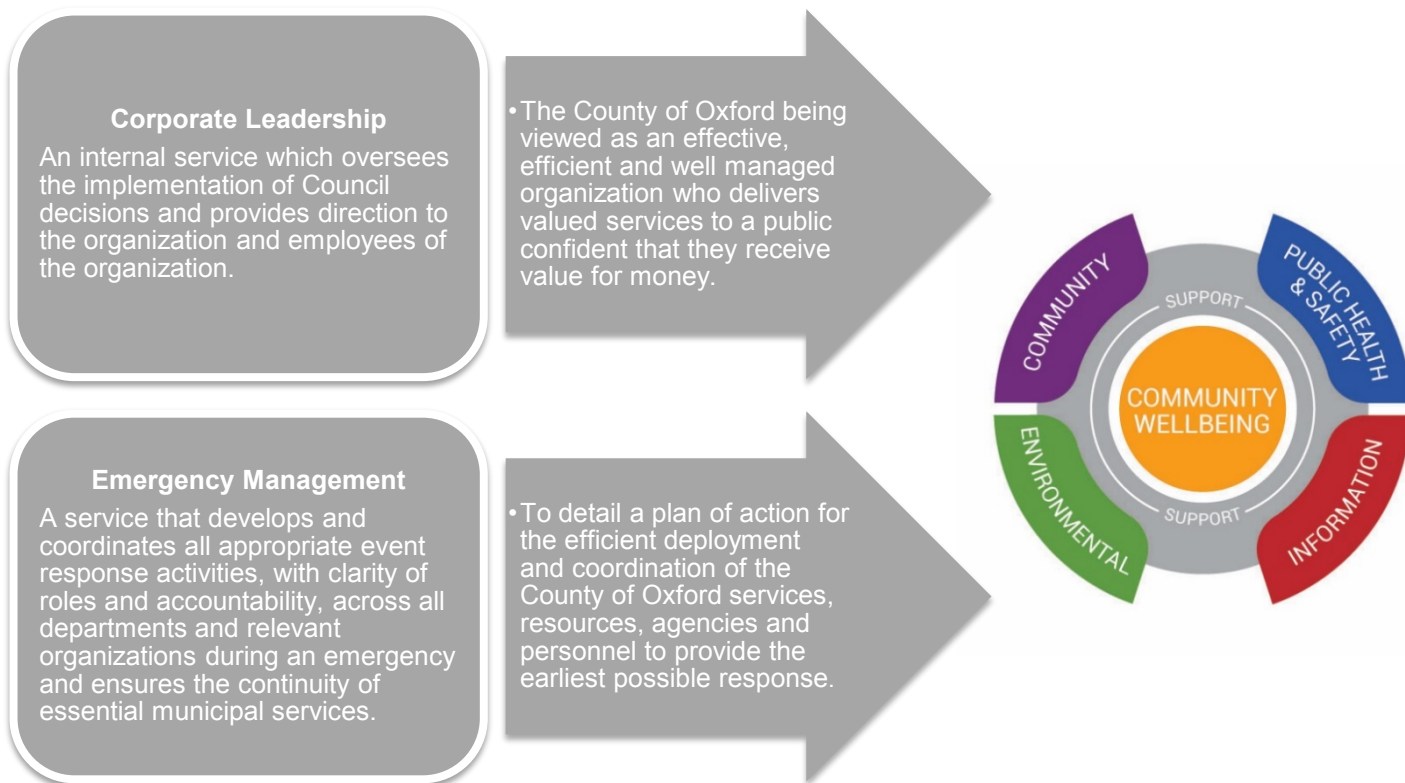
Project # and Name	Description	Asset Activity	Asset Rating	Total	2020 New Request	2021	2022-2029
<b>Paramedic Services</b>							
Unit 1002 & Unit 1004	Ambulance (Gas/Electric Hybrid)	Replacement	Fair	<b>\$710,000</b>	\$355,000		\$355,000
Unit 1317	Emergency Response Unit (Gas/Electric Hybrid)	Replacement	Fair	<b>\$260,000</b>	\$130,000		\$130,000
Unit OXF1	Logistics Support Van	Replacement	Fair	<b>\$62,000</b>	\$31,000		\$31,000
Other Equipment	Regular Annual Equipment Replacement	Replacement	N/A	<b>\$99,190</b>	\$99,190		

# CAO

## FIVE YEAR BUDGET PROJECTION

	2020 REQUESTED BUDGET	2021 PROJECTED BUDGET	2022 PROJECTED BUDGET	2023 PROJECTED BUDGET	2024 PROJECTED BUDGET
<b>REVENUES</b>					
GENERAL REVENUES	(6,316,929)	(6,555,602)	(6,817,942)	(7,080,336)	(7,348,185)
OTHER REVENUES	(1,919,101)	(1,338,440)	(1,094,216)	(1,241,122)	(1,317,075)
<b>TOTAL REVENUES</b>	<b>(8,236,030)</b>	<b>(7,894,042)</b>	<b>(7,912,158)</b>	<b>(8,321,458)</b>	<b>(8,665,260)</b>
<b>EXPENSES</b>					
SALARIES AND BENEFITS	12,468,428	12,656,111	12,843,876	13,034,079	13,227,997
OPERATING EXPENSES	3,034,849	2,269,451	2,276,186	2,283,263	2,290,582
DEBT REPAYMENT	269,539	194,243	188,448	182,652	-
CAPITAL	799,690	1,042,475	839,624	920,325	1,195,575
OTHER	893,660	901,316	864,000	934,263	874,000
INTERDEPARTMENTAL CHARGES	937,824	953,893	961,290	976,524	1,011,893
<b>TOTAL EXPENSES</b>	<b>18,403,990</b>	<b>18,017,489</b>	<b>17,973,424</b>	<b>18,331,106</b>	<b>18,600,047</b>
<b>TOTAL CAO</b>	<b>10,167,960</b>	<b>10,123,447</b>	<b>10,061,266</b>	<b>10,009,648</b>	<b>9,934,787</b>

Services Overview



Key Performance Indicators

	2017 Actual	2018 Actual	2019 Forecast	2020 Budget	2021 Budget	Target
Gross Operating Budget Variance (% Operating Budget spent)	89.9%	87.6%	93.1%	98.5%	98.5%	98.5%
Capital Budget (Delivery) Variance (% Capital Budget spent)	53.0%	75.0%	90.1%	85.0%	85.0%	85.0%
Community Satisfaction with County Programs*	80.1%	80.5%	N/A	85.0%	85.0%	85.0%
Employee Job Engagement*	79.2%	79.2%	79.2%	79.2%	80.0%	80% (2021 survey)
Employee Organizational Engagement*	69.4%	69.4%	69.4%	69.4%	75.0%	75% (2021 survey)

