

2021

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 123,000 people. The County serves its area municipalities, businesses, visitors, community and government partners, and Oxford County employees.

Oxford County Council

Oxford County Council is the decision-making body for the 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 Deputy Warden Mayor, Town of Ingersoll	Larry Martin Warden Mayor, Township of Norwich	David Mayberry Councillor Mayor, Township of South-West Oxford
Stephen Molnar Councillor Mayor, Town of 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	
<p>CAO</p> <p><i>Provides corporate oversight of the County's Strategic Plan, emergency planning, works with other levels of government and provides leadership to County management and staff in order to carry out County Council's priorities.</i></p> <ul style="list-style-type: none"> ▪ CAO ▪ Tourism ▪ Strategic Communication & Engagement 	<p>Human Services</p> <p><i>Provides integrated human services based on a holistic service delivery model, addressing issues such as shelter, income, employment, education, health, safety/legal and transportation.</i></p> <ul style="list-style-type: none"> ▪ Community Services (including Ontario Works and Child Care) ▪ Housing
<p>Corporate Services</p> <p><i>Focuses on support services for both staff and the public that help the corporation run effectively, efficiently, and in compliance with legislated requirements.</i></p> <ul style="list-style-type: none"> ▪ Finance ▪ Customer Service ▪ Information Technology ▪ Information Services ▪ Clerks ▪ Provincial Offences Administration ▪ Oxford County Library 	<p>Public Works</p> <p><i>Plays a key role in maintaining municipal infrastructure at both the County level and in each of the eight area municipalities.</i></p> <ul style="list-style-type: none"> ▪ Engineering Services ▪ Facilities & Fleet ▪ Transportation Services ▪ Waste Management ▪ Water ▪ Wastewater ▪ Woodlands Conservation
<p>Human Resources</p> <p><i>Is involved in recruitment, benefits and salary administration, health and safety, and labour relations with five bargaining units and non-union employees.</i></p>	<p>Paramedic Services</p> <p><i>Provides emergency care to stabilize a patient's condition, initiates rapid transport to hospitals, and facilities both emergency and non-emergency transfers between medical facilities.</i></p>
<p>Community Planning</p> <p><i>Plays a central role in long-range planning and managing new development in the County.</i></p>	<p>Woodingford Lodge</p> <p><i>Is Oxford County's municipally owned, not-for-profit 228 bed long-term care provider with locations in Woodstock, Ingersoll and Tillsonburg.</i></p>

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	Education Tax Levy. This is set by the Province of Ontario. Taxes collected are remitted to area school boards.
2	Area Municipal Tax Levy. 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	County Municipal Tax Levy. 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:

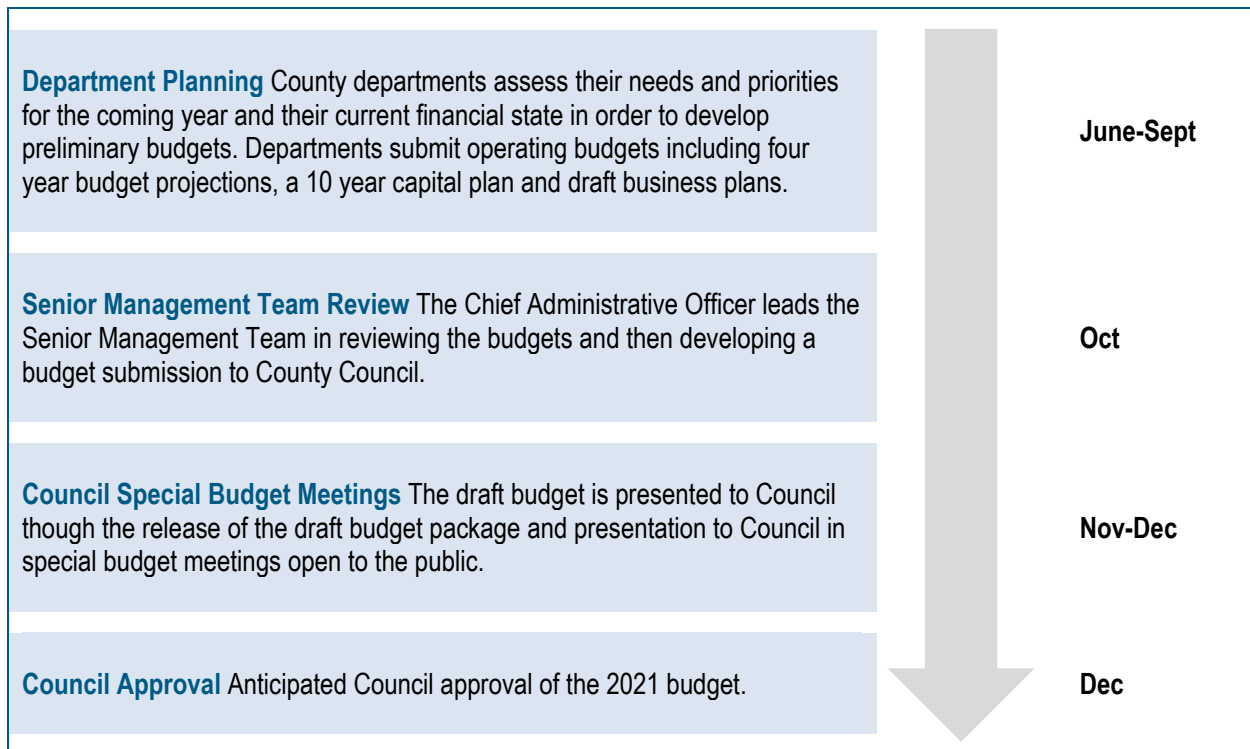


Introduction

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 2021

The 2021 budget presents a total gross expenditure budget of \$272.1 million, increase of \$8.5 million from 2020, resulting in a net levy increase for all County services of **1.4%**. The County's budget is divided among four revenue sources – General Levy, Library Levy, Court Security Levy and Water and Wastewater Rates:

- **General levy** - Total gross expenditure budget of \$63.7 million, increase of \$0.88 million from 2020, resulting in a net levy increase of **1.4%**; and
- **Library levy** - Total gross expenditure budget of \$4.0 million, with no increase from 2020, resulting in a net levy increase of **0.0%**; and
- **Court Security levy** - Total gross expenditure budget of \$95,088, increase of \$45,738 from 2020, resulting in a net levy increase of **92.7%**; and
- **Water and wastewater rates** - Total gross expenditure budget of \$74.8 million, increase of \$5.0 million from 2020 (no impact on the levy).

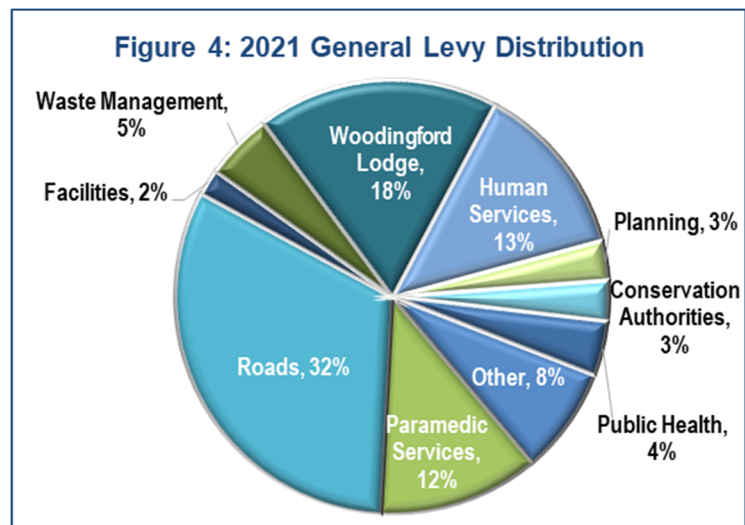
Funding Sources

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

The County levy (including Library and court security) represents 25% (25%-2020) of the funding sources included in the 2020 budget. Federal and provincial funding represent 2% and 20% respectively (2% and 19%-2020), water and wastewater rates 14% (14%-2020), user fees 10% (11%-2020), reserve funding 21%, new debt 2%, development charges 4% and other 2%.

Property Tax Requirements

The total requirement from taxation for general purposes in 2021 is \$63.7 million, compared to \$62.8 million in 2020 (For library - \$4.0 million in 2021 and \$4.0 million in 2020 and for court security \$0.10 million in 2021 and \$0.05 million in 2020). This represents an increase of \$0.88 million (\$3.5 million–2020) for general purposes, \$0.0 (-\$0.04 million-2020) for libraries and \$0.06 million (-\$0.04 million-2020) for court security to meet expenditures.



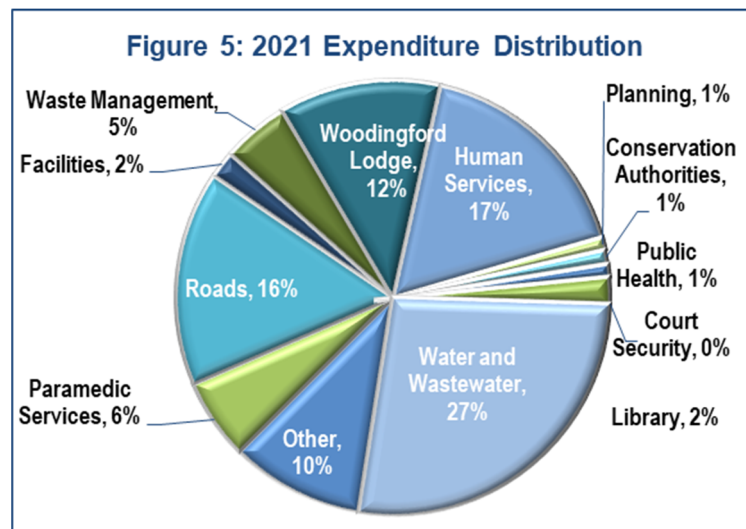
Budget Highlights

Comparison to Previous Budgets

The overall budget increased to \$272.1 million in 2021 from \$263.6 million in 2020. The increase of \$8.5 million is due to CAO (-\$1.1 million), Paramedic Services (\$1.0 million), Corporate Services (-\$0.1 million), General Taxation (-\$0.1 million), Conservation Authorities (-\$0.1 million); Public Health (\$0.0 million), Public Works operations (-\$0.6 million), Water and Wastewater Services (\$5.0 million), Woodingford Lodge operations (\$1.6 million), Human Services (\$2.1 million), Community Planning (\$0.2 million), Human Resources (\$0.1 million), Council (\$0.0 million) and Library (\$0.5 million).

Departmental Proportion of Budget

Water and wastewater services account for the largest portion of the expenditures at 27%, followed by Roads at 16%, Human Services at 17% and Woodingford Lodge at 12%.

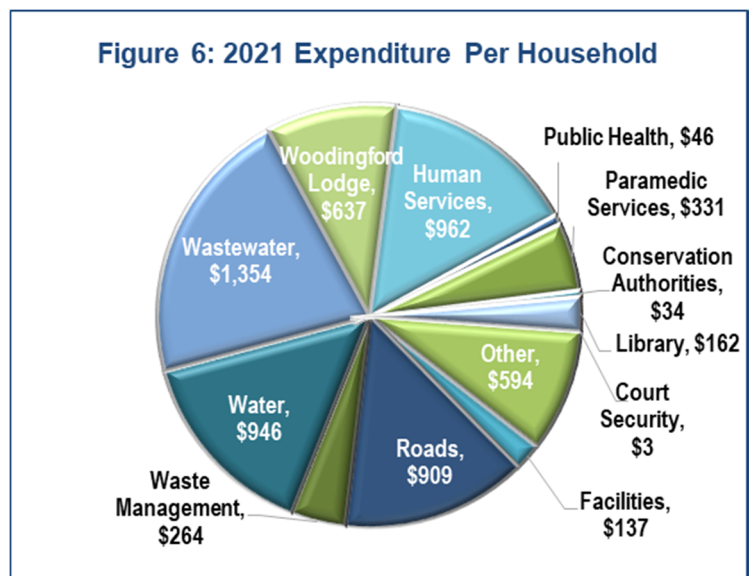


Expenditures Distribution per Household

General Levy	\$3,914
Library Levy	\$162
Court Security	\$3

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

Water	\$946
Wastewater	\$1,354



Summary and Outlook

Approved Budget Impacts

The 2021 overall levy represents an increase of 1.4% over the 2020 levy, with the base budget to base impact increasing by 0.4%. This increase is represented by one-time items, service level impacts, new initiatives, modernization funding initiatives, COVID-19 temporary costs, and provincial funding changes.

Approved Budget Impacts	Total	Reserves	Other	Taxation	%
One-time Items	\$6,939,001	\$7,036,160	\$-	(\$97,159)	-0.1%
Service Level	632,709	502,507	(128,867)	259,069	0.4%
New Initiatives	116,633	94,983	-	21,650	0.0%
COVID	1,359,706	35,000	1,324,706	-	0.0%
Modernization Funding	763,402	-	677,222	86,180	0.1%
Provincial Funding Changes	-	-	(415,345)	415,345	0.6%
Total	9,811,451	7,668,650	1,457,716	685,085	1.0%
Approved levy increase over prior year				925,908	1.4%
Base Budget Increase				\$240,823	0.4%

An overall summary of all the budget impacts can be found on page **73**, with the accompanying new initiative reports and details found on the page indicated below:

#	New Initiative	Description	Investment	Page
1	Library RFID Technology Project	Oxford County Library wishes to undertake RFID conversion of its collection items, to install RFID workstations in all 14 branches, and self-check kiosks in the Ingersoll and Tillsonburg branches.	\$116,633	308

Summary and Outlook

Full-time Equivalent Plan

The overall County's full-time equivalent (FTE) staffing complement is approved to increase by 14.6 FTE's in 2021, for a total of 588.2 FTE's.

- **(0.2)** County General Levy
- **(0.2)** Library Levy
- **1.0** Water and wastewater rates
- **6.8** Grant funded-positions
- **7.2** Temporary positions related to COVID (funded)

The following table describes the FTE staffing complement approved changes with accompanying reports and details found on the page indicated below:

2020 Approved FTE Plan			573.6
2021 Approved Changes			
County Levy			
CAO Office	Coordinator of Emergency Management		(1.0)
Tourism	Student		(0.4)
Community Planning	Casual Clerk	(0.3)	1.7
	Development Planner (page 294)	1.0	
	Secretary/Treasurer LDC (page 296)	1.0	
Provincial Offences Administration	POA Assistant		(1.0)
Human Services	Support & Case Workers	(3.0)	(2.4)
	2020 reorganization	(0.4)	
	Administrative Assistant (page 186)	1.0	
Woodingford Lodge	Social Worker	(1.0)	(0.1)
	Nursing scheduling change	0.2	
	Recreation Aides	0.7	
Engineering	Development Engineer (page 125)		1.0
Fleet and Facilities	Fleet Technician (page 119)	1.0	2.0
	Facilities Technician (page 113)	1.0	
			(0.2)
Library Levy			
Library	Various branch positions		(0.4)
Library - RFID Project	Temporary Increase for RFID Project (page 308)		0.2
			(0.2)

Summary and Outlook

Full-time Equivalent Plan Continued

2020 Approved FTE Plan			573.6
2021 Approved Changes			
Water and Wastewater Rates			
Water and Wastewater	Contract operator made permanent (page 155)	-	1.0
	SCADA Technician (page 157)	1.0	
			1.0
Funded Positions			
Human Resources	Human Resources Officer (one year, one-time)		1.0
Woodingford Lodge	Family transition PSW		(1.2)
Human Services	Facilitators		7.0
			6.8
Temporary - COVID - Funded			
Paramedic Services	Temporary Paramedics		1.1
Woodingford Lodge	Nursing, screening positions and recreation aides		6.1
			7.2
2021 Approved budget decrease			14.6
Approved 2021 FTE Plan			588.2

Further information of 2021 FTE Plan can be found on page 71.

Summary and Outlook

Property Tax Assessment

2020 budget year was legislated to be the final year of a four-year assessment cycle which should have triggered new assessment values to apply in 2021, however, with the onset of the pandemic, the Province deferred implementation of revised assessments. It is anticipated that the revised assessments based on January 1, 2019 values will be employed in 2022. Assuming that occurs, properties assessed with increased market values will be taxed based on their prior year's assessment plus one quarter of the amount of the increased market value. As the assessment value of properties change, it creates a shift in the proportionate share of taxes paid among property classes. Preliminary analysis of growth related assessment and the resulting shift in the share of taxes will be provided through a supplementary report.