\* Oxford County Annual Budget survey, Overall Rating Achieved

Goals and Objectives

Description	2020	2021	2022	Strategic Plan	Other Plan Alignment
<p><b>Oxford County Strategic Plan</b> Ongoing implementation of the County's Strategic Plan.</p>	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	
<p><b>Future Oxford Plan</b> Ongoing facilitation of, and support for, the implementation of the Future Oxford Plan through the Future Oxford Partnership and within Oxford County operations.</p>	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	<i>FutureOxford</i>
<p><b>Strategic Commitments</b> Working with community partners, stakeholders and businesses in the ongoing advancement of Oxford County's formal commitments:</p> <ul style="list-style-type: none"> <li>• 100% Renewable Energy</li> <li>• Zero Waste</li> <li>• Zero Poverty</li> </ul>	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	<i>FutureOxford</i>  
<p><b>Oxford Housing Crisis</b> Continue working with Human Services, Planning and other departments in the development of a housing strategy to address the need, and increase opportunities, for housing that is affordable to the broader Oxford community, including the development of tangible implementation tools.</p>	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	<i>FutureOxford</i>  Housing Strategy  
<p><b>Western Ontario Warden's Caucus</b> Ongoing support and involvement with the WOWC initiatives:</p> <ul style="list-style-type: none"> <li>• SWIFT</li> <li>• SW Ontario Economic Development Plan</li> </ul>	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	<i>FutureOxford</i>
<p><b>Southwestern Ontario Transportation</b> Ongoing advocacy for Southwestern Ontario Transportation enhancements:</p> <ul style="list-style-type: none"> <li>• SouthwestLynx – integrated public transportation</li> <li>• Freight Rail</li> <li>• Short Line Rail</li> </ul>	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	<i>FutureOxford</i>  SouthwestLynx Plan
<p><b>Southwestern Ontario Advocacy</b> Continue to advocate for Oxford County and Southwestern Ontario.</p>	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	<i>FutureOxford</i>

Description	2020	2021	2022	Strategic Plan	Other Plan Alignment
<b>Southwestern Landfill Proposal EA</b> County oversight and engagement in proposal Environmental Assessment process.	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	<i>FutureOxford</i>  Oxford County Official Plan
<b>Emergency Management</b> Continue ongoing work with municipal partners in the enhancement of Emergency Preparedness communications to enhance community preparedness, emergency response and to ensure optimal citizen and community partner access to emergency information.	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	Emergency Management Plan

Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
<b>2019 Approved Budget</b>	<b>828,935</b>	<b>175,000</b>	<b>1,003,935</b>	<b>175,000</b>	<b>828,935</b>	
<b>Base Budget Changes</b>	<b>(4,976)</b>	<b>(175,000)</b>	<b>(179,976)</b>	<b>(175,000)</b>	<b>(4,976)</b>	<b>(0.6%)</b>
<b>Reorganization</b>						
CAO-Clerk Office reorganization	(216,444)	-	(216,444)	-	(216,444)	(26.1%)
<b>New Initiative</b>						
CAO-SouthwestLynx	175,000	-	175,000	-	175,000	21.1%
	<b>175,000</b>	<b>-</b>	<b>175,000</b>	<b>-</b>	<b>175,000</b>	<b>21.1%</b>
<b>2020 Requested Budget</b>	<b>782,515</b>	<b>-</b>	<b>782,515</b>	<b>-</b>	<b>782,515</b>	<b>(5.6%)</b>
\$	(46,420)	(175,000)	(221,420)	(175,000)	(46,420)	
%	(5.6%)	(100.0%)	(22.1%)	(100.0%)	(5.6%)	

**CAO OFFICE**  
**2020 BUDGET REPORT**

	2019 FORECAST	2019 BUDGET	2020 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
USER FEES AND CHARGES	(5,000)	-	-	-	- %
<b>TOTAL GENERAL REVENUES</b>	<b>(5,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- %</b>
<b>OTHER REVENUES</b>					
RESERVE TRANSFER	(50,000)	(175,000)	-	175,000	(100.0%)
<b>TOTAL OTHER REVENUES</b>	<b>(50,000)</b>	<b>(175,000)</b>	<b>-</b>	<b>175,000</b>	<b>(100.0%)</b>
<b>TOTAL REVENUES</b>	<b>(55,000)</b>	<b>(175,000)</b>	<b>-</b>	<b>175,000</b>	<b>(100.0%)</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	434,314	471,167	330,899	(140,268)	(29.8%)
BENEFITS	104,083	122,074	77,704	(44,370)	(36.3%)
<b>TOTAL SALARIES AND BENEFITS</b>	<b>538,397</b>	<b>593,241</b>	<b>408,603</b>	<b>(184,638)</b>	<b>(31.1%)</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	61,427	52,274	50,500	(1,774)	(3.4%)
CONTRACTED SERVICES	169,521	290,000	290,000	-	- %
<b>TOTAL OPERATING EXPENSES</b>	<b>230,948</b>	<b>342,274</b>	<b>340,500</b>	<b>(1,774)</b>	<b>(0.5%)</b>
<b>CAPITAL</b>					
FURNISHINGS AND EQUIPMENT	295	-	-	-	- %
<b>TOTAL CAPITAL</b>	<b>295</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- %</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	68,420	68,420	33,412	(35,008)	(51.2%)
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>68,420</b>	<b>68,420</b>	<b>33,412</b>	<b>(35,008)</b>	<b>(51.2%)</b>
<b>TOTAL EXPENSES</b>	<b>838,060</b>	<b>1,003,935</b>	<b>782,515</b>	<b>(221,420)</b>	<b>(22.1%)</b>
<b>TOTAL CAO OFFICE</b>	<b>783,060</b>	<b>828,935</b>	<b>782,515</b>	<b>(46,420)</b>	<b>(5.6%)</b>

<b>New Initiative:</b>	<b>SouthwestLynx</b>
<b>Department/Division:</b>	<b>CAO - CAO Office</b>
<b>Strategic Plan Focus:</b>	<b>A County that is Well Connected</b>
<b>Strategic Plan Objective:</b>	<i>2. i. Improve travel options beyond the personal vehicle by: Exploring the feasibility of innovative inter-municipal transportation strategies (E.g., car/ride share)</i>

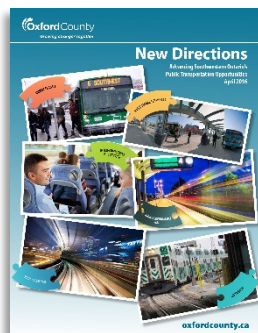
## DESCRIPTION OF REQUEST

This new initiative requests \$175,000 funding for SouthwestLynx related initiatives including but not limited to participating in Community Transportation partnerships participation with neighbouring municipalities operating through Oxford County, as opportunities arise with the implementation of Ontario Community Transportation Grants allocated to Stratford-Perth, Middlesex County, Tillsonburg and Norfolk County.

## DISCUSSION

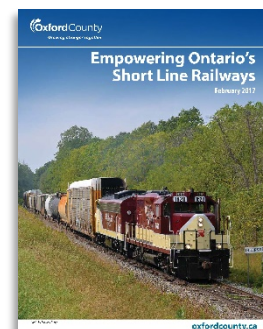
### Background

Council has actively engaged in and supported initiatives to advance transportation solutions for Southwestern Ontario through the preparation of a compendium of reports and executive summary comprising:

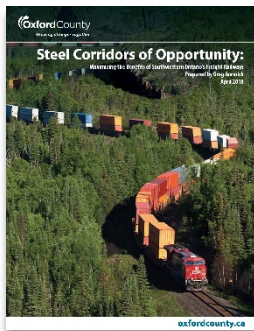


***New Directions: Advancing Southwestern Ontario's Public Transportation Opportunities*** proposes the design of a fully integrated public transportation system that contributes to Southwestern Ontario's competitiveness and long-term sustainability.