Investing in Infrastructure

The capital budget has increased by \$8.6 million in 2021. Of the \$62.7 million in capital projects \$12.2 million are carryover projects from 2020, with \$50.6 million representing new 2021 budget requests. 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.
- \$6.9 million in bridge and culvert rehabilitation and design capital projects including bridges on Oxford Road 59, 9 and 15.
- Investments in the water and wastewater SCADA system, of almost \$18 million over a 10 year period which began 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 [46](#).

Reserves

Including in the operating budget are reserve transfers to fund both operating and capital initiatives. Operating transfers are important for tax stabilization and special projects. Additionally, \$42.7 million of the \$66.1 million capital budget is funded from the County's direct funded reserves. A summary of these transfers are highlighted outlined below:

Operating Transfers of \$615,429

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

Summary and Outlook

Reserves continued

Capital Transfer of \$29,632,446

- Information Technology capital (funded from interdepartmental charges) – 2021 budget \$8,083 decrease to **\$207,405**
- Facilities (funded from interdepartmental charges and rent) - 2021 budget \$48,386 increase to **\$733,875**
- Fleet (funded from interdepartmental charges) - 2021 budget \$176,150 increase to **\$2,125,050**
- Roads – 2021 budget \$250,000 increase to **\$7,824,000**
- Bridges – 2021 budget \$250,000 increase to **\$2,550,000**
- Woodingford Lodge equipment – 2021 budget \$14,889 decrease to **\$583,576**
- Housing facilities (County-owned) – 2021 budget \$25,000 increase to **\$750,000**
- Paramedic Services vehicle and equipment - **\$835,000**
- Library facilities - **\$67,000**
- Wastewater reserves (collected from rates) - 2021 budget \$116,145 decrease to **\$7,363,279**
- Water (collected from rates) - 2021 budget \$16,193 increase to **\$6,593,261**

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

Challenges

The County of Oxford faced a number of pressures in business planning for 2021. These pressures are not unique to Oxford, but reflective of the social and economic realities also faced by other communities in Ontario. They include:

- **COVID-19 Response and Recovery** On March 17, 2020, Ontario's Premier declared a provincial emergency through the authority granted under the *Emergency Management and Civil Protection Act* (EMCPA). Due to drastic measures that must be taken to mitigate the impact of this pandemic on our health and financial well-being, all levels of government, nationally and internationally have stepped up to provide assistance. In consideration of all financial relief initiatives, protection of the overall supply chain is paramount in order to mitigate economic loss and secure successful recovery.
 - 2021 budget includes almost \$1.4 million in COVID-19 expenses anticipated to extend into 2021. The budget anticipates grant funding to mitigate these expenses through the remaining \$2.9 million in Safe Recovery Agreement funds. Staff will continue to work with the related ministries to fund these costs as to preserve these funds for the years to come in which it will take for the Oxford County to recover from this.

Summary and Outlook

Challenges continued

- **Affordable Housing** There is a growing demand to increase affordable rental housing supply in the community. The need to develop additional affordable housing is identified as a goal in the Oxford County Strategic Plan, the Official Plan, the Future Oxford Community Sustainability Plan, the County's 10 Year Shelter Plan and the Zero Poverty Action Plan
 - Investment of \$500,000 into the Affordable Housing reserve. This dedicated reserve is used to fund affordable housing projects throughout the County.
- **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 2021 budget reflects a \$0.5 million increase for roads and bridge funding 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.
 - 2021 budget includes the second 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 County collection contract is adding upward pressure to the cost of the Waste Management service.
 - Continue to monitor the decline in the recycling market revenues, and the provincial changes to the blue box program.
 - The 2021 business plan sets forth a plan to review the long term financial sustainability of the bag tag program.

Summary and Outlook

Challenges continued

- **Provincial Funding** In 2019, 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 2021 Budget effects of these changes total \$415,345 or 0.6% of the 2021 overall levy increase.
 - Continue to monitor and report on these impacts. 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. Staffing initiatives in child care and Ontario Works to reduce staff through attrition while maintaining services level will be monitored.

Summary and outlook

In summary, the 2021 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 base budget of 0.4%. In addition to the base budget increase there is one new initiatives in the budget that contribute to the overall levy increase of 1.4%. 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 2021 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



2021 Capital Budget Summary

Capital Budget Highlights

Capital Expenses

Capital expenses total \$66.3 million in 2021 (\$56.8 million–2020) representing a 16.7% increase (14.3% increase–2020). The 2021 capital expenses include \$12.2 million in carry forward¹ projects. Of the capital projects included in the 2021 requested budget 25.4% represent road network projects, 10.5% bridges and culverts, 48.3% water and wastewater projects, 6.2% fleet and major equipment, 1.7% Social Housing Facilities, 6.2% other facilities and 1.8% 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 2021 Capital Plan can be found on page 46.

Taxation Funding raised through tax support from the operating budget. Funded from current year appropriations from the tax levy.

Water/Wastewater Rates and Reserves User fees recovered from water and wastewater customers. Water and wastewater fees include an annual capital allocation to reserves, with any surplus from operating water and wastewater systems allocated to the respective reserves.

Reserves Transfers from the County's reserves/reserve funds to fund capital projects. Reserves are funded from operating budget through taxation. Transfers from reserves offer financial flexibility and budgeted to offset significant capital costs.

Development Charges 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 2021 capital budget includes \$3.5 million in Federal Gas Tax

Debentures A form of unsecured debt financing utilized by the municipality with debt repayments being funded through annual taxation or water/wastewater rates.

Other Sources Recoveries from other sources such as: other municipalities for shared projects, capital billing recoveries from residents for new water/wastewater services, or other third party revenues.

¹ Carry forward includes prior years approved budget not spent

Capital Budget Highlights

Capital Projects – Tax Supported

Of the \$30.5 million in tax supported capital projects (2021 request) included in the 2021 budget 2.0% represent non infrastructure solutions, 25.2% replacement projects, 61.4% renewal projects, and 11.4% expansion projects. Notable capital projects in the 2021 budget include:

Project Description	Asset Activity	Carry Forward ¹ \$	2021 Request \$	Total 2021 \$
Paramedic Services (page 269)				
Vehicles and equipment	Replacement	-	762,360	762,360
Woodingford Lodge (page 195)				
Equipment and Furnishings	Replacement	-	285,933	285,933
Property Management (page 95)				
Renewable Energy Projects	Expansion	475,000	425,000	900,000
Courthouse, Windows and Doors	Replacement	16,000	570,000	586,000
Housing / Shelter Building	Renewal	-	1,100,500	1,100,500
Woodingford Lodge - Buildings	Renewal	195,000	763,300	958,300
Transportation Services (page 96)				
Various County Road Improvements	Various	633,000	16,200,000	16,833,000
Bridge and Culvert Rehabilitation / Replacement	Renewal	175,000	6,782,500	6,957,500
Fleet Management (page 99)				
Vehicles	Replacement	-	1,554,500	1,554,500

Details on the funding of these capital projects, along with the 10 year capital plan can be found starting on page 52. The capital projects are described in the department's business plan indicated above.

¹ Carry forward includes prior years approved budget not spent

Capital Budget Highlights

Capital Projects – Rate Supported

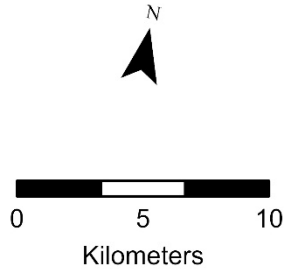
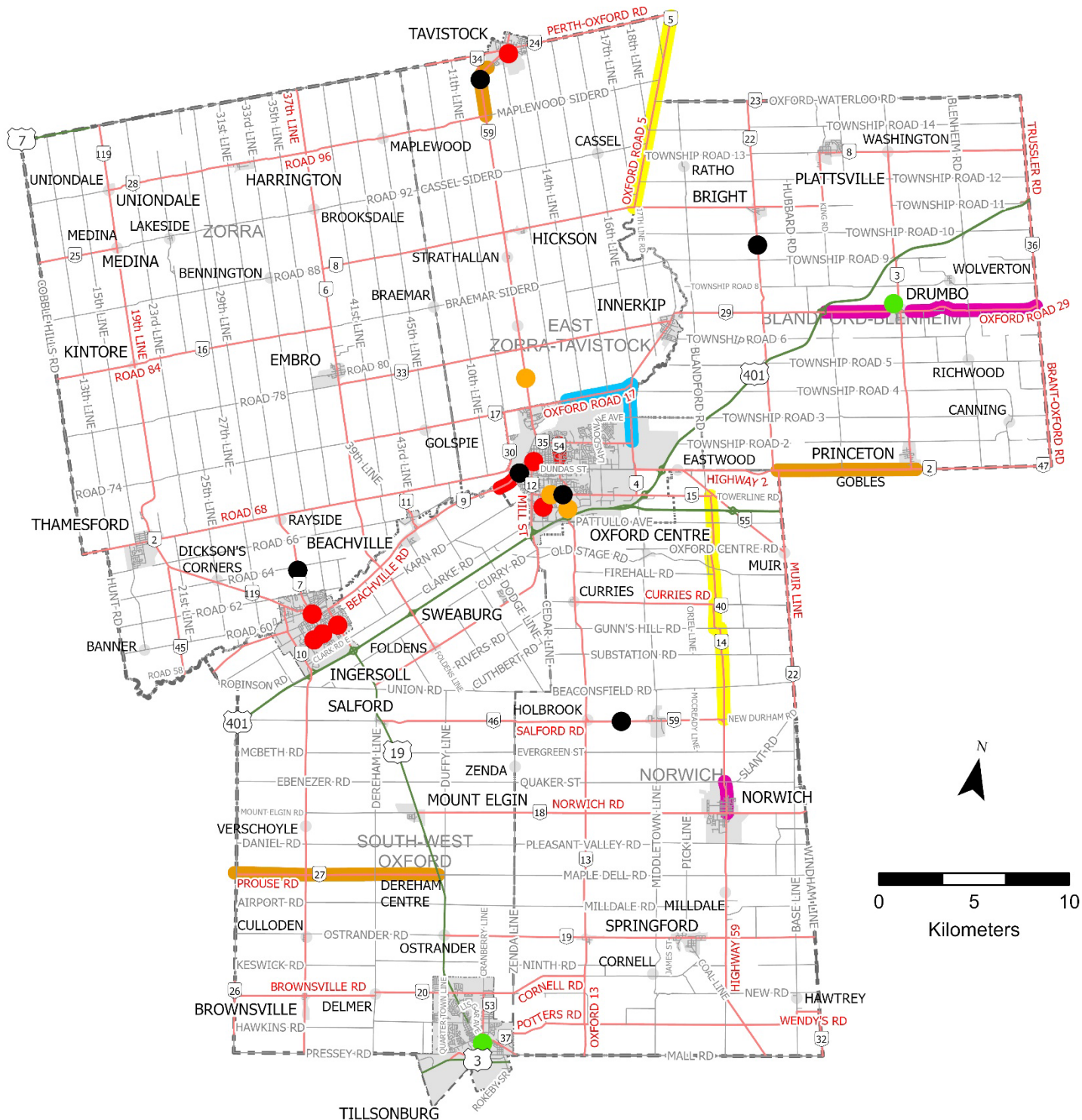
Of the \$20.0 million in rate supported capital projects (2021 request) included in the 2021 budget 5.2% represent non infrastructure solutions, 49.9% replacement projects, 1.0% renewal projects, and 44.0% expansion projects. Notable capital projects in the 2021 budget include:

Project Description	Asset Activity	Carry Forward \$ ¹	2021 Request \$	Total 2021 \$
Property Management (page 100 and 102)				
Various Water Facilities	Replacement	-	537,500	537,500
Various Wastewater Facilities	Replacement	-	231,500	231,500
Wastewater (page 100)				
Woodstock Wastewater, Woodstock Northeast Industrial Park Servicing	Expansion	-	500,000	500,000
Woodstock Wastewater, City Projects	Replacement	260,000	1,325,000	1,585,000
Woodstock Wastewater, Linear replacement on County Roads	Replacement	-	1,125,000	1,125,000
Tillsonburg Wastewater, WWTP Upgrade	Expansion	4,500,000	1,500,000	6,000,000
Ingersoll Wastewater, Town Projects	Replacement	115,000	397,000	512,000
Drumbo Wastewater, WWTP Expansion	Expansion	2,746,000	1,633,000	4,379,000
General Operating Equipment	Replacement	-	660,000	660,000
Water (page 102)				
Woodstock Water, City Projects	Replacement	250,000	970,000	1,220,000
Woodstock Water, Linear replacement on County Roads	Replacement	-	1,560,000	1,560,000
Woodstock Water, County Road 4 and Lansdowne Watermain	Expansion	-	4,000,000	4,000,000
Tillsonburg Water, Town Projects	Replacement	365,000	920,000	1,285,000
General Operating Equipment	Replacement	-	600,000	600,000

Details on the funding of these capital projects, along with the 10 year capital plan can be found starting on page 52. The capital projects are described in the department’s business plan indicated above.

¹ Carry forward includes prior years approved budget not spent

Figure 7: Oxford County 2021 Construction Projects



- Municipal Boundary
- Municipal Road
- County Road
- Provincial Highway / Freeway
- Cold in Place; Mill and Pave
- Culvert Replacement
- Road Reconstruction
- Surface Treatment
- Watermain Work
- Bridge/Culvert Work
- Facility Upgrades
- Intersection Work
- Wastewater Facility Upgrade

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.

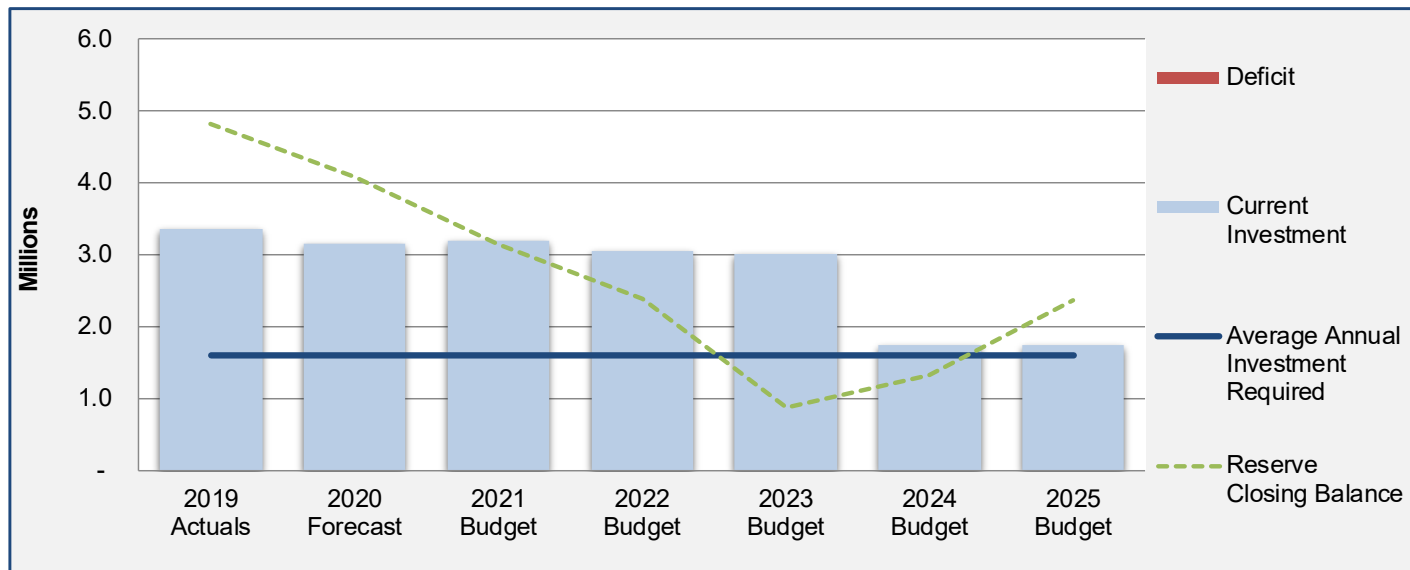
Annual Capital Investment Required: Based on the asset management strategies approved in the County's Asset Management Plan, the financial requirements over the next 100 years are determined. These estimates assume that all work is able to be completed as indicated and does not take into account future 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