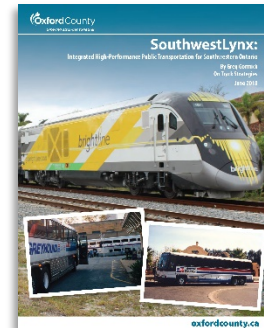
***Empowering Ontario's Short Line Railways*** tells the story of short line railways in Ontario; understanding their value and understanding their challenges.







***Steel Corridors of Opportunity*** focuses on Southwestern Ontario's freight railway system, which is a vital component of our economic, community and environmental prosperity.



***SouthwestLynx – Integrated High-Performance Public Transportation for Southwestern Ontario*** proposes a fully integrated public transportation solution that will serve the people and businesses of Southwestern Ontario through the optimization of existing rail corridors to enhance passenger and freight rail services and a fully integrated Intercommunity Transportation system.



***Connecting Southwestern Ontario- Taking the Southwestern regional transportation discussion further*** is a summary of the Southwestern Ontario transportation compendium that outlines key issues facing passenger and freight transportation mobility and efficiency across Southwestern Ontario, and poses actions that would set the stage for positive transformation.

As well, through adoption of Report CAO 2018-18 Council approved \$175,000 to support High Speed Rail Environmental Assessment peer review activities and Southwestern Ontario transportation advocacy efforts.

## Comments

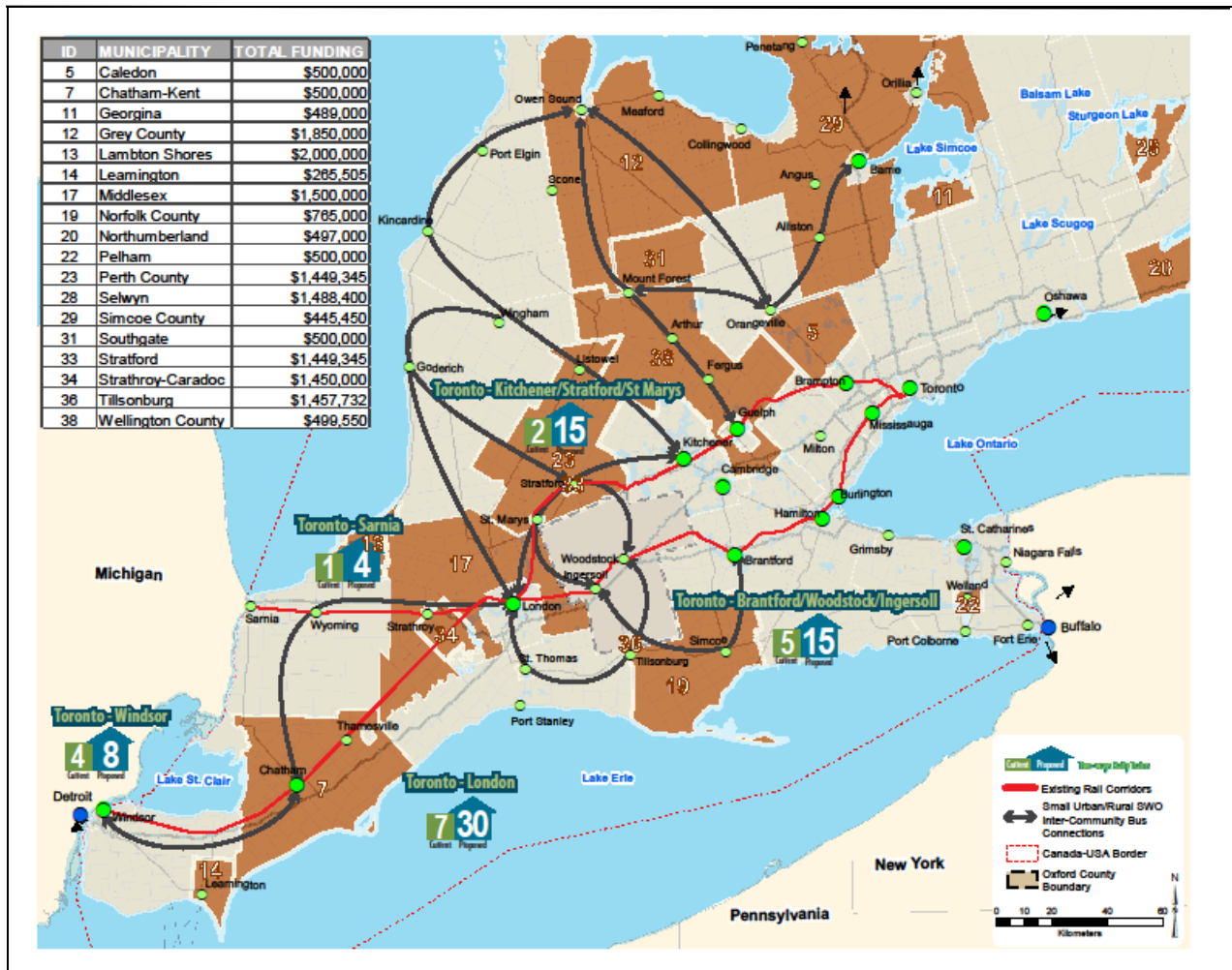
Since the adoption of Report CAO 2018-18, through the 2019/2020 Budget, the Province abandoned the High Speed Rail Environmental Assessment (HSR EA) and committed to the examining practical options for improvements to passenger and freight rail through optimization of existing rail corridors in Southwestern Ontario as well as opportunities for inter-community bus transportation solutions that better support the immediate needs of Southwestern Ontario. As such, there was no need to initiate any HSR EA peer review work.

As well, Oxford County's Southwestern Ontario transportation advocacy has been contained to include ongoing dialogue with senior provincial staff leading the aforementioned provincial strategy development and participation in Session #3 of the Canadian Urban Transit Research and Innovation Consortium (CUTRIC) Rail Innovation Focus Group Consultation Sessions commissioned by Transport Canada. The final report and outcomes of the CUTRIC-Transport Canada work are yet to be revealed however the SouthwestLynx related work has been included for consideration in the Session #3 Interim report.

As well in 2019 several municipalities received 5 Year Inter-Community Transportation grants from the Province of Ontario. These grants were awarded based on an application process that began in early 2018 with the intent of seed funding to test and cultivate intercommunity transit ridership with the intent to develop sustainable models going forward.

Figure 1 illustrates the SouthwestLynx Plan with a municipal grant recipient overlay visually highlighting Oxford County’s SouthwestLynx conceptual plan, Ontario’s Inter-Community Transportation funding program and participating municipalities. The opportunity for coordination and integration is real, but is only the beginning.

**Figure 1**  
**SouthwestLynx Plan with Community Transportation Grants Overlay**



Focusing on Oxford County and the immediate surrounding areas, 5 Year Inter-Community Transportation grants from the Province of Ontario were awarded to:

- Town of Tillsonburg (\$1,457,732)
- Middlesex County (\$1,500,000)
- Perth County (\$1,449,345)
- City of Stratford (\$1,449,345)
- Norfolk County (\$ 765,000)

Each of these communities are in various levels of planning and procurement for services set to start in spring 2020. With community connectivity and service integration a focus of the SouthwestLynx concept, Oxford County staff have reached out to each of these municipalities to inquire about potential opportunities to leverage their plans in a way that enhances their work and ensures Oxford County rural settlements transit stops are considered where feasible.