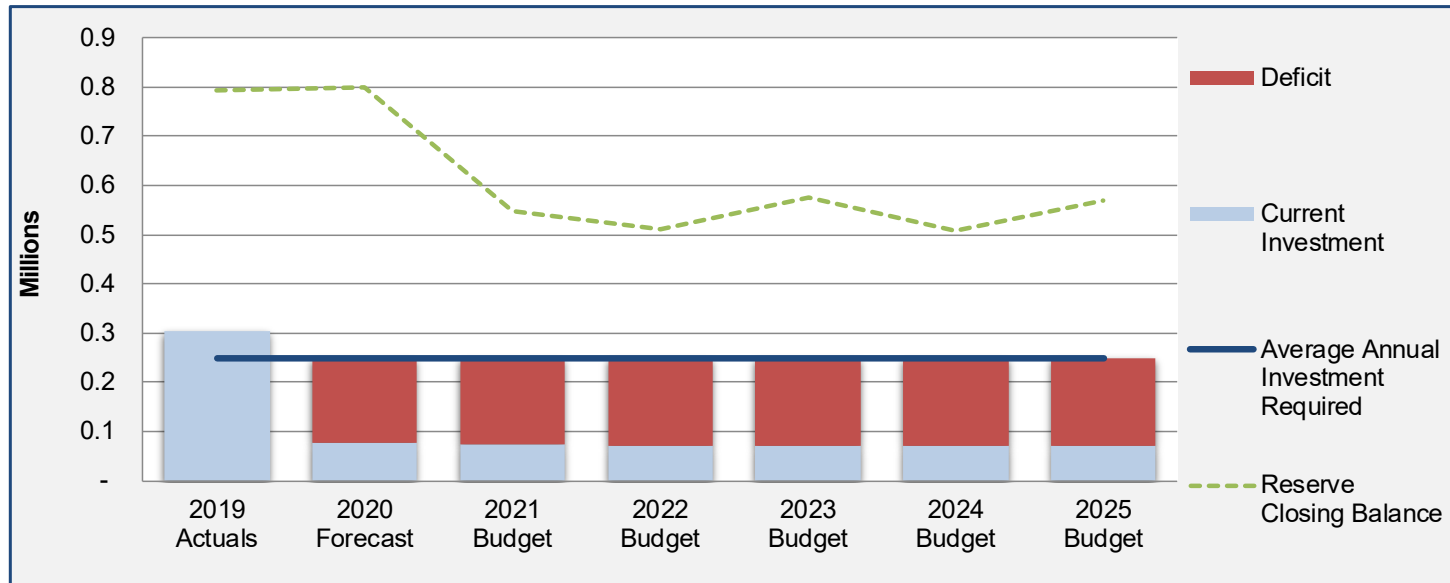
Facilities: Corporate								
	2019	2020	2021	2022	2023	2024	2025	
	Actuals	Forecast	Budget	Budget	Budget	Budget	Budget	Budget
Debenture P&I ^{1,3}	2,298,509	2,226,257	2,153,529	2,081,825	1,997,296	378,254	-	18,714
Reserve Interest	112,210	46,575	28,785	22,003	12,960	8,682		14,660
Capital Contribution	757,782	897,454	980,951	912,910	957,743	1,301,266		1,693,722
Facilities Operating Surplus	185,856	-	25,184	32,414	43,979	48,529		44,979
County Surplus	-	-	-	-	-	-		-
Current Investment	3,354,357	3,145,102	3,195,679	3,050,452	3,011,978	1,736,731		1,734,647
Average Annual Investment Required	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000		1,600,000
Deficit	-	-	-	-	-	-		-
Surplus	1,754,357	1,545,102	1,595,679	1,450,452	1,411,978	136,731		134,647
Reserve Closing Balance	4,825,942	4,092,084	3,133,074	2,389,693	863,375	1,315,852		2,363,751



- 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							
	2019 Actuals	2020 Forecast	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Debenture P&I	¹ -	-	-	-	-	-	-
Reserve Interest	12,921	8,319	5,361	4,210	4,325	4,320	4,290
Capital Contribution	67,000	67,000	67,000	67,000	67,000	67,000	67,000
Operating Surplus	224,137	-	-	-	-	-	-
Current Investment	304,058	75,319	72,361	71,210	71,325	71,320	71,290
Average Annual Investment Required	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Deficit	-	174,681	177,639	178,790	178,675	178,680	178,710
Surplus	54,058	-	-	-	-	-	-
Reserve Closing Balance	794,166	798,670	547,031	509,641	575,966	508,286	568,587

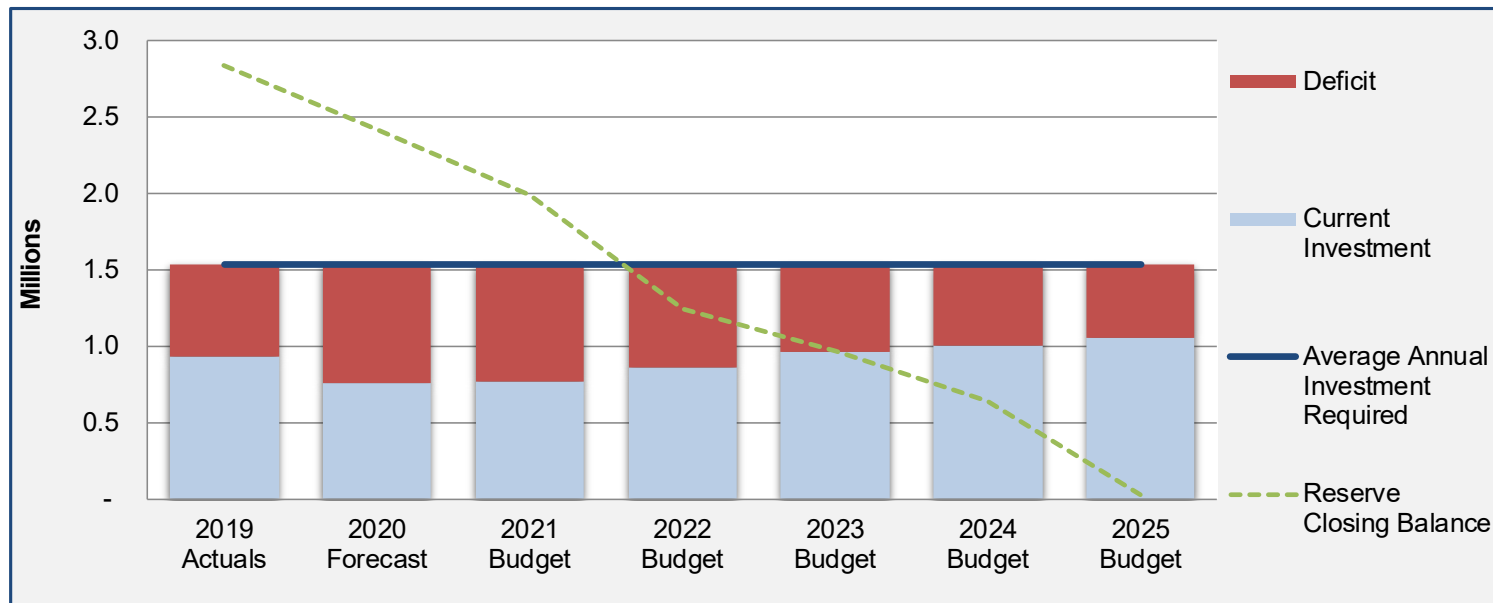


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- 3 Net of provincial funding related to debt repayments

Asset Management Funding Requirements

Facilities: Social Housing

	2019 Actuals	2020 Forecast	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Reserve Interest	57,531	27,453	17,562	12,892	8,802	6,395	2,666
Capital Contribution	725,000	725,000	750,000	850,000	950,000	1,000,000	1,050,000
County Surplus	144,984	-	-	-	-	-	-
Current Investment	927,515	752,453	767,562	862,892	958,802	1,006,395	1,052,666
Average Annual Investment Required	1,540,000	1,540,000	1,540,000	1,540,000	1,540,000	1,540,000	1,540,000
Deficit	612,485	787,547	772,438	677,108	581,198	533,605	487,334
Surplus	-	-	-	-	-	-	-
Reserve Closing Balance	2,838,648	2,418,041	1,990,103	1,245,795	963,397	641,792	27,300

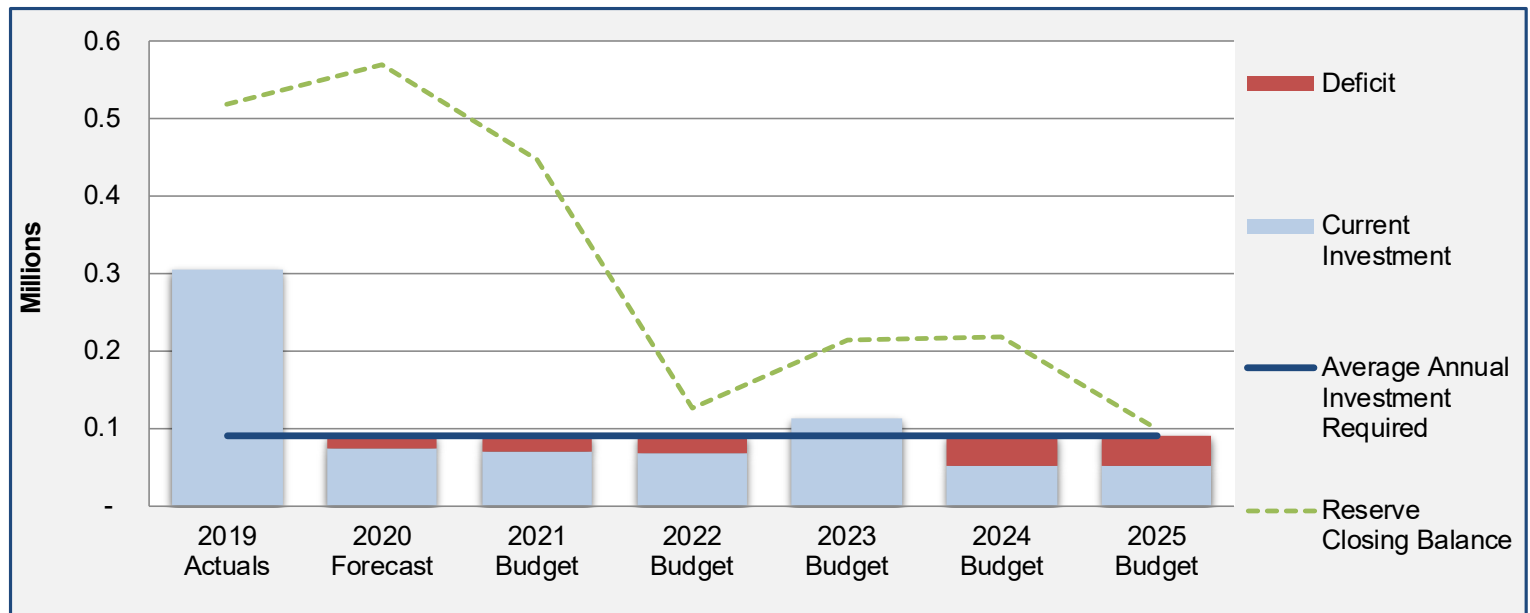


- 1 Net of development charge revenues related to debt payments
- 2 Including earned interest
- 3 Net of provincial funding related to debt repayments

Asset Management Funding Requirements

Facilities: Paramedic Services

	2019 Actuals	2020 Forecast	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Debenture P&I ^{1,3}	98,210	27,087	26,208	25,339	-	-	-
Reserve Interest	9,539	5,678	4,052	2,283	1,355	1,724	1,268
Capital Contribution	197,286	40,000	40,000	40,000	110,263	50,000	50,000
Current Investment	305,035	72,765	70,260	67,622	111,618	51,724	51,268
Average Annual Investment Required	90,000	90,000	90,000	90,000	90,000	90,000	90,000
Deficit	-	17,235	19,740	22,378	-	38,276	38,732
Surplus	215,035	-	-	-	21,618	-	-
Reserve Closing Balance	518,171	569,025	447,911	125,194	214,812	218,036	100,337

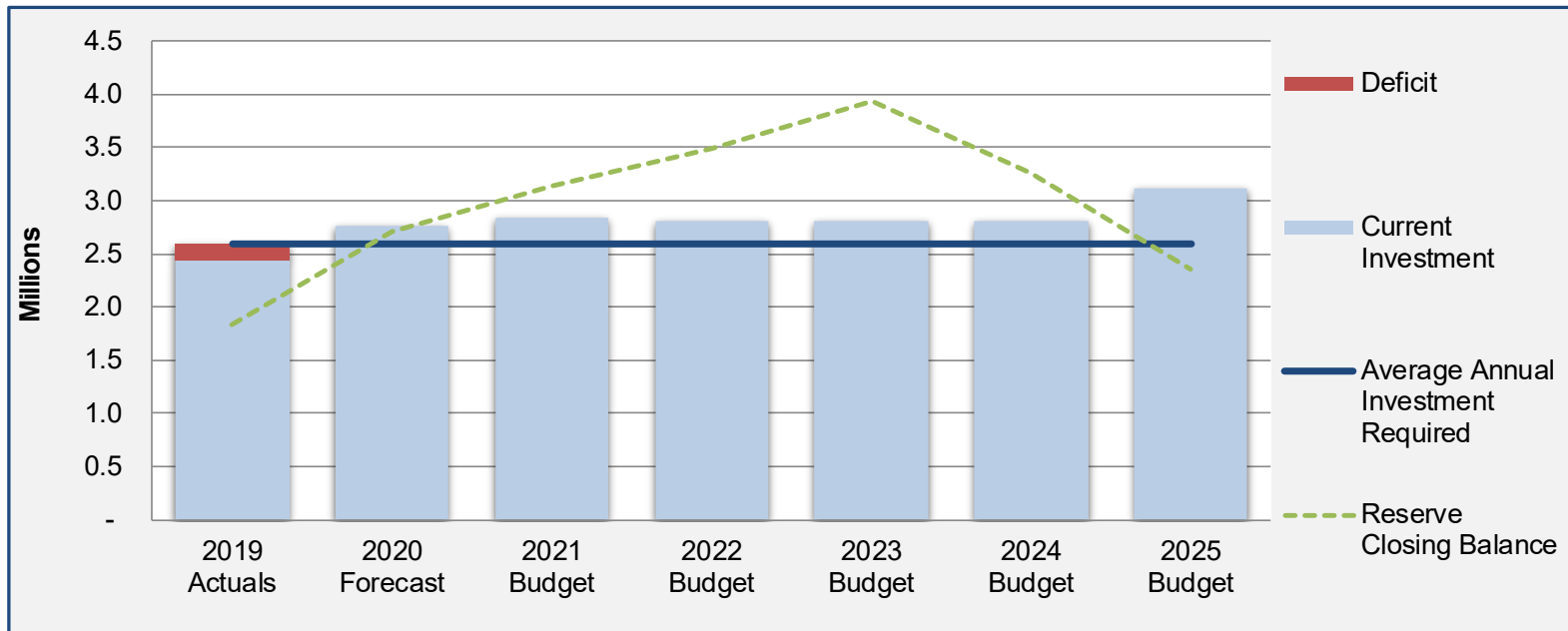


- 1 Net of development charge revenues related to debt payments
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- 3 Net of provincial funding related to debt repayments