The response has been positive with many of the partners intended to capture the intent of the SouthwestLynx concept as depicted in Figure 1. For example, the Tillsonburg service preliminary plans includes stops at many of the small settlement areas on route to key destinations and coordination points in Ingersoll, Woodstock, Courtland and Delhi, connecting with Norfolk's established and expanding services.

Middlesex County is planning services between London, Thames Centre and Ingersoll/Woodstock and appear interested when Oxford and Zorra Township indicated the desire for stops in Thamesford.

The Stratford/Perth partnership, in coordination with East Zorra-Tavistock Township was also approached seeking potential interest in serving Tavistock through their planned St Marys, Stratford, Kitchener service plan. In addition, they have been asked to consider using their planned procurement process to seek costing for a Stratford, Ingersoll-Woodstock, Tavistock service though such was not part of their submission to the province.

Oxford County's outreach out to all partners was intended to trigger thought about community stops generally along the way of their planned routes and how through incremental financial support there may be opportunity to leverage their inter-community transportation plans. This approach has the potential to leverage provincial and municipal partner approved funding to accelerate planning and implementation of the integrated Inter-community Transportation attributes embedded within the SouthwestLynx concept plan.

The critical reality is that additional transit stops often have route distance implications and will always have time and cost (capital and operating) implications. As such, our ability to realize the opportunities that are before us may require financial contribution. The degree to, and manner in, which Oxford County might want to participate is subject to many discussions likely to unfold in 2020.

The intent of this initiative is to establish \$175,000 as base financial means that would enable strategic participation, should Council wish to do so. The funding level is an estimate leveraging monies Council was previously agreeable to expend to advance the SouthwestLynx concept Oxford developed.

## **Conclusions**

This initiative proposes base funding in the amount of \$175,000 as base financial means that would enable strategic participation in any opportunities that might leverage provincial and adjacent municipal Community Transportation.

## RISKS/IMPLICATIONS

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All participation agreements considered by Oxford County would be subject to Council approval.

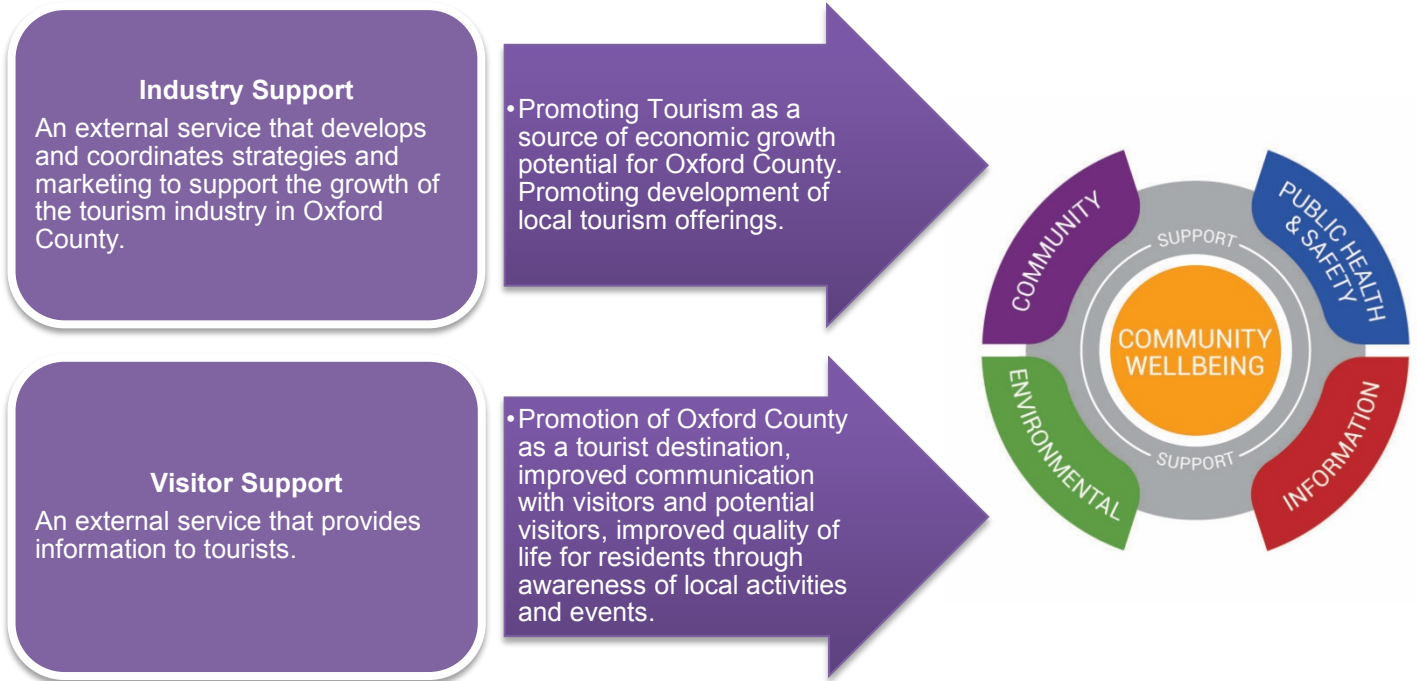
## BUDGET REQUIREMENTS

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	2020 One-time	2020 Base	Total
<b>Expenses</b>			
Service agreements with municipal partners	\$-	\$175,000	\$175,000
<b>Total Expenses</b>	<b>\$-</b>	<b>\$175,000</b>	<b>\$175,000</b>
<b>County Levy</b>	<b>\$-</b>	<b>\$175,000</b>	<b>\$175,000</b>

There are no staffing implications with this initiative.

Services Overview



Key Performance Indicators

	2017 Actual	2018 Actual	2019 Forecast	2020 Budget	2021 Budget	Target
Number of Partners/Partnerships	316	340	344	330	320	320*
Green Tourism Development & Promotion New Activities	3	8	6	3	3	3
Number of Travel Media Stories	12	18	11	5	5	5^
Paid Digital Campaign Impressions	2,472,706	3,914,557	2,500,000	3,500,000	3,800,000	4,000,000-
Number of Visitor Interactions: Digital	145,135	148,845	159,707	162,000	165,000	170,000+
Number of Visitor Interactions: Direct	96,815	96,088	108,804	100,000	100,000	100,000

\*This is the number of organizations Tourism works with on collaborative activities. This number will fluctuate based current projects and grants.

^Tourism focuses on quality, fit and reach of the writers it hosts. For example, in 2018 & 2019 Oxford was featured in two travel guides.

~ In 2018, Oxford received partnership funds for marketing activities resulting in more impressions. The future impression forecast is based on current advertising rates.

+Digital represents website traffic, social media subscribers, & YouTube views. Direct includes visitor inquiries, event attendance and print quantity. While web traffic and email subscribers is forecasted to increase, decreases could be seen in print quantity and social media traffic due to application trends.