Asset Management Funding Requirements

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

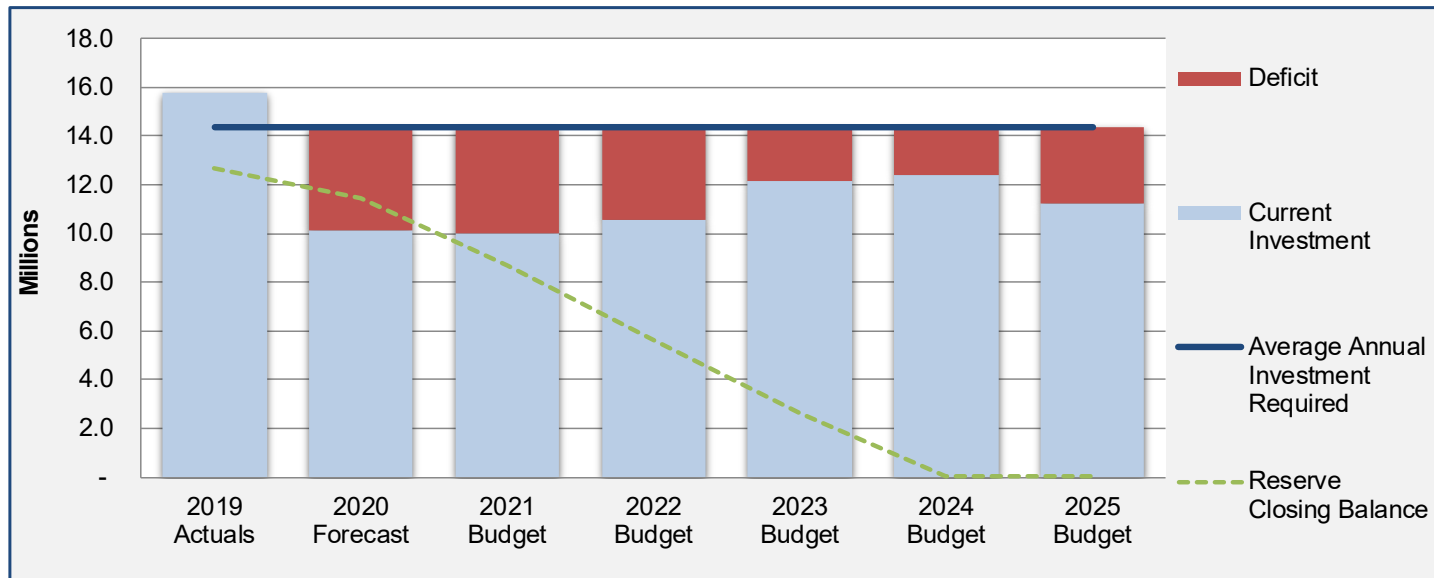
	2019 Actuals	2020 Forecast	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Reserve Interest	33,340	23,751	23,312	26,396	29,543	28,651	22,371
Taxation/Rates	2,401,507	2,743,641	2,810,526	2,780,903	2,782,287	2,779,730	3,093,878
Current Investment	2,434,847	2,767,392	2,833,838	2,807,299	2,811,830	2,808,381	3,116,249
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	165,153	-	-	-	-	-	-
Surplus	-	167,392	233,838	207,299	211,830	208,381	516,249
Reserve Closing Balance	1,837,782	2,710,108	3,141,026	3,484,418	3,930,928	3,260,439	2,354,788



- 1 Net of development charge revenues related to debt payments
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Asset Management Funding Requirements

Road Network	Road Facilities and Stormwater						
	2019	2020	2021	2022	2023	2024	2025
	Actuals	Forecast	Budget	Budget	Budget	Budget	Budget
Gas Tax Grant ²	6,833,706	2,233,892	1,926,641	1,717,294	2,919,114	2,669,067	769,220
Debenture P&I	204,186	200,651	197,019	193,434	151,108	147,536	394,511
Reserve Interest	242,057	123,311	77,481	56,033	32,593	10,324	78
Capital Contribution	7,074,000	7,574,000	7,824,000	8,574,000	9,074,000	9,574,000	10,074,000
County Surplus	1,449,844	-	-	-	-	-	-
Current Investment	15,803,793	10,131,854	10,025,141	10,540,761	12,176,815	12,400,927	11,237,809
Average Annual Investment Required	14,390,000	14,390,000	14,390,000	14,390,000	14,390,000	14,390,000	14,390,000
Deficit	-	4,258,146	4,364,859	3,849,239	2,213,185	1,989,073	3,152,191
Surplus	1,413,793	-	-	-	-	-	-
Reserve Closing Balance	12,664,329	11,450,863	8,686,059	5,604,182	2,618,691	10,060	30,530

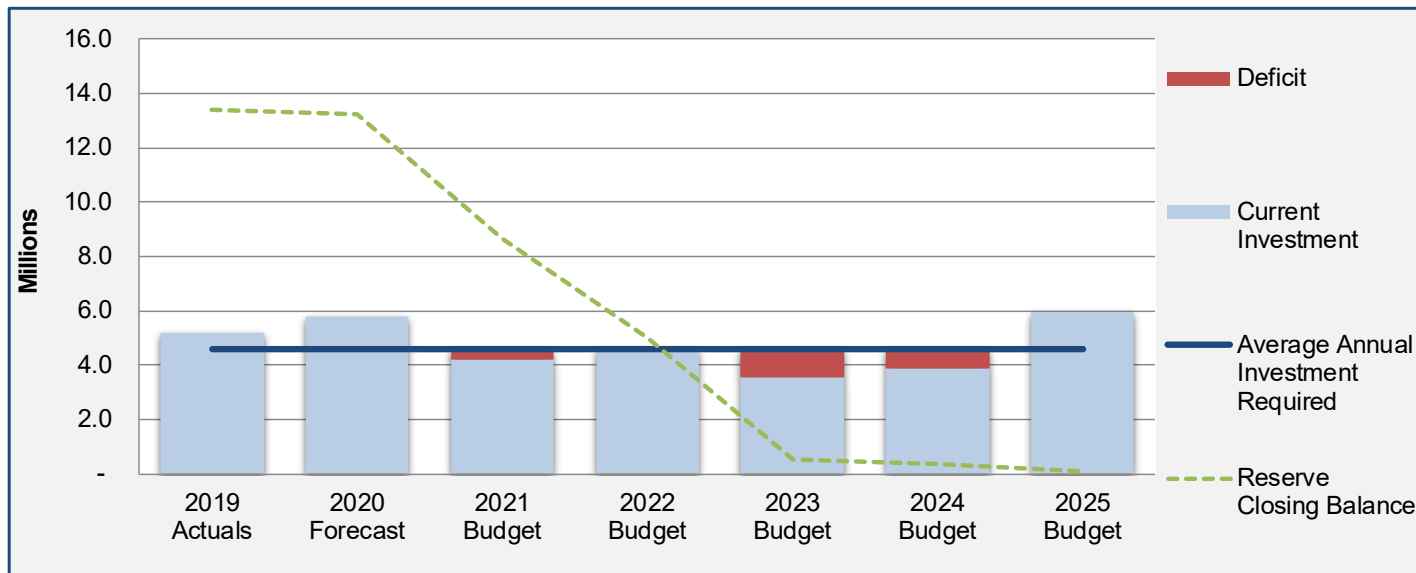


- 1 Net of development charge revenues related to debt payments
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Asset Management Funding Requirements

Bridges and Culverts

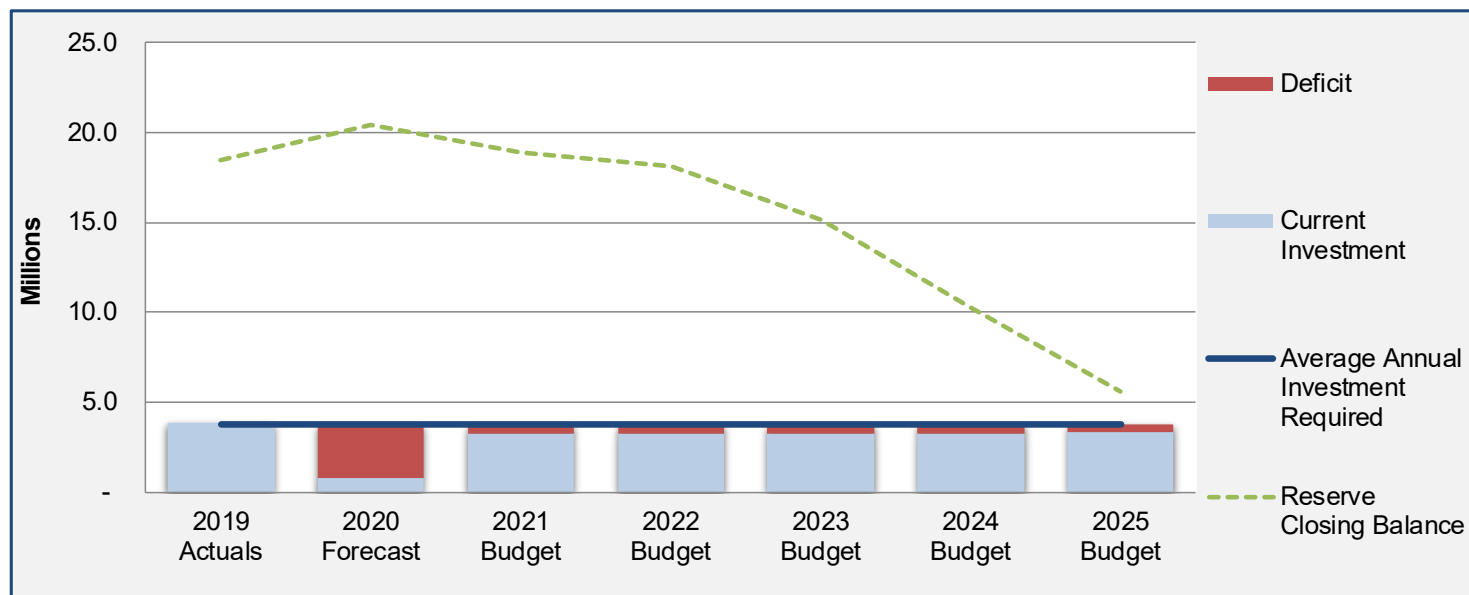
		2019	2020	2021	2022	2023	2024	2025
		Actuals	Forecast	Budget	Budget	Budget	Budget	Budget
OCIF Grant	²	2,158,979	2,249,082	7,381	-	-	-	-
Gas Tax Grant	²	-	1,160,000	1,600,000	1,800,000	750,000	1,000,000	2,900,000
Reserve Interest		170,708	96,668	71,946	53,832	21,795	3,397	1,425
Capital Contribution		2,300,000	2,300,000	2,550,000	2,650,000	2,750,000	2,850,000	3,050,000
County Surplus		579,938	-	-	-	-	-	-
Current Investment		5,209,625	5,805,750	4,229,327	4,503,832	3,521,795	3,853,397	5,951,425
Average Annual Investment Required		4,600,000	4,600,000	4,600,000	4,600,000	4,600,000	4,600,000	4,600,000
Deficit		-	-	370,673	96,168	1,078,205	746,603	-
Surplus		609,625	1,205,750	-	-	-	-	1,351,425
Reserve Closing Balance		13,424,845	13,259,802	8,631,545	4,977,744	510,737	352,656	70,307



- 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

Water Woodstock							
	2019	2020	2021	2022	2023	2024	2025
	Actuals	Forecast	Budget	Budget	Budget	Budget	Budget
Debenture P&I ¹	316,183	307,964	299,041	290,470	281,899	273,586	264,757
Reserve Interest	406,663	203,096	156,677	147,601	132,368	101,246	63,335
Capital Contribution	2,533,607	255,288	2,755,244	2,780,842	2,816,888	2,908,777	2,975,165
Operating Surplus	599,310	3,894	-	-	-	-	-
Current Investment	3,855,763	762,454	3,210,962	3,218,913	3,231,155	3,283,609	3,303,257
Average Annual Investment Required	3,750,000	3,750,000	3,750,000	3,750,000	3,750,000	3,750,000	3,750,000
Deficit	-	2,987,546	539,038	531,087	518,845	466,391	446,743
Surplus	105,763	-	-	-	-	-	-
Reserve Closing Balance	18,488,490	20,399,570	18,926,383	18,121,493	15,102,930	10,309,816	5,587,149

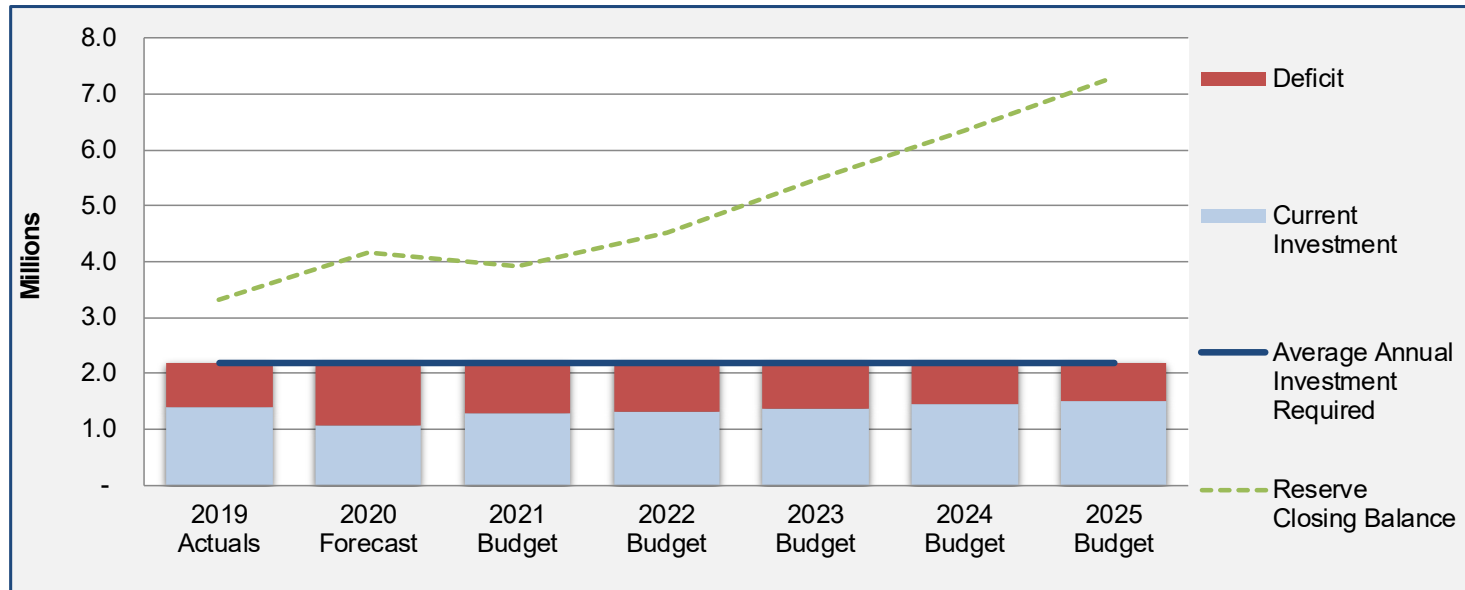


- 1 Net of development charge revenues related to debt payments
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Asset Management Funding Requirements

Water Tillsonburg

	2019 Actuals	2020 Forecast	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Debenture P&I ¹	8,443	8,443	8,443	8,443	8,443	8,444	8,443
Reserve Interest	68,717	39,034	32,106	33,606	39,826	47,090	54,372
Capital Contribution	1,225,977	1,083,336	1,251,818	1,261,459	1,315,820	1,394,260	1,441,574
Operating Surplus	96,173 -	69,138	-	-	-	-	-
Current Investment	1,399,310	1,061,675	1,292,367	1,303,508	1,364,089	1,449,794	1,504,389
Average Annual Investment Required	2,175,000	2,175,000	2,175,000	2,175,000	2,175,000	2,175,000	2,175,000
Deficit	775,690	1,113,325	882,633	871,492	810,911	725,206	670,611
Surplus	-	-	-	-	-	-	-
Reserve Closing Balance	3,326,059	4,148,080	3,910,490	4,524,702	5,471,694	6,347,806	7,299,567

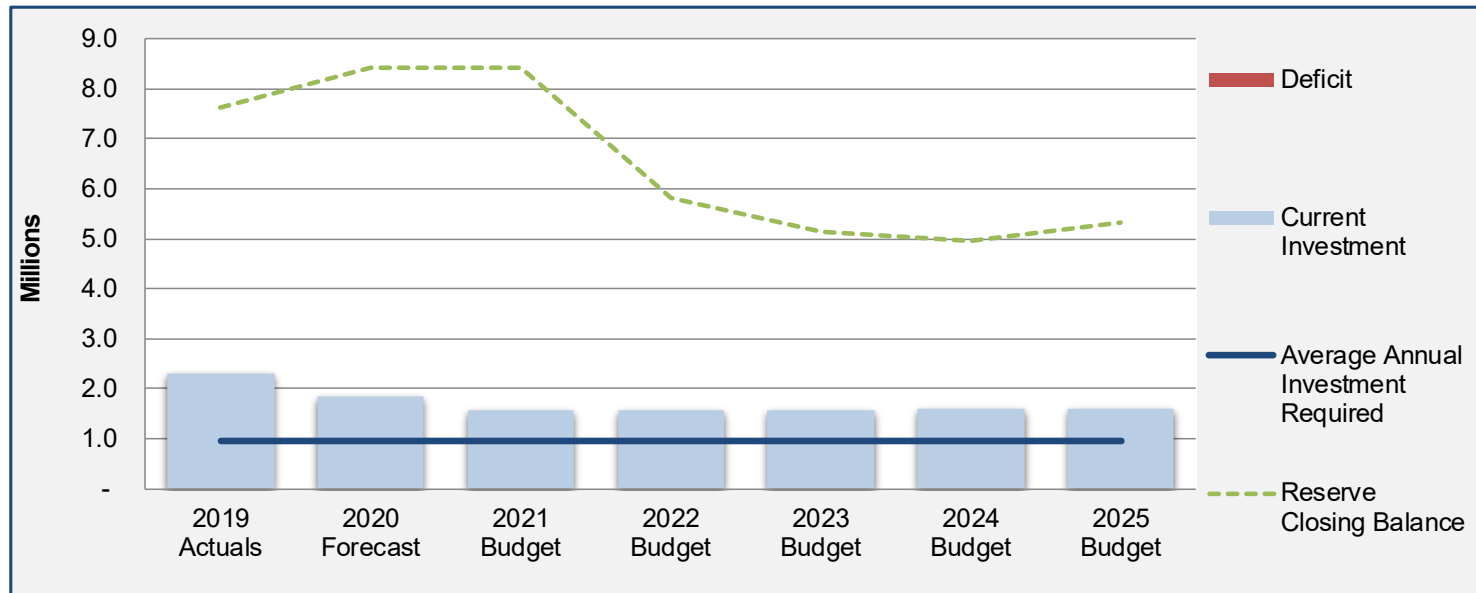


- 1 Net of development charge revenues related to debt payments
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Asset Management Funding Requirements

Water Ingersoll

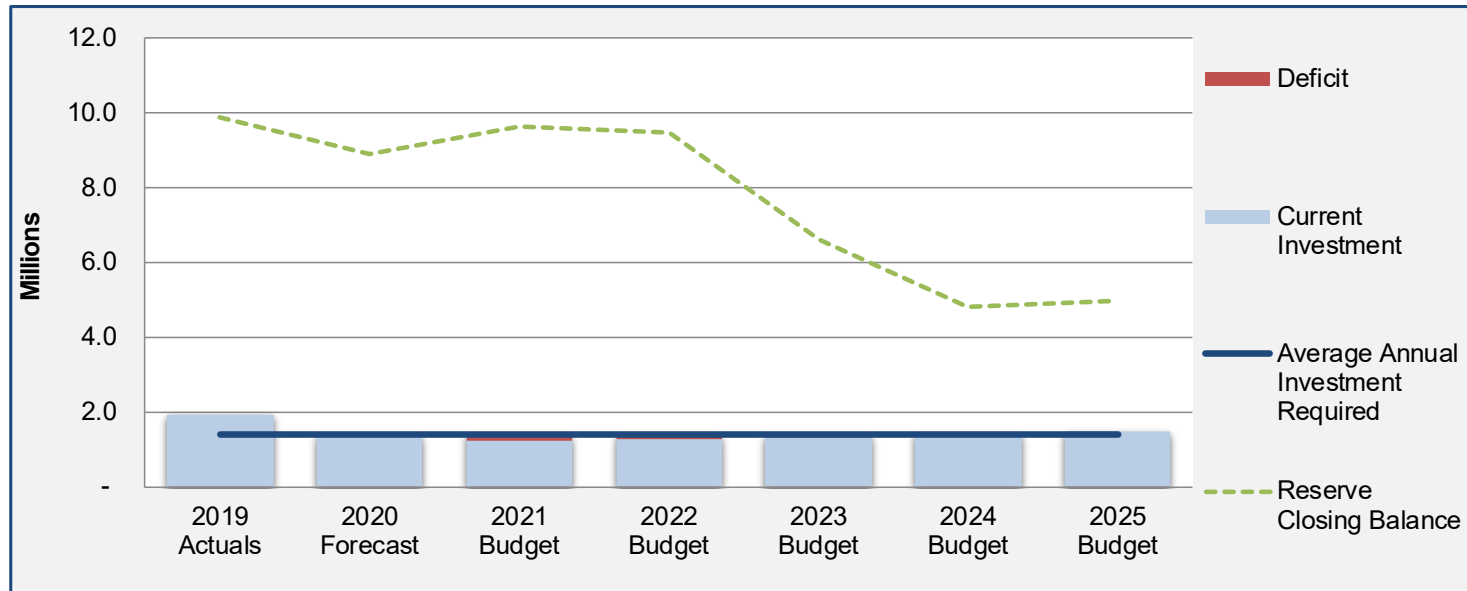
	2019 Actuals	2020 Forecast	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Debenture P&I ¹	64,790	63,770	62,729	61,698	60,668	27,897	27,897
Reserve Interest	158,241	83,783	67,122	56,705	43,621	40,272	41,017
Capital Contribution	2,065,704	1,796,683	1,431,087	1,435,130	1,457,206	1,516,703	1,533,540
Operating Surplus ²	-	113,528	-	-	-	-	-
Current Investment	2,288,737	1,830,708	1,560,938	1,553,533	1,561,495	1,584,872	1,602,454
Average Annual Investment Required	950,000	950,000	950,000	950,000	950,000	950,000	950,000
Deficit	-	-	-	-	-	-	-
Surplus	1,338,737	880,708	610,938	603,533	611,495	634,872	652,454
Reserve Closing Balance	7,615,350	8,427,014	8,420,566	5,812,270	5,136,529	4,971,753	5,323,481



- 1 Net of development charge revenues related to debt payments
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Asset Management Funding Requirements

Water Townships							
	2019 Actuals	2020 Forecast	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Debenture P&I ¹	-	-	-	-	-	-	-
Reserve Interest	222,231	98,139	73,950	76,271	64,246	45,508	38,918
Capital Contribution	1,323,604	1,144,163	1,155,112	1,174,630	1,252,725	1,384,274	1,446,302
Operating Surplus	387,739	124,517	-	-	-	-	-
Current Investment	1,933,575	1,366,819	1,229,062	1,250,901	1,316,971	1,429,782	1,485,220
Average Annual Investment Required	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000
Deficit	-	33,181	170,938	149,099	83,029	-	-
Surplus	533,575	-	-	-	-	29,782	85,220
Reserve Closing Balance	9,878,782	8,912,579	9,648,950	9,495,137	6,630,585	4,791,811	4,976,503

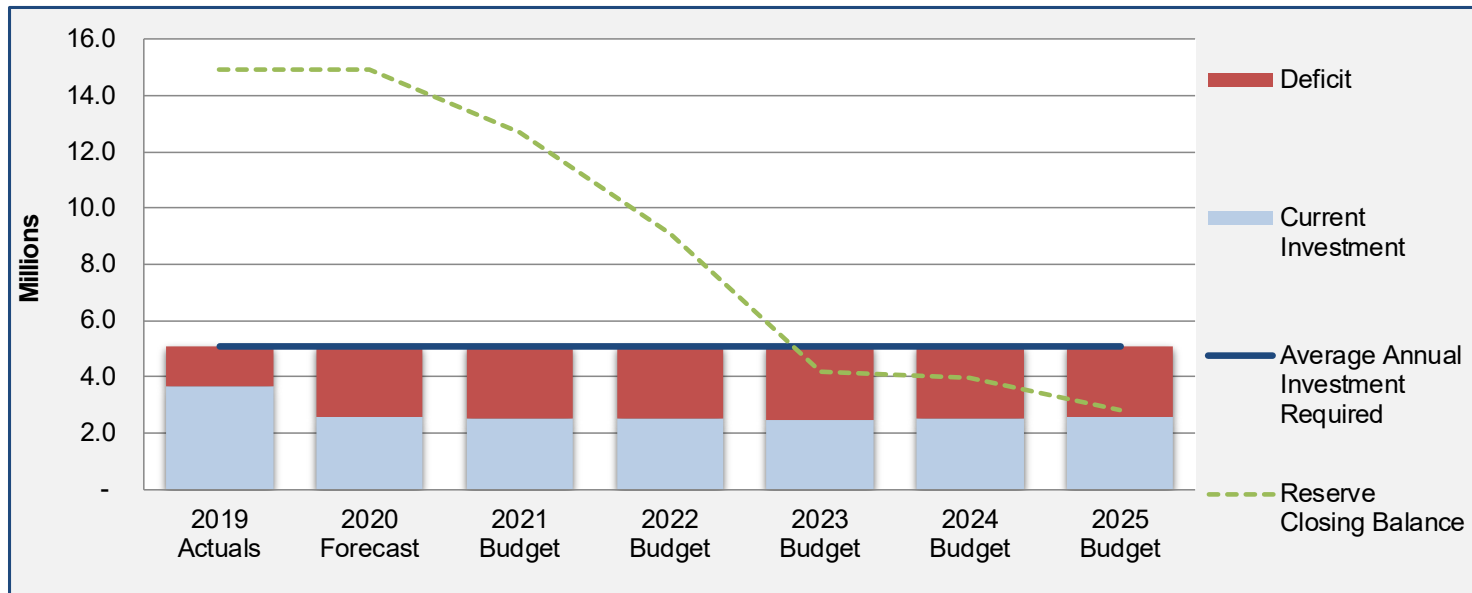


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Asset Management Funding Requirements

Wastewater Woodstock

	2019 Actuals	2020 Forecast	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Debenture P&I ¹	479,034	470,179	460,565	451,330	442,095	433,139	423,625
Reserve Interest	331,166	156,153	110,028	86,578	52,656	32,366	26,911
Capital Contribution	1,988,500	1,717,584	1,936,471	1,953,708	1,981,589	2,069,327	2,115,486
Operating Surplus	877,487	238,328	-	-	-	-	-
Current Investment	3,676,187	2,582,244	2,507,064	2,491,616	2,476,340	2,534,832	2,566,022
Average Annual Investment Required	5,055,000	5,055,000	5,055,000	5,055,000	5,055,000	5,055,000	5,055,000
Deficit	1,378,813	2,472,756	2,547,936	2,563,384	2,578,660	2,520,168	2,488,978
Surplus	-	-	-	-	-	-	-
Reserve Closing Balance	14,952,658	14,946,877	12,670,058	9,061,007	4,155,546	3,968,290	2,786,318

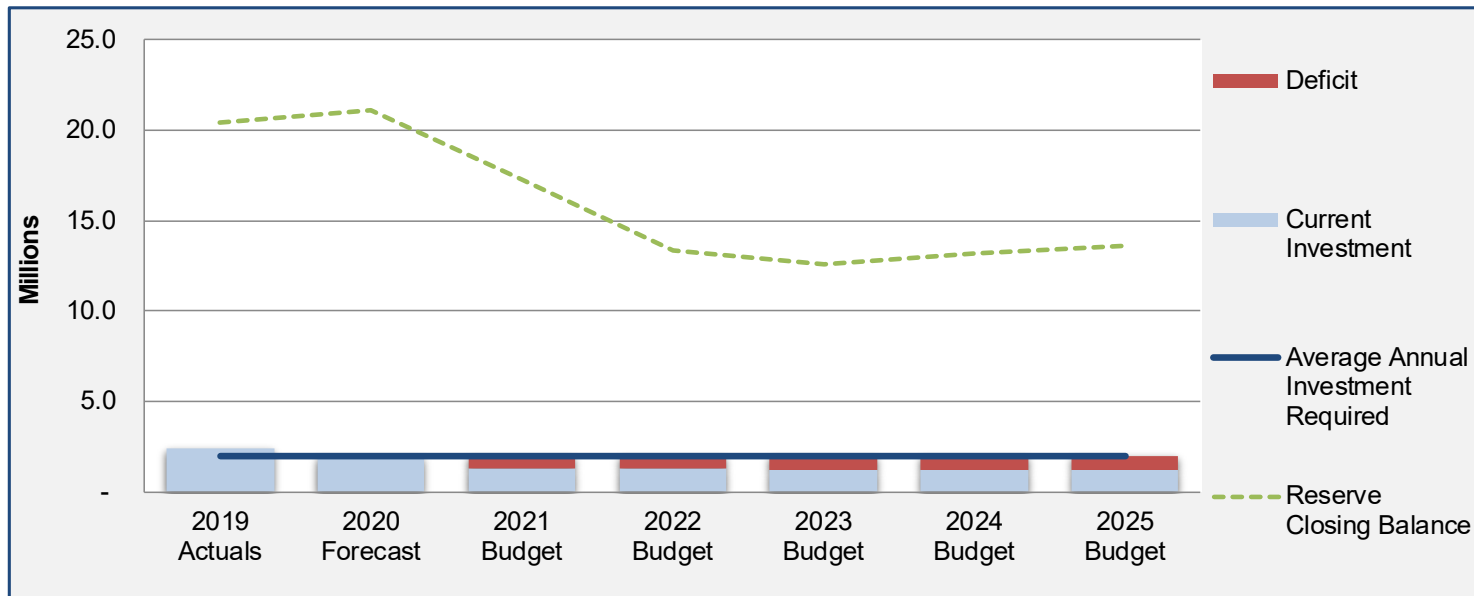


- 1 Net of development charge revenues related to debt payments
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Asset Management Funding Requirements

Wastewater Tillsonburg

	2019 Actuals	2020 Forecast	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Debenture P&I ¹	41,999	41,126	40,179	39,270	38,360	37,479	36,541
Reserve Interest	443,972	216,818	152,824	121,893	103,301	102,609	106,574
Capital Contribution	1,798,259	1,604,141	1,109,607	1,080,400	1,029,217	1,052,696	1,051,558
Operating Surplus	68,999	30,318	-	-	-	-	-
Current Investment	2,353,229	1,892,403	1,302,610	1,241,563	1,170,878	1,192,784	1,194,673
Average Annual Investment Required	1,960,000	1,960,000	1,960,000	1,960,000	1,960,000	1,960,000	1,960,000
Deficit	-	67,597	657,390	718,437	789,122	767,216	765,327
Surplus	393,229	-	-	-	-	-	-
Reserve Closing Balance	20,401,773	21,113,686	17,245,100	13,350,039	12,578,403	13,176,519	13,573,466

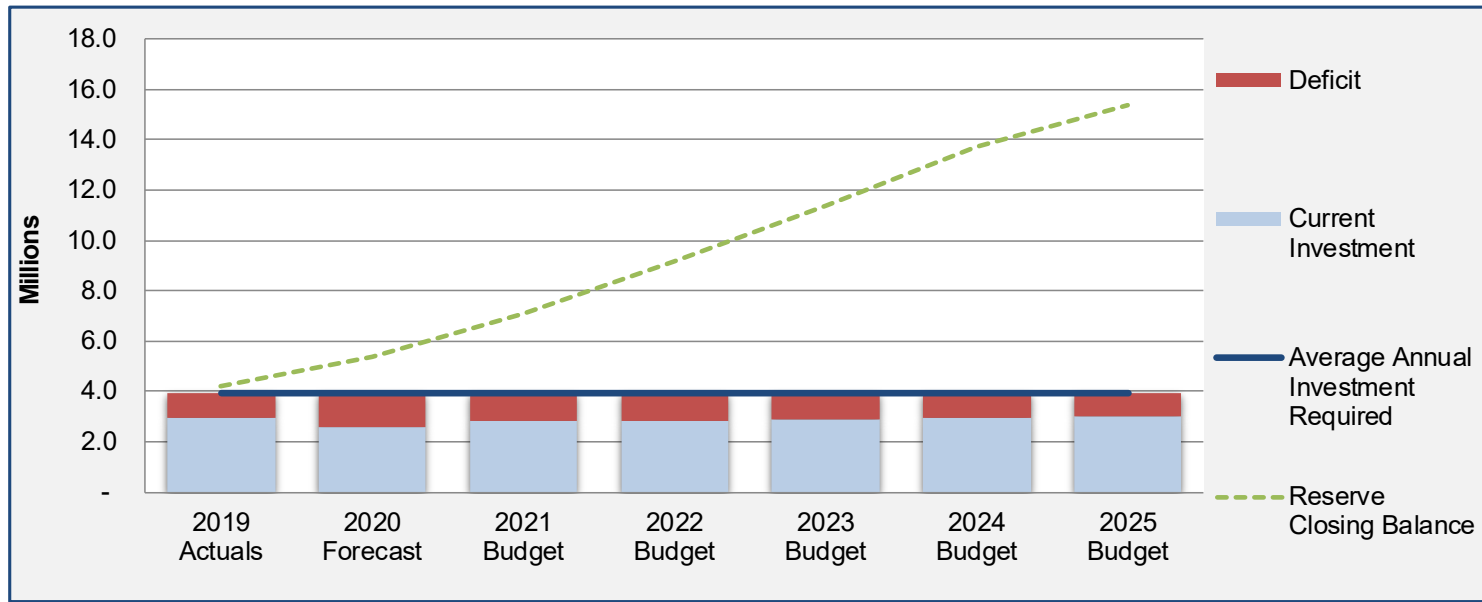


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Asset Management Funding Requirements