## Goals and Objectives

Description	2020	2021	2022	Strategic Plan	Other Plan Alignment
<b>Development Promotion for Gravel Road Cycling Routes</b> Develop promotion for cycling routes. Investigate way-finding signage design and installation.	●	●		A County that Thinks Ahead and Wisely Shapes the Future	<i>FutureOxford</i>
<b>Digital Partnership Advertising</b> Offer five collaborative digital advertising partnership opportunities. These activities foster partnership between businesses and provide support with digital advertising. The application process will open in the first quarter and partnerships will be implemented throughout 2020.	●			A County that Works Together	<i>FutureOxford</i>
<b>Experiential Tourism Development</b> Support existing experiential tourism operators with marketing. Coach new businesses in crafting new visitor experiences.	●	●	●	A County that Works Together	<i>FutureOxford</i>

Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
2019 Approved Budget	497,025	-	497,025	65,333	431,692	
Base Budget Changes	8,428	-	8,428	(2,833)	11,261	2.6%
2020 Requested Budget	505,453	-	505,453	62,500	442,953	2.6%
\$	8,428	-	8,428	(2,833)	11,261	
%	1.7%	0.0%	1.7%	(4.3%)	2.6%	

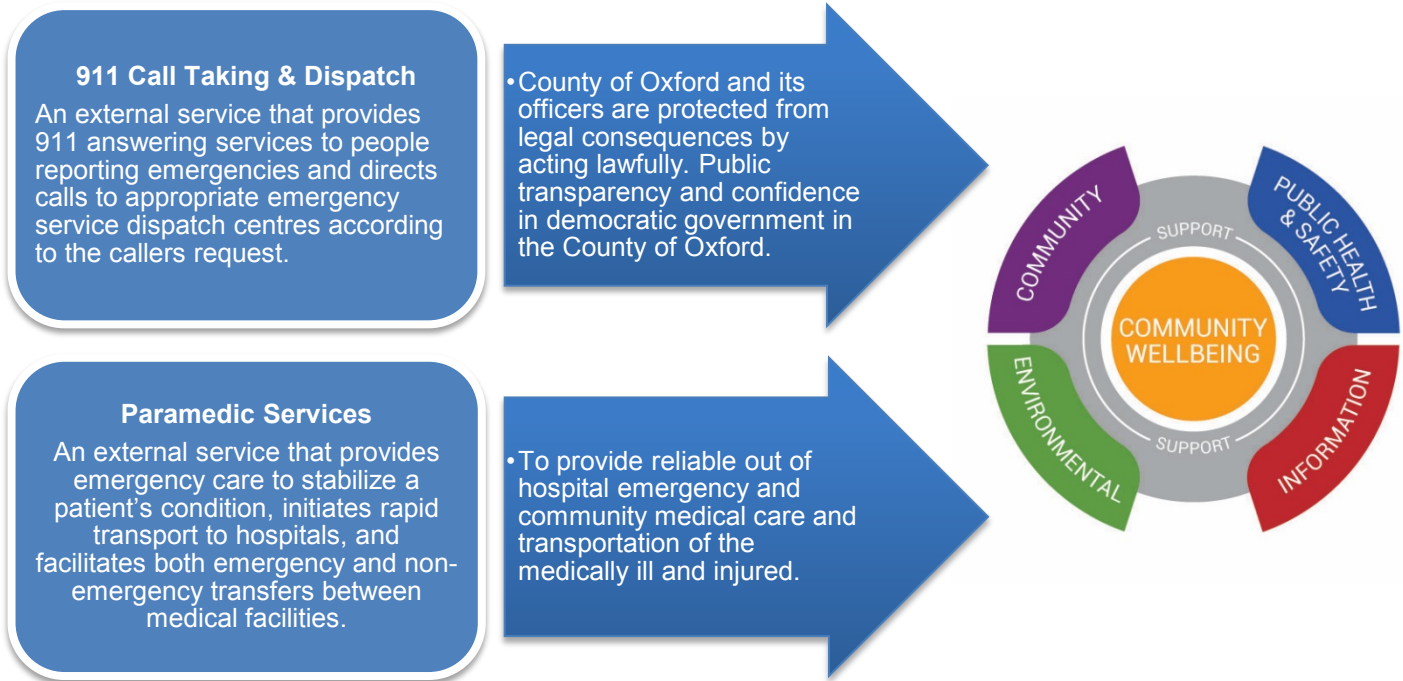
# TOURISM

## 2020 BUDGET REPORT

	2019 FORECAST	2019 BUDGET	2020 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
PROVINCIAL GRANTS	(3,658)	(3,658)	-	3,658	(100.0%)
USER FEES AND CHARGES	(75,975)	(61,675)	(62,500)	(825)	1.3%
<b>TOTAL GENERAL REVENUES</b>	<b>(79,633)</b>	<b>(65,333)</b>	<b>(62,500)</b>	<b>2,833</b>	<b>(4.3%)</b>
<b>TOTAL REVENUES</b>	<b>(79,633)</b>	<b>(65,333)</b>	<b>(62,500)</b>	<b>2,833</b>	<b>(4.3%)</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	204,006	205,051	211,328	6,277	3.1%
BENEFITS	55,914	56,472	57,154	682	1.2%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>259,920</b>	<b>261,523</b>	<b>268,482</b>	<b>6,959</b>	<b>2.7%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	117,797	117,396	122,039	4,643	4.0%
CONTRACTED SERVICES	76,000	73,000	68,000	(5,000)	(6.8%)
RENTS AND FINANCIAL EXPENSES	4,164	4,164	4,164	-	-
<b>TOTAL OPERATING EXPENSES</b>	<b>197,961</b>	<b>194,560</b>	<b>194,203</b>	<b>(357)</b>	<b>(0.2%)</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	40,942	40,942	42,768	1,826	4.5%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>40,942</b>	<b>40,942</b>	<b>42,768</b>	<b>1,826</b>	<b>4.5%</b>
<b>TOTAL EXPENSES</b>	<b>498,823</b>	<b>497,025</b>	<b>505,453</b>	<b>8,428</b>	<b>1.7%</b>
<b>TOTAL TOURISM</b>	<b>419,190</b>	<b>431,692</b>	<b>442,953</b>	<b>11,261</b>	<b>2.6%</b>



Services Overview



Key Performance Indicators

	2017 Actual	2018 Actual	2019 Forecast	2020 Budget	2021 Budget	Target
Total patient encounters	12,831	13,919	14,750	15,635	16,570	↑
Terms of 911 contract met by provider	Yes	Yes	Yes	Yes	Yes	Yes

## Goals and Objectives

Description	2020	2021	2022	Strategic Plan	Other Plan Alignment
<b>10 Year Master Plan</b> Phased in implementation of the 10 Year Master Plan	●	●		A County that Performs and Delivers Results	EMS Master Plan
<b>Deployment Review</b> Comprehensive response areas analysis for optimized Rural and Urban deployment	●			A County that Performs and Delivers Results	EMS Master Plan
<b>Ambulance Act Legislation Changes</b> Planning and implementation of proposed legislation changes for alternate models of care	●	●		A County that Thinks Ahead and Wisely Shapes the Future	

Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
<b>2019 Approved Budget</b>	<b>14,185,783</b>	<b>1,264,250</b>	<b>15,450,033</b>	<b>8,213,997</b>	<b>7,236,036</b>	
<b>Base Budget Changes</b>	<b>364,948</b>	<b>(464,560)</b>	<b>(99,612)</b>	<b>(71,269)</b>	<b>(28,343)</b>	<b>(0.4%)</b>
<b>Provincial Funding</b>						
PS-Land Ambulance Provincial funding changes	-	-	-	(896,698)	896,698	12.4%
	-	-	-	<b>(896,698)</b>	<b>896,698</b>	<b>12.4%</b>
<b>2020 Requested Budget</b>	<b>14,550,731</b>	<b>799,690</b>	<b>15,350,421</b>	<b>7,246,030</b>	<b>8,104,391</b>	<b>12.0%</b>
<b>\$</b>	<b>364,948</b>	<b>(464,560)</b>	<b>(99,612)</b>	<b>(967,967)</b>	<b>868,355</b>	
<b>%</b>	<b>2.6%</b>	<b>(36.7%)</b>	<b>(0.6%)</b>	<b>(11.8%)</b>	<b>12.0%</b>	

# PARAMEDIC SERVICES

## 2020 BUDGET REPORT

	2019 FORECAST	2019 BUDGET	2020 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
PROVINCIAL GRANTS	(5,809,451)	(5,908,212)	(6,041,829)	(133,617)	2.3%
USER FEES AND CHARGES	(190,116)	(158,500)	(180,600)	(22,100)	13.9%
OTHER REVENUE	(38,142)	(30,000)	(24,000)	6,000	(20.0%)
<b>TOTAL GENERAL REVENUES</b>	<b>(6,037,709)</b>	<b>(6,096,712)</b>	<b>(6,246,429)</b>	<b>(149,717)</b>	<b>2.5%</b>
<b>OTHER REVENUES</b>					
DEVELOPMENT CHARGES	(461,750)	(75,000)	(199,911)	(124,911)	166.5%
RESERVE TRANSFER	(440,901)	(786,135)	-	786,135	(100.0%)
CAPITAL RESERVE TRANSFER	(1,036,714)	(1,256,150)	(799,690)	456,460	(36.3%)
<b>TOTAL OTHER REVENUES</b>	<b>(1,939,365)</b>	<b>(2,117,285)</b>	<b>(999,601)</b>	<b>1,117,684</b>	<b>(52.8%)</b>
<b>TOTAL REVENUES</b>	<b>(7,977,074)</b>	<b>(8,213,997)</b>	<b>(7,246,030)</b>	<b>967,967</b>	<b>(11.8%)</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	8,630,710	8,784,717	8,936,189	151,472	1.7%
BENEFITS	2,222,420	2,294,520	2,339,614	45,094	2.0%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>10,853,130</b>	<b>11,079,237</b>	<b>11,275,803</b>	<b>196,566</b>	<b>1.8%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	1,072,311	1,130,082	1,107,922	(22,160)	(2.0%)
CONTRACTED SERVICES	175,678	170,286	199,393	29,107	17.1%
<b>TOTAL OPERATING EXPENSES</b>	<b>1,247,989</b>	<b>1,300,368</b>	<b>1,307,315</b>	<b>6,947</b>	<b>0.5%</b>
<b>DEBT REPAYMENT</b>					
PRINCIPAL REPAYMENT	243,834	243,834	246,576	2,742	1.1%
INTEREST REPAYMENT	31,437	31,437	22,963	(8,474)	(27.0%)
<b>TOTAL DEBT REPAYMENT</b>	<b>275,271</b>	<b>275,271</b>	<b>269,539</b>	<b>(5,732)</b>	<b>(2.1%)</b>
<b>CAPITAL</b>					
MAJOR INFRASTRUCTURE	-	-	184,500	184,500	- %
VEHICLES	548,236	525,000	516,000	(9,000)	(1.7%)
FURNISHINGS AND EQUIPMENT	648,228	731,150	99,190	(631,960)	(86.4%)
<b>TOTAL CAPITAL</b>	<b>1,196,464</b>	<b>1,256,150</b>	<b>799,690</b>	<b>(456,460)</b>	<b>(36.3%)</b>
<b>OTHER</b>					
CONTRIBUTIONS TO CAPITAL RESERVES	995,080	795,080	893,660	98,580	12.4%
<b>TOTAL OTHER</b>	<b>995,080</b>	<b>795,080</b>	<b>893,660</b>	<b>98,580</b>	<b>12.4%</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	743,927	743,927	804,414	60,487	8.1%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>743,927</b>	<b>743,927</b>	<b>804,414</b>	<b>60,487</b>	<b>8.1%</b>
<b>TOTAL EXPENSES</b>	<b>15,311,861</b>	<b>15,450,033</b>	<b>15,350,421</b>	<b>(99,612)</b>	<b>(0.6%)</b>
<b>TOTAL PARAMEDIC SERVICES</b>	<b>7,334,787</b>	<b>7,236,036</b>	<b>8,104,391</b>	<b>868,355</b>	<b>12.0%</b>

Services Overview

**Communications**  
An internal service that provides professional consultation; establishes policy and guidelines; and delivers tactical communication support.

• To promote and protect reputation; inform the public; instill public confidence and trust; and support a positive organizational culture.



Key Performance Indicators

	2017 Actual	2018 Actual	2019 Forecast	2020 Budget	2021 Budget	Target
Media interviews facilitated	291	228	145	152	160	+ 5%/yr
News releases and media updates	104	113	52	56	60	+ 7%/yr
Total annual sessions to website	337,968	362,238	332,315	338,520	335,694	+ 7.5%/yr
Social media followers/subscribers*	7,130	6,913	3,100**	3,410	3,751	+ 10%/yr

	2014 Actual	2017 Actual	2020 Budget	Municipal Target
Employee Engagement Survey	56.30%	69.75%	69.75%	80%

\*Includes Oxford County Public Health up to 2017. Currently includes main Oxford County accounts for which SCE is sole contributor. SCE also oversees/facilitates accounts with content creators in other departments: Tourism, Library, Paramedics and Wasteline (Public Works). Does not include Future Oxford accounts maintained by SCE.

\*\*Decline in numbers from transfer of Oxford County Public Health social media management to Southwestern Public Health.