Wastewater Ingersoll

	2019 Actuals	2020 Forecast	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Debenture P&I ¹	398,558	390,419	381,502	372,973	364,447	356,213	340,078
Reserve Interest	75,077	50,123	49,610	64,628	81,960	100,122	116,015
Capital Contribution	1,319,427	2,151,583	2,416,068	2,413,279	2,436,081	2,494,061	2,535,337
Operating Surplus	1,138,457 -	39,519	-	-	-	-	-
Current Investment	2,931,518	2,552,606	2,847,180	2,850,880	2,882,488	2,950,396	2,991,430
Average Annual Investment Required	3,930,000	3,930,000	3,930,000	3,930,000	3,930,000	3,930,000	3,930,000
Deficit	998,482	1,377,394	1,082,820	1,079,120	1,047,512	979,604	938,570
Surplus	-	-	-	-	-	-	-
Reserve Closing Balance	4,212,016	5,385,403	7,066,721	9,154,818	11,417,191	13,713,523	15,406,216

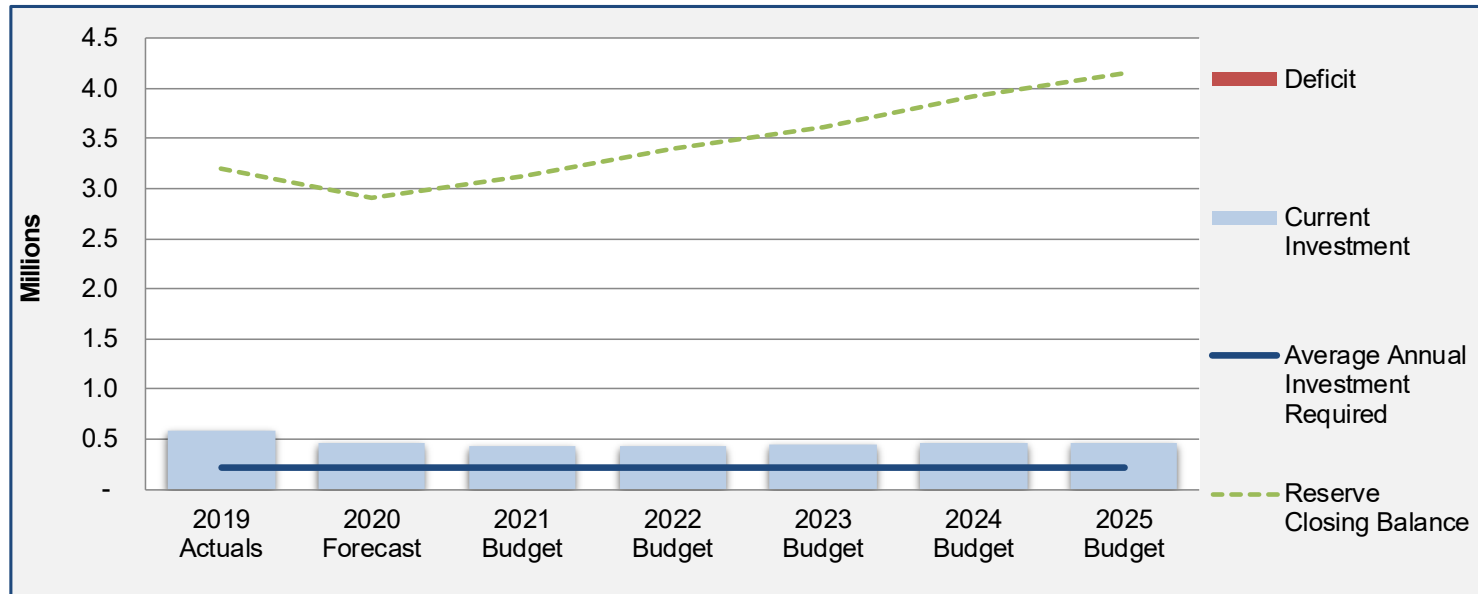


- 1 Net of development charge revenues related to debt payments
- 2 Including earned interest
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Asset Management Funding Requirements

Wastewater Norwich

	2019 Actuals	2020 Forecast	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Debenture P&I ¹	-	-	-	-	-	-	-
Reserve Interest	67,400	31,927	24,091	26,009	27,932	30,051	32,218
Capital Contribution	430,470	436,155	405,085	401,267	413,227	427,582	431,676
Operating Surplus	86,078	4,192	-	-	-	-	-
Current Investment	583,948	463,890	429,176	427,276	441,159	457,633	463,894
Average Annual Investment Required	220,000	220,000	220,000	220,000	220,000	220,000	220,000
Deficit	-	-	-	-	-	-	-
Surplus	363,948	243,890	209,176	207,276	221,159	237,633	243,894
Reserve Closing Balance	3,197,361	2,915,906	3,130,929	3,397,427	3,613,628	3,929,189	4,157,534

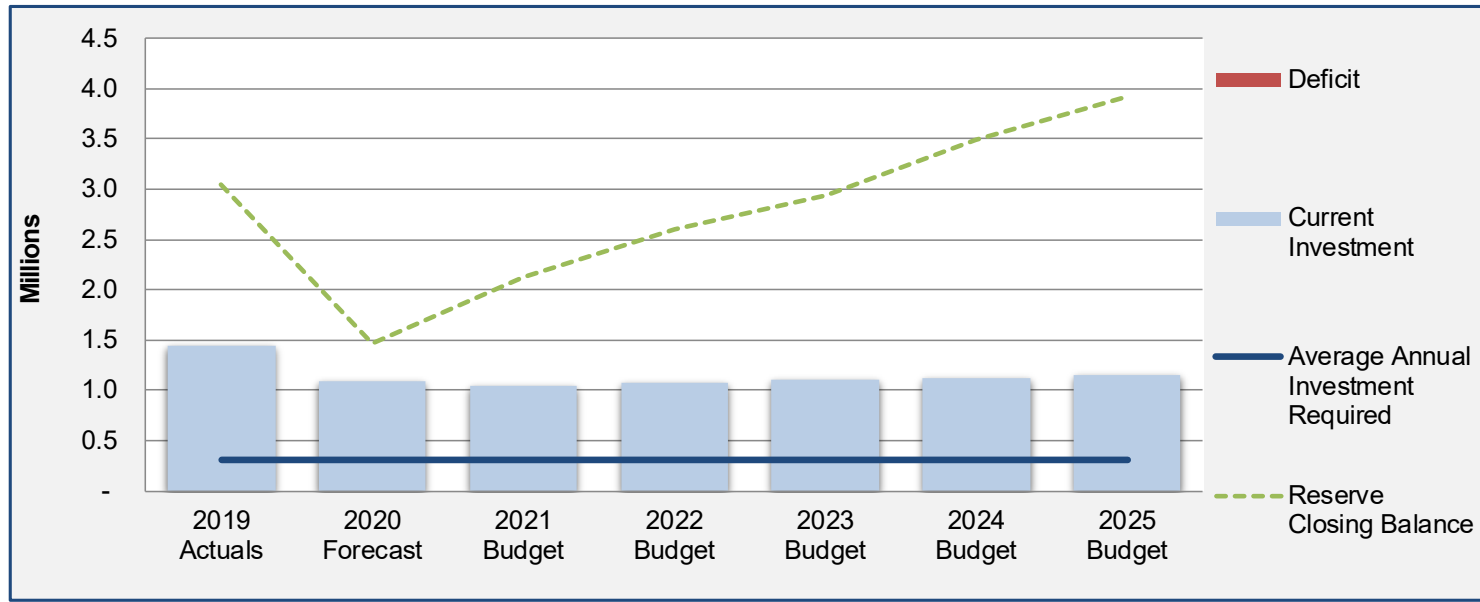


- 1 Net of development charge revenues related to debt payments
- 2 Including earned interest
- 3 Net of provincial funding related to debt repayments

Asset Management Funding Requirements

Wastewater Tavistock

	2019 Actuals	2020 Forecast	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Debenture P&I ¹	320,378	316,724	312,840	680,697	676,901	673,171	647,438
Reserve Interest	60,936	23,559	14,309	18,851	22,081	25,617	29,534
Capital Contribution	712,250	902,292	716,053	375,542	405,853	426,838	473,456
Operating Surplus	353,406	153,872	-	-	-	-	-
Current Investment	1,446,970	1,088,703	1,043,202	1,075,090	1,104,835	1,125,626	1,150,428
Average Annual Investment Required	310,000	310,000	310,000	310,000	310,000	310,000	310,000
Deficit	-	-	-	-	-	-	-
Surplus	1,136,970	778,703	733,202	765,090	794,835	815,626	840,428
Reserve Closing Balance	3,048,341	1,462,589	2,128,939	2,602,590	2,939,845	3,490,136	3,922,858

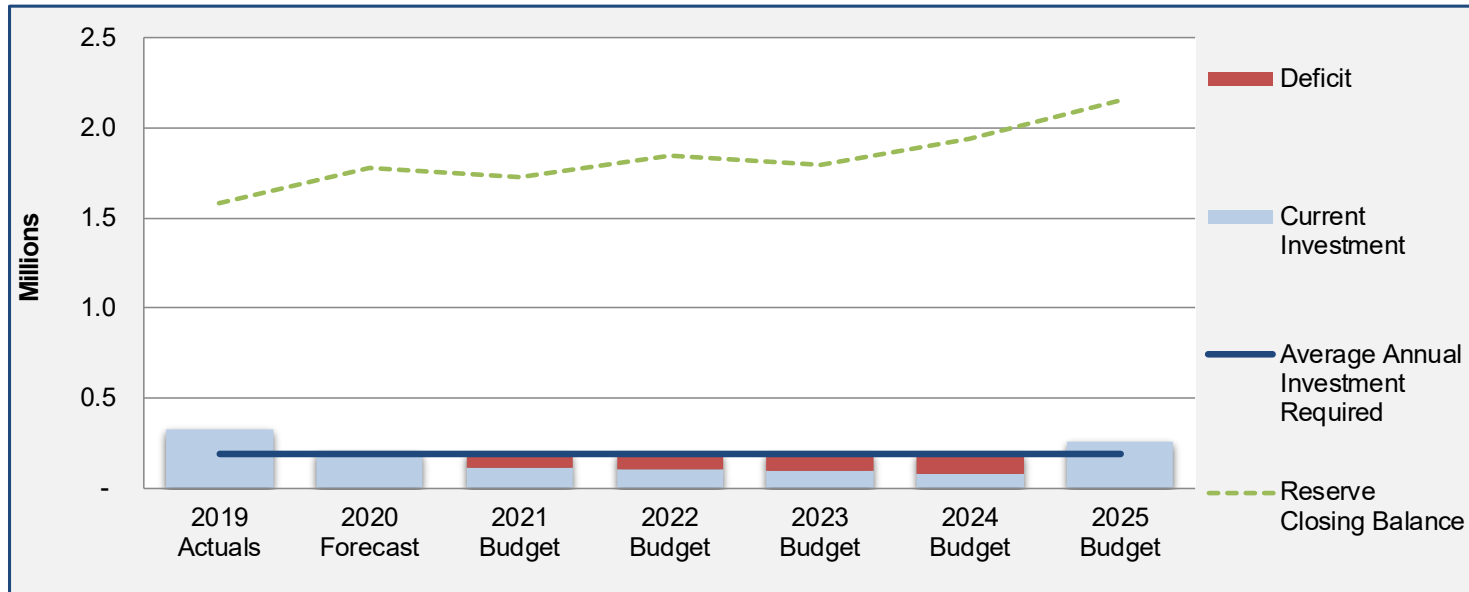


- 1 Net of development charge revenues related to debt payments
- 2 Including earned interest
- 3 Net of provincial funding related to debt repayments

Asset Management Funding Requirements

Wastewater Plattsville

	2019 Actuals	2020 Forecast	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Debenture P&I ¹	137,224	116,416	113,894	108,671	101,759	94,168	-
Reserve Interest	33,712	17,512	13,950	14,252	14,527	14,900	16,328
Capital Contribution	126,996	30,444	-	-	-	-	241,213
Operating Surplus	27,508	21,725	15,857	22,726	25,359	32,756	-
Current Investment	325,440	186,097	111,987	100,197	90,927	76,312	257,541
Average Annual Investment Required	190,000	190,000	190,000	190,000	190,000	190,000	190,000
Deficit	-	3,903	78,013	89,803	99,074	113,688	-
Surplus	135,440	-	-	-	-	-	67,541
Reserve Closing Balance	1,579,216	1,773,940	1,727,477	1,849,779	1,796,509	1,943,328	2,154,978

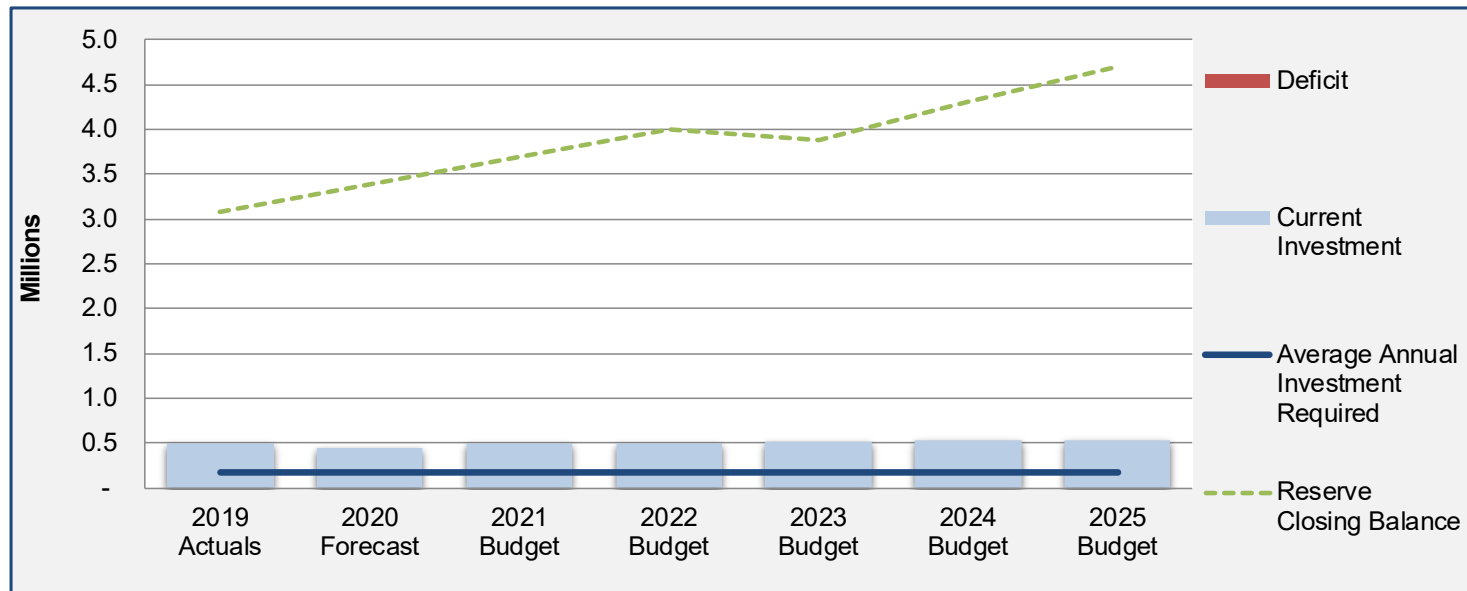


- 1 Net of development charge revenues related to debt payments
- 2 Including earned interest
- 3 Net of provincial funding related to debt repayments

Asset Management Funding Requirements

Wastewater Thamesford

	2019 Actuals	2020 Forecast	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Debenture P&I ¹	73,276	71,372	69,304	67,317	65,331	63,404	61,358
Reserve Interest	66,568	33,712	28,219	30,681	31,363	32,579	35,888
Capital Contribution	160,832	238,252	390,128	400,293	412,332	427,381	433,128
Operating Surplus	193,769	92,907	-	-	-	-	-
Current Investment	494,446	436,243	487,651	498,291	509,026	523,364	530,374
Average Annual Investment Required	175,000	175,000	175,000	175,000	175,000	175,000	175,000
Deficit	-	-	-	-	-	-	-
Surplus	319,446	261,243	312,651	323,291	334,026	348,364	355,374
Reserve Closing Balance	3,072,562	3,382,441	3,700,488	4,000,426	3,871,691	4,305,630	4,702,349

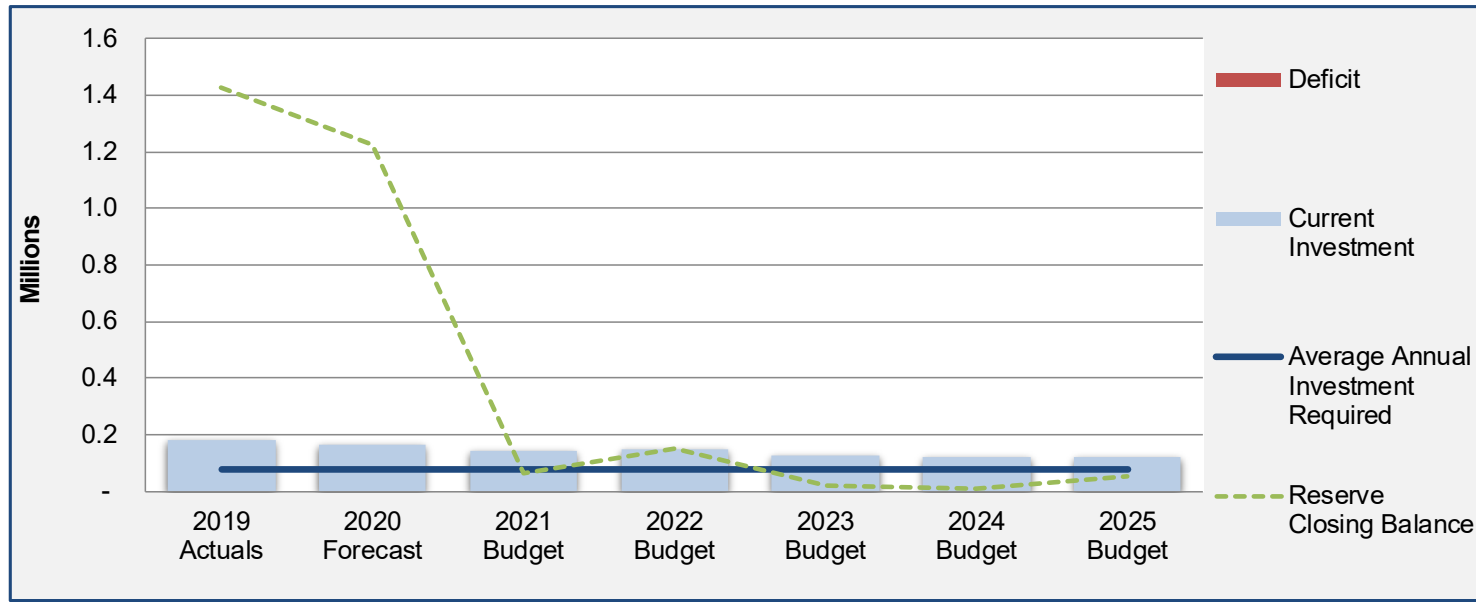


- 1 Net of development charge revenues related to debt payments
- 2 Including earned interest
- 3 Net of provincial funding related to debt repayments

Asset Management Funding Requirements

Wastewater Drumbo

	2019 Actuals	2020 Forecast	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Debenture P&I ¹	-	-	-	-	68,611	68,610	68,610
Reserve Interest	30,830	13,853	5,137	840	676	128	243
Capital Contribution	110,655	149,762	139,164	147,805	58,036	52,024	50,442
Operating Surplus	37,402	1,301	-	-	-	-	-
Current Investment	178,887	164,916	144,301	148,645	127,323	120,762	119,295
Average Annual Investment Required	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Deficit	-	-	-	-	-	-	-
Surplus	103,887	89,916	69,301	73,645	52,323	45,762	44,295
Reserve Closing Balance	1,425,584	1,226,893	62,559	148,208	21,382	10,784	50,225

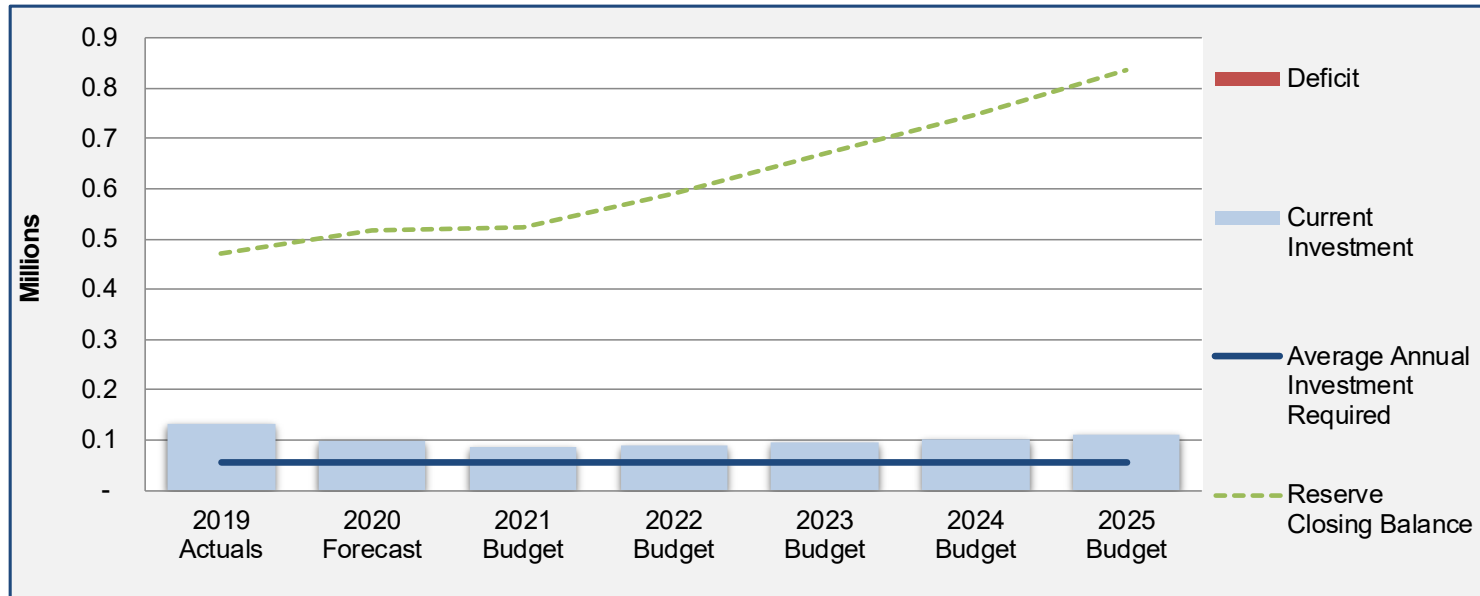


- 1 Net of development charge revenues related to debt payments
- 2 Including earned interest
- 3 Net of provincial funding related to debt repayments

Asset Management Funding Requirements

Wastewater Mt Elgin

	2019 Actuals	2020 Forecast	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Debenture P&I ¹	-	-	-	-	-	-	-
Reserve Interest	10,898	5,173	4,144	4,432	5,021	5,642	6,303
Capital Contribution	84,880	78,527	80,877	86,075	91,413	95,798	104,632
Operating Surplus	37,264	15,581	-	-	-	-	-
Current Investment	133,042	99,281	85,021	90,507	96,434	101,440	110,935
Average Annual Investment Required	55,000	55,000	55,000	55,000	55,000	55,000	55,000
Deficit	-	-	-	-	-	-	-
Surplus	78,042	44,281	30,021	35,507	41,434	46,440	55,935
Reserve Closing Balance	472,480	518,050	522,118	590,355	669,837	746,253	835,892

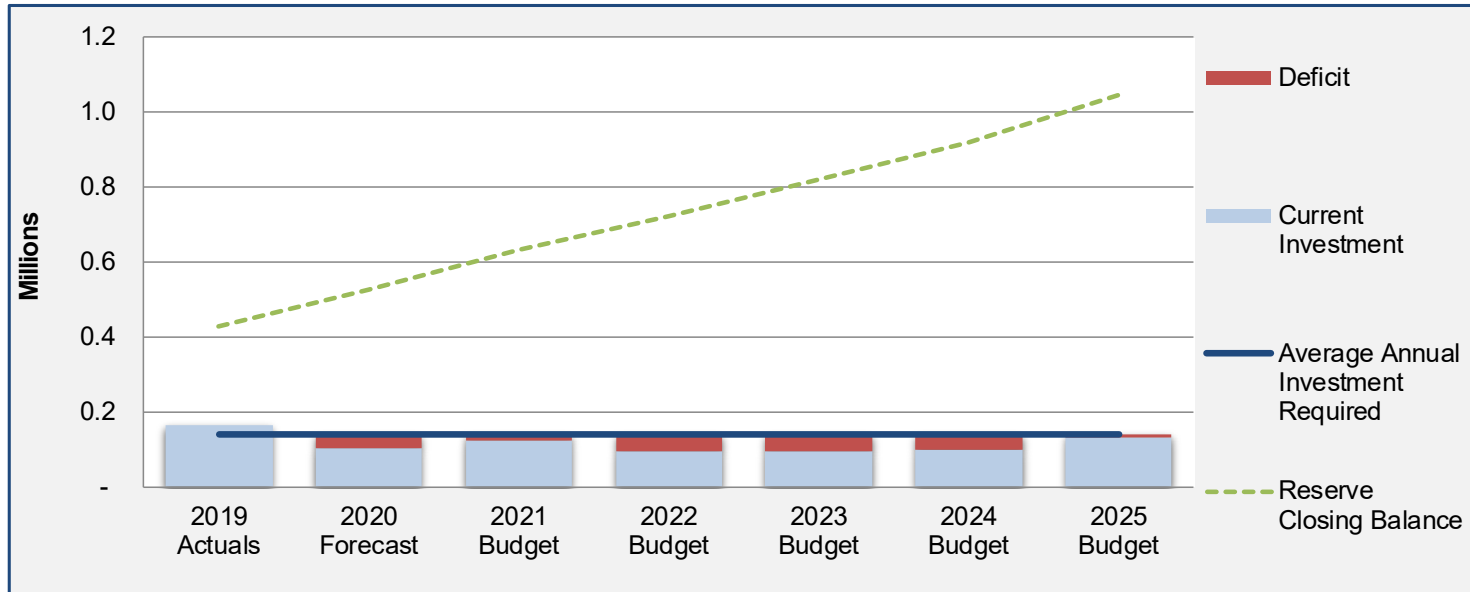


- 1 Net of development charge revenues related to debt payments
- 2 Including earned interest
- 3 Net of provincial funding related to debt repayments

Asset Management Funding Requirements

Wastewater Embro

	2019 Actuals	2020 Forecast	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Debenture P&I ¹	-	-	-	-	-	-	-
Reserve Interest	8,039	4,982	4,611	5,392	6,142	6,920	7,831
Capital Contribution	83,759	113,382	117,509	89,987	90,071	92,051	121,836
Operating Surplus	72,743	16,007	-	-	-	-	-
Current Investment	164,541	102,357	122,120	95,379	96,213	98,971	129,667
Average Annual Investment Required	140,000	140,000	140,000	140,000	140,000	140,000	140,000
Deficit	-	37,643	17,880	44,621	43,787	41,029	10,333
Surplus	24,541	-	-	-	-	-	-
Reserve Closing Balance	427,224	526,700	630,640	722,775	818,988	917,959	1,047,626

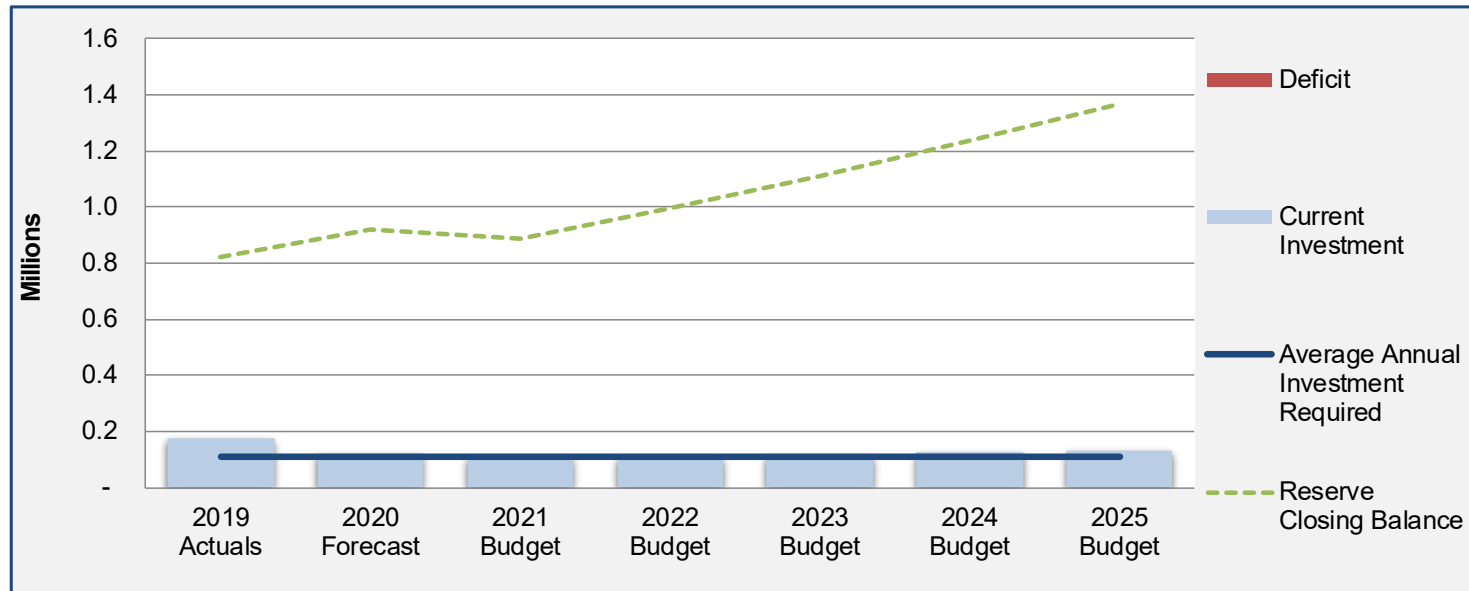


- 1 Net of development charge revenues related to debt payments
- 2 Including earned interest
- 3 Net of provincial funding related to debt repayments

Asset Management Funding Requirements

Wastewater Innerkip

	2019 Actuals	2020 Forecast	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget
Debenture P&I ¹	-	-	-	-	-	-	-
Reserve Interest	16,713	9,100	7,199	7,495	8,379	9,334	10,353
Capital Contribution	122,420	105,602	99,333	103,459	107,174	114,864	121,254
Operating Surplus	34,704	5,642	-	-	-	-	-
Current Investment	173,837	120,344	106,532	110,954	115,553	124,198	131,607
Average Annual Investment Required	110,000	110,000	110,000	110,000	110,000	110,000	110,000
Deficit	-	-	3,468	-	-	-	-
Surplus	63,837	10,344	-	954	5,553	14,198	21,607
Reserve Closing Balance	823,178	919,281	887,589	993,730	1,109,283	1,233,481	1,365,088