Goals and Objectives

Description	2020	2021	2022	Strategic Plan	Other Plan Alignment
<p><b>Employee engagement through shared stories</b></p> <p>Support employee engagement by facilitating a 7% representation of staff-generated content into internal weekly publication. This is distinct from service or department-generated news, but rather would share individual employee “stories” (events, activities, videos, etc.) that are relevant to the County’s strategic directions and show personal ownership over these messages.</p>	●			A County that Employs People Who Make a Positive Difference	Our People Our Strength Plan
<p><b>Increased usage of digital marketing as part of media buy/advertising plans</b></p> <p>Expand use of digital/online marketing tactics to increase audience reach for County news and information by 5,000 impressions over the year. (Note: Dependent on department budgets for advertising)</p>	●			A County that Informs and Engages	
<p><b>Promoting corporate identity through social media</b></p> <p>Develop and launch a proactive “features”-style social media series that promotes Oxford County and its services as a whole, i.e., is not focused solely on a targeted, service-specific campaign. Content will enhance the public’s understanding of the County’s role and responsibilities, with a longer-term intention of helping to prepare and motivate residents to meaningfully engage when presented with opportunities to do so.</p>	●			A County that Informs and Engages	

Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
2019 Approved Budget	420,787	-	420,787	-	420,787	
Base Budget Changes	386	-	386	-	386	0.1%
2020 Requested Budget	421,173	-	421,173	-	421,173	0.1%
\$	386	-	386	-	386	
%	0.1%	0.0%	0.1%	0.0%	0.1%	

# STRATEGIC COMM & ENGAGEMENT

## 2020 BUDGET REPORT

	2019 FORECAST	2019 BUDGET	2020 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	266,812	268,882	276,721	7,839	2.9%
BENEFITS	73,780	73,814	74,275	461	0.6%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>340,592</b>	<b>342,696</b>	<b>350,996</b>	<b>8,300</b>	<b>2.4%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	18,535	17,755	19,371	1,616	9.1%
CONTRACTED SERVICES	10,000	10,000	10,000	-	- %
<b>TOTAL OPERATING EXPENSES</b>	<b>28,535</b>	<b>27,755</b>	<b>29,371</b>	<b>1,616</b>	<b>5.8%</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	50,336	50,336	40,806	(9,530)	(18.9%)
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>50,336</b>	<b>50,336</b>	<b>40,806</b>	<b>(9,530)</b>	<b>(18.9%)</b>
<b>TOTAL EXPENSES</b>	<b>419,463</b>	<b>420,787</b>	<b>421,173</b>	<b>386</b>	<b>0.1%</b>
<b>TOTAL STRATEGIC COMM &amp; ENGAGEMENT</b>	<b>419,463</b>	<b>420,787</b>	<b>421,173</b>	<b>386</b>	<b>0.1%</b>



Services Overview

**Initiative Implementation**  
An internal service responsible for the planning and implementation of County wide initiatives (ie. Renewable Energy, Zero Waste, Zero Poverty).


• Ensure that County initiatives are considered in all new policy and implementation, making progress toward end goals.



Key Performance Indicators

	2017 Actual	2018 Actual	2019 Forecast	2020 Budget	2021 Budget	Target
Increase renewable electricity content County-wide by 2% per year	5 % TBC	5% TBC	TBD	TBD	TBD	100%
Reduce Oxford Community energy use	22,400 GJ	22,400 GJ	TBD	TBD	TBD	19,400 GJ
Support increase of Public EV charging infrastructure	Telsa - 8 Level 2 - 20 Level 3 - 5	Telsa - 8 Level 2 - 20 Level 3 - 5	Telsa - 8 Level 2 - 20 Level 3 - 5	Telsa - 8 Level 2 - 20 Level 3 - 5	Telsa - 8 Level 2 - 20 Level 3 - 5	↑
Reduce CO2 emissions by 1% per year	TBD Mt	TBD Mt	TBD Mt	TBD Mt	TBD Mt	0.368 mt
Reduce Waste to Landfill	41,037 t	41,037 t	41,037 t	41,037 t	41,037 t	4,000 t
Extend Oxford Waste Management Facility life	2,063	2,063	2,063	2,063	2,063	2,100
% Waste diversion at the OCWMF	35%	35%	35%	35%	35%	90%

Goals and Objectives

Description	2020	2021	2022	Strategic Plan	Other Plan Alignment
<p><b>Oxford County Strategic Plan</b> Ongoing implementation of the County's Strategic Plan.</p>	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	
<p><b>Future Oxford Plan</b> Ongoing facilitation of, and support for, the implementation of the Future Oxford Plan through the Future Oxford Partnership and within Oxford County operations.</p>	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	<i>FutureOxford</i>
<p><b>Strategic Commitments</b> Working with community partners, stakeholders and businesses in the ongoing advancement of Oxford County's formal commitments:</p> <ul style="list-style-type: none"> <li>• 100% Renewable Energy</li> <li>• Zero Waste</li> <li>• Zero Poverty</li> </ul>	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	<i>FutureOxford</i>  
<p><b>Housing Crisis</b> Working with community partners, stakeholders and businesses in the development of an Oxford County Housing Strategy.</p>	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	<i>FutureOxford</i>  Zero Poverty Plan
<p><b>Southwestern Ontario Transportation</b> Ongoing advocacy for Southwestern Ontario Transportation enhancements:</p> <ul style="list-style-type: none"> <li>• SouthwestLynx – integrated public transportation</li> <li>• Freight Rail</li> <li>• Short Line Rail</li> </ul>	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	<i>FutureOxford</i>  SouthwestLynx Plan

Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
<b>2019 Approved Budget</b>	<b>307,356</b>	<b>919,250</b>	<b>1,226,606</b>	<b>1,023,750</b>	<b>202,856</b>	
<b>Base Budget Changes</b>	<b>20,072</b>	<b>(919,250)</b>	<b>(899,178)</b>	<b>(894,250)</b>	<b>(4,928)</b>	<b>(2.4%)</b>
<b>One-time Items</b>						
SI-Zero Waste Reduction Technology Carryover	-	798,000	798,000	798,000	-	0.0%
	-	<b>798,000</b>	<b>798,000</b>	<b>798,000</b>	-	<b>0.0%</b>
<b>2020 Requested Budget</b>	<b>327,428</b>	<b>798,000</b>	<b>1,125,428</b>	<b>927,500</b>	<b>197,928</b>	<b>(2.4%)</b>
<b>\$</b>	<b>20,072</b>	<b>(121,250)</b>	<b>(101,178)</b>	<b>(96,250)</b>	<b>(4,928)</b>	
<b>%</b>	<b>6.5%</b>	<b>(13.2%)</b>	<b>(8.2%)</b>	<b>(9.4%)</b>	<b>(2.4%)</b>	

## STRATEGIC INITIATIVES 2020 BUDGET REPORT

	2019 FORECAST	2019 BUDGET	2020 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
<b>REVENUES</b>					
<b>GENERAL REVENUES</b>					
USER FEES AND CHARGES	(6,777)	(6,000)	(8,000)	(2,000)	33.3%
<b>TOTAL GENERAL REVENUES</b>	<b>(6,777)</b>	<b>(6,000)</b>	<b>(8,000)</b>	<b>(2,000)</b>	<b>33.3%</b>
<b>OTHER REVENUES</b>					
DEVELOPMENT CHARGES	-	-	(11,000)	(11,000)	-
RESERVE TRANSFER	(243,690)	(1,017,750)	(908,500)	109,250	(10.7%)
<b>TOTAL OTHER REVENUES</b>	<b>(243,690)</b>	<b>(1,017,750)</b>	<b>(919,500)</b>	<b>98,250</b>	<b>(9.7%)</b>
<b>TOTAL REVENUES</b>	<b>(250,467)</b>	<b>(1,023,750)</b>	<b>(927,500)</b>	<b>96,250</b>	<b>(9.4%)</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	11,481	128,019	130,579	2,560	2.0%
BENEFITS	3,086	34,187	33,965	(222)	(0.6%)
<b>TOTAL SALARIES AND BENEFITS</b>	<b>14,567</b>	<b>162,206</b>	<b>164,544</b>	<b>2,338</b>	<b>1.4%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	61,688	68,598	95,260	26,662	38.9%
CONTRACTED SERVICES	196,207	970,127	849,200	(120,927)	(12.5%)
<b>TOTAL OPERATING EXPENSES</b>	<b>257,895</b>	<b>1,038,725</b>	<b>944,460</b>	<b>(94,265)</b>	<b>(9.1%)</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	25,678	25,675	16,424	(9,251)	(36.0%)
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>25,678</b>	<b>25,675</b>	<b>16,424</b>	<b>(9,251)</b>	<b>(36.0%)</b>
<b>TOTAL EXPENSES</b>	<b>298,140</b>	<b>1,226,606</b>	<b>1,125,428</b>	<b>(101,178)</b>	<b>(8.2%)</b>
<b>TOTAL STRATEGIC INITIATIVES</b>	<b>47,673</b>	<b>202,856</b>	<b>197,928</b>	<b>(4,928)</b>	<b>(2.4%)</b>

Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
2019 Approved Budget	218,000	-	218,000	-	218,000	
Base Budget Changes	1,000	-	1,000	-	1,000	0.5%
2020 Requested Budget	219,000	-	219,000	-	219,000	0.5%
\$	1,000	-	1,000	-	1,000	
%	0.5%	0.0%	0.5%	0.0%	0.5%	

## FUTURE OXFORD 2020 BUDGET REPORT

	2019 FORECAST	2019 BUDGET	2020 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
<b>EXPENSES</b>					
<b>OPERATING EXPENSES</b>					
MATERIALS	17,000	17,000	17,000	-	-
CONTRACTED SERVICES	60,000	60,000	60,000	-	-
EXTERNAL TRANSFERS	142,000	141,000	142,000	1,000	0.7%
<b>TOTAL OPERATING EXPENSES</b>	<b>219,000</b>	<b>218,000</b>	<b>219,000</b>	<b>1,000</b>	<b>0.5%</b>
<b>TOTAL EXPENSES</b>	<b>219,000</b>	<b>218,000</b>	<b>219,000</b>	<b>1,000</b>	<b>0.5%</b>
<b>TOTAL FUTURE OXFORD</b>	<b>219,000</b>	<b>218,000</b>	<b>219,000</b>	<b>1,000</b>	<b>0.5%</b>



# 2020 Council Budget

# COUNCIL

## FIVE YEAR BUDGET PROJECTION

	2020 REQUESTED BUDGET	2021 PROJECTED BUDGET	2022 PROJECTED BUDGET	2023 PROJECTED BUDGET	2024 PROJECTED BUDGET
<b>REVENUES</b>					
OTHER REVENUES	(1,265,872)	-	-	-	-
<b>TOTAL REVENUES</b>	<b>(1,265,872)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>EXPENSES</b>					
SALARIES AND BENEFITS	405,518	413,607	421,850	430,260	438,838
OPERATING EXPENSES	1,344,522	71,150	73,650	89,650	72,650
INTERDEPARTMENTAL CHARGES	99,383	101,416	103,483	105,700	107,924
<b>TOTAL EXPENSES</b>	<b>1,849,423</b>	<b>586,173</b>	<b>598,983</b>	<b>625,610</b>	<b>619,412</b>
<b>TOTAL COUNCIL</b>	<b>583,551</b>	<b>586,173</b>	<b>598,983</b>	<b>625,610</b>	<b>619,412</b>



Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
<b>2019 Approved Budget</b>	1,846,843	17,500	1,864,343	1,328,642	535,701	
<b>Base Budget Changes</b>	(1,263,292)	(17,500)	(1,280,792)	(1,328,642)	47,850	8.9%
<b>Service Level</b>						
COUN-SWIFT 2% General Levy Surcharge (20190109-Resolution 21,22,23)	1,265,872	-	1,265,872	1,265,872	-	0.0%
	1,265,872	-	1,265,872	1,265,872	-	0.0%
<b>2020 Requested Budget</b>	1,849,423	-	1,849,423	1,265,872	583,551	8.9%
\$	2,580	(17,500)	(14,920)	(62,770)	47,850	
%	0.1%	(100.0%)	(0.8%)	(4.7%)	8.9%	

**COUNCIL**  
**2020 BUDGET REPORT**

	2019 FORECAST	2019 BUDGET	2020 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
<b>REVENUES</b>					
<b>OTHER REVENUES</b>					
RESERVE TRANSFER	(1,328,645)	(1,328,642)	(1,265,872)	62,770	(4.7%)
<b>TOTAL OTHER REVENUES</b>	<b>(1,328,645)</b>	<b>(1,328,642)</b>	<b>(1,265,872)</b>	<b>62,770</b>	<b>(4.7%)</b>
<b>TOTAL REVENUES</b>	<b>(1,328,645)</b>	<b>(1,328,642)</b>	<b>(1,265,872)</b>	<b>62,770</b>	<b>(4.7%)</b>
<b>EXPENSES</b>					
<b>SALARIES AND BENEFITS</b>					
SALARIES	379,670	374,851	382,353	7,502	2.0%
BENEFITS	22,391	14,862	23,165	8,303	55.9%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>402,061</b>	<b>389,713</b>	<b>405,518</b>	<b>15,805</b>	<b>4.1%</b>
<b>OPERATING EXPENSES</b>					
MATERIALS	203,206	206,501	63,150	(143,351)	(69.4%)
CONTRACTED SERVICES	19,825	20,000	15,500	(4,500)	(22.5%)
EXTERNAL TRANSFERS	1,187,794	1,187,794	1,265,872	78,078	6.6%
<b>TOTAL OPERATING EXPENSES</b>	<b>1,410,825</b>	<b>1,414,295</b>	<b>1,344,522</b>	<b>(69,773)</b>	<b>(4.9%)</b>
<b>INTERDEPARTMENTAL CHARGES</b>					
INTERDEPARTMENTAL CHARGES	60,335	60,335	99,383	39,048	64.7%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>60,335</b>	<b>60,335</b>	<b>99,383</b>	<b>39,048</b>	<b>64.7%</b>
<b>TOTAL EXPENSES</b>	<b>1,873,221</b>	<b>1,864,343</b>	<b>1,849,423</b>	<b>(14,920)</b>	<b>(0.8%)</b>
<b>TOTAL COUNCIL</b>	<b>544,576</b>	<b>535,701</b>	<b>583,551</b>	<b>47,850</b>	<b>8.9%</b>



# 2020 Court Security Budget

# COURT SECURITY

## 2020 BUDGET REPORT

	2019 FORECAST	2019 BUDGET	2020 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
<b>EXPENSES</b>					
<b>OPERATING EXPENSES</b>					
EXTERNAL TRANSFERS	93,893	93,893	49,350	(44,543)	(47.4%)
<b>TOTAL OPERATING EXPENSES</b>	<b>93,893</b>	<b>93,893</b>	<b>49,350</b>	<b>(44,543)</b>	<b>(47.4%)</b>
<b>TOTAL EXPENSES</b>	<b>93,893</b>	<b>93,893</b>	<b>49,350</b>	<b>(44,543)</b>	<b>(47.4%)</b>
<b>TOTAL COURT SECURITY</b>	<b>93,893</b>	<b>93,893</b>	<b>49,350</b>	<b>(44,543)</b>	<b>(47.4%)</b>