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

2021 CAPITAL PLAN BUDGET

DESCRIPTION	CARRY FORWARD BUDGET (2)	2021 REQUESTED BUDGET (3)	2021 CAPITAL BUDGET	UNFINANCED CAPITAL (1)	2021 FINANCED CAPITAL	TAXATION	WWW RATES & RESERVES	RESERVES	DEVELOPMENTS CHARGES	GAS TAX/ GRANTS	DEBENTURES	OTHER SOURCES
MINOR CAPITAL												
MINOR CAPITAL												
FURNITURE AND FURNISHINGS												
982160 FACILITIES FURNISHINGS	-	208,450	208,450	-	208,450	82,800	-	125,650	-	-	-	-
983960 WOODINGFORD LODGE FURNISHINGS	-	187,433	187,433	-	187,433	-	-	187,433	-	-	-	-
TOTAL FURNITURE AND FURNISHINGS	-	395,883	395,883	-	395,883	82,800	-	313,083	-	-	-	-
GENERAL CAPITAL												
900050 ASSET MGMT SYSTEMS ENHANCEMENT	-	780,000	780,000	-	780,000	-	359,404	420,596	-	-	-	-
TOTAL GENERAL CAPITAL	-	780,000	780,000	-	780,000	-	359,404	420,596	-	-	-	-
TOTAL MINOR CAPITAL	-	1,175,883	1,175,883	-	1,175,883	82,800	359,404	733,679	-	-	-	-
TOTAL MINOR CAPITAL	-	1,175,883	1,175,883	-	1,175,883	82,800	359,404	733,679	-	-	-	-
FLEET & MAJOR EQUIPMENT												
FLEET & MAJOR EQUIPMENT												
FLEET & MAJOR EQUIPMENT												
981230 COMPUTER EQUIPMENT	-	274,600	274,600	-	274,600	32,970	2,000	180,970	-	58,660	-	-
982200 FLEET VEHICLES	-	1,633,500	1,633,500	-	1,633,500	-	45,000	1,588,500	-	-	-	-
982550 WASTEWATER GENERAL OP EQUIPMENT	-	660,000	660,000	-	660,000	-	660,000	-	-	-	-	-
982650 WATER GENERAL OP EQUIPMENT	-	600,000	600,000	-	600,000	-	600,000	-	-	-	-	-
982950 GENERAL EQUIPMENT	-	101,815	101,815	-	101,815	76,500	-	25,315	-	-	-	-
983950 WOODINGFORD LODGE EQUIPMENT	-	98,500	98,500	-	98,500	-	-	98,500	-	-	-	-
985120 EMERGENCY SERVICES FLEET	-	589,000	589,000	-	589,000	-	-	589,000	-	-	-	-
985150 EMERGENCY SERVICES EQUIPMENT	-	173,360	173,360	-	173,360	-	-	173,360	-	-	-	-
TOTAL FLEET & MAJOR EQUIPMENT	-	4,130,775	4,130,775	-	4,130,775	109,470	1,307,000	2,655,645	-	58,660	-	-
TOTAL FLEET & MAJOR EQUIPMENT	-	4,130,775	4,130,775	-	4,130,775	109,470	1,307,000	2,655,645	-	58,660	-	-
TOTAL FLEET & MAJOR EQUIPMENT	-	4,130,775	4,130,775	-	4,130,775	109,470	1,307,000	2,655,645	-	58,660	-	-
SOCIAL HOUSING & CORPORATE FACILITIES												
SOCIAL HOUSING & CORPORATE FACILITIES												
GREEN INITIATIVES												
911006 GREEN INITIATIVES FACILITIES	87,000	190,000	277,000	-	277,000	-	-	277,000	-	-	-	-
911900 FACILITIES RENEWABLE ENERGY	475,000	425,000	900,000	350,000	1,250,000	-	-	75,000	-	-	1,175,000	-
TOTAL GREEN INITIATIVES	562,000	615,000	1,177,000	350,000	1,527,000	-	-	352,000	-	-	1,175,000	-
FACILITIES												
911000 FACILITIES CONDITION ASSESSMT	150,000	-	150,000	-	150,000	-	150,000	-	-	-	-	-
911002 COURTHOUSE RENOVATIONS	16,000	570,000	586,000	-	586,000	-	-	586,000	-	-	-	-
911301 DRUMBO YARD FACILITIES	-	10,000	10,000	-	10,000	-	-	10,000	-	-	-	-
911302 HIGHLAND YARD FACILITIES	-	10,000	10,000	-	10,000	-	-	10,000	-	-	-	-

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.

2021 CAPITAL PLAN BUDGET

DESCRIPTION	CARRY FORWARD BUDGET (2)	2021 REQUESTED BUDGET (3)	2021 CAPITAL BUDGET	UNFINANCED CAPITAL (1)	2021 FINANCED CAPITAL	TAXATION	WWW RATES & RESERVES	RESERVES	DEVELOPMENTS CHARGES	GAS TAX/ GRANTS	DEBENTURES	OTHER SOURCES
911303 SPRINGFORD YARD FACILITIES	-	10,000	10,000	-	10,000	-	-	10,000	-	-	-	-
911304 WOODSTOCK YARD FACILITIES	-	10,000	10,000	-	10,000	-	-	10,000	-	-	-	-
911500 WOODINGFORD LODGE FLOORING	195,000	205,000	400,000	-	400,000	-	-	400,000	-	-	-	-
911800 SALFORD LANDFILL FACILITIES	-	175,000	175,000	-	175,000	-	-	175,000	-	-	-	-
915000 BOH - Facility	-	40,000	40,000	-	40,000	-	-	40,000	-	-	-	-
915010 EMS MILL ST	25,000	50,000	75,000	-	75,000	-	-	75,000	-	-	-	-
915020 EMS 208 BYSHAM	-	55,000	55,000	-	55,000	-	-	55,000	-	-	-	-
915040 EMS 81 KING TBURG	-	20,000	20,000	-	20,000	-	-	20,000	-	-	-	-
915050 EMS WILMOT DRUMBO	-	4,500	4,500	-	4,500	-	-	4,500	-	-	-	-
915060 EMS CR8 EMBRO	-	4,000	4,000	-	4,000	-	-	4,000	-	-	-	-
916040 INGERSOLL LIBRARY	-	280,000	280,000	-	280,000	-	-	280,000	-	-	-	-
916060 NORWICH LIBRARY	-	5,000	5,000	-	5,000	-	-	5,000	-	-	-	-
916140 TILLSONBURG LIBRARY	-	28,000	28,000	-	28,000	-	-	28,000	-	-	-	-
982100 FACILITIES	-	172,000	172,000	-	172,000	-	-	172,000	-	-	-	-
983910 WOODINGFORD LODGE BUILDINGS	-	558,300	558,300	-	558,300	-	-	558,300	-	-	-	-
TOTAL FACILITIES	386,000	2,206,800	2,592,800	-	2,592,800	-	150,000	2,442,800	-	-	-	-
SOCIAL HOUSING FACILITIES												
983610 H.S.I SHELTER BUILDING	-	1,100,500	1,100,500	-	1,100,500	-	-	1,100,500	-	-	-	-
TOTAL SOCIAL HOUSING FACILITIES	-	1,100,500	1,100,500	-	1,100,500	-	-	1,100,500	-	-	-	-
TOTAL SOCIAL HOUSING & CORPORATE FACILITIES	948,000	3,922,300	4,870,300	350,000	5,220,300	-	150,000	3,895,300	-	-	1,175,000	-
TOTAL SOCIAL HOUSING & CORPORATE FACILITIES	948,000	3,922,300	4,870,300	350,000	5,220,300	-	150,000	3,895,300	-	-	1,175,000	-
ROAD NETWORK												
ROAD NETWORK												
ROADS												
930003 CR 3	50,000	-	50,000	-	50,000	-	-	25,000	25,000	-	-	-
930009 CR 9	29,000	2,300,000	2,329,000	-	2,329,000	-	-	2,329,000	-	-	-	-
930015 CR 15	40,000	80,000	120,000	-	120,000	-	-	120,000	-	-	-	-
930016 CR 16	169,000	900,000	1,069,000	-	1,069,000	-	-	534,500	534,500	-	-	-
930019 CR 19	-	250,000	250,000	-	250,000	-	-	250,000	-	-	-	-
930029 CR 29	30,000	-	30,000	-	30,000	-	-	30,000	-	-	-	-
930054 CR 54	-	2,250,000	2,250,000	-	2,250,000	-	-	2,250,000	-	-	-	-
930059 CR 59	75,000	950,000	1,025,000	-	1,025,000	-	-	100,000	525,000	-	-	400,000
930070 GUIDE RAILS	-	150,000	150,000	-	150,000	-	-	150,000	-	-	-	-
930076 PEDESTRIAN CROSSINGS	50,000	250,000	300,000	-	300,000	-	-	300,000	-	-	-	-
930077 INTERSECTION UPGRADES	-	175,000	175,000	-	175,000	-	-	175,000	-	-	-	-
930078 INTERSECTION ILLUMINATION	-	40,000	40,000	-	40,000	-	-	40,000	-	-	-	-

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2021 CAPITAL PLAN BUDGET

DESCRIPTION	CARRY FORWARD BUDGET (2)	2021 REQUESTED BUDGET (3)	2021 CAPITAL BUDGET	UNFINANCED CAPITAL (1)	2021 FINANCED CAPITAL	TAXATION	WWW RATES & RESERVES	RESERVES	DEVELOPMENTS CHARGES	GAS TAX/ GRANTS	DEBENTURES	OTHER SOURCES
930099 REHAB & RESURFACING	-	4,905,000	4,905,000	-	4,905,000	-	-	675,000	-	3,990,000	-	240,000
930102 CRACK SEALING	-	200,000	200,000	-	200,000	-	-	100,000	-	-	-	100,000
930115 DRAIN IMPROV	-	200,000	200,000	-	200,000	-	-	200,000	-	-	-	-
930150 URBANIZATION	120,000	45,000	165,000	-	165,000	-	-	82,500	82,500	-	-	-
930198 URBAN STORM SEWER	-	790,000	790,000	-	790,000	-	-	790,000	-	-	-	-
930199 RURAL STORM SEWER	-	1,770,000	1,770,000	-	1,770,000	-	-	1,770,000	-	-	-	-
930300 TRAFFIC SIGNALS	70,000	845,000	915,000	-	915,000	-	-	890,000	25,000	-	-	-
930301 TRAFFIC - TRAFFIC CALMING	-	100,000	100,000	-	100,000	-	-	100,000	-	-	-	-
TOTAL ROADS	633,000	16,200,000	16,833,000	-	16,833,000	-	-	10,911,000	1,192,000	3,990,000	-	740,000
TOTAL ROAD NETWORK	633,000	16,200,000	16,833,000	-	16,833,000	-	-	10,911,000	1,192,000	3,990,000	-	740,000
TOTAL ROAD NETWORK	633,000	16,200,000	16,833,000	-	16,833,000	-	-	10,911,000	1,192,000	3,990,000	-	740,000
BRIDGES AND CULVERTS												
BRIDGES AND CULVERTS												
BRIDGES AND CULVERTS												
930200 BRIDGE REHAB	175,000	6,782,500	6,957,500	-	6,957,500	-	-	3,497,611	-	3,459,889	-	-
TOTAL BRIDGES AND CULVERTS	175,000	6,782,500	6,957,500	-	6,957,500	-	-	3,497,611	-	3,459,889	-	-
TOTAL BRIDGES AND CULVERTS	175,000	6,782,500	6,957,500	-	6,957,500	-	-	3,497,611	-	3,459,889	-	-
TOTAL BRIDGES AND CULVERTS	175,000	6,782,500	6,957,500	-	6,957,500	-	-	3,497,611	-	3,459,889	-	-
WATER & WASTEWATER												
WATER & WASTEWATER GENERAL												
GREEN INITIATIVES												
911007 GREEN INITIATIVES WATER	-	19,700	19,700	-	19,700	-	19,700	-	-	-	-	-
911008 GREEN INITIATIVES WASTEWATER	-	65,000	65,000	-	65,000	-	65,000	-	-	-	-	-
TOTAL GREEN INITIATIVES	-	84,700	84,700	-	84,700	-	84,700	-	-	-	-	-
GENERAL												
900016 SCADA MASTER PLAN	1,163,000	-	1,163,000	-	1,163,000	-	1,006,136	-	156,864	-	-	-
900029 ITRON AMR UPGRADE	-	72,000	72,000	-	72,000	-	72,000	-	-	-	-	-
TOTAL GENERAL	1,163,000	72,000	1,235,000	-	1,235,000	-	1,078,136	-	156,864	-	-	-
TOTAL WATER & WASTEWATER GENERAL	1,163,000	156,700	1,319,700	-	1,319,700	-	1,162,836	-	156,864	-	-	-
WASTEWATER SYSTEMS												
WOODSTOCK - WW												
911280 WDSTK - WW FACILITIES	-	111,000	111,000	-	111,000	-	111,000	-	-	-	-	-
950150 WDSTK - NE INDUSTRIAL PARK	-	500,000	500,000	-	500,000	-	500,000	-	-	-	-	-
950151 WDSK - PATTULLO INDUSTRIAL PRK	-	186,000	186,000	-	186,000	-	186,000	-	-	-	-	-
950158 WDSTK - CITY PROJECTS	260,000	1,325,000	1,585,000	-	1,585,000	-	1,585,000	-	-	-	-	-
950159 WDSK - BRICK PONDS TRUNK SEWER	20,000	-	20,000	-	20,000	-	20,000	-	-	-	-	-

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

2021 CAPITAL PLAN BUDGET

DESCRIPTION	CARRY FORWARD BUDGET (2)	2021 REQUESTED BUDGET (3)	2021 CAPITAL BUDGET	UNFINANCED CAPITAL (1)	2021 FINANCED CAPITAL	TAXATION	W/WW RATES & RESERVES	RESERVES	DEVELOPMENTS CHARGES	GAS TAX/ GRANTS	DEBENTURES	OTHER SOURCES
950172 WDSTK - N TRUNK SEWER I/I	-	100,000	100,000	-	100,000	-	83,374	-	16,626	-	-	-
950174 WDSTK - LINEAR R/R CR PROJ	-	1,125,000	1,125,000	-	1,125,000	-	1,125,000	-	-	-	-	-
TOTAL WOODSTOCK - WW	280,000	3,347,000	3,627,000	-	3,627,000	-	3,610,374	-	16,626	-	-	-
TILLSONBURG - WW												
911281 TBURG - WW FACILITIES	-	12,000	12,000	-	12,000	-	12,000	-	-	-	-	-
950200 TBURG - WWTP PHASE 1 UPGRADE	4,500,000	1,500,000	6,000,000	-	6,000,000	-	4,404,000	-	1,596,000	-	-	-
950226 TBURG - TOWN PROJECTS	330,000	455,000	785,000	-	785,000	-	465,000	80,000	-	-	-	240,000
TOTAL TILLSONBURG - WW	4,830,000	1,967,000	6,797,000	-	6,797,000	-	4,529,955	80,000	1,596,000	-	-	591,045
INGERSOLL - WW												
911282 ING - WW FACILITIES	-	55,000	55,000	-	55,000	-	55,000	-	-	-	-	-
950311 ING - WWTP	40,000	-	40,000	-	40,000	-	40,000	-	-	-	-	-
950330 ING - TOWN PROJECTS	115,000	397,000	512,000	-	512,000	-	467,000	-	-	-	-	45,000
950332 ING-RELINING	-	200,000	200,000	-	200,000	-	200,000	-	-	-	-	-
950341 ING - KING ST W SEWER	-	25,000	25,000	-	25,000	-	25,000	-	-	-	-	-
TOTAL INGERSOLL - WW	155,000	677,000	832,000	-	832,000	-	787,000	-	-	-	-	45,000
NORWICH - WW												
911283 NOR - WW FACILITIES	-	3,500	3,500	-	3,500	-	3,500	-	-	-	-	-
950401 NOR - East End Servicing	-	50,000	50,000	-	50,000	-	50,000	-	-	-	-	-
950412 NOR - LAGOON UPGRADE	-	100,000	100,000	-	100,000	-	-	-	100,000	-	-	-
950450 NOR - SANITARY REPLACEMENTS	-	65,000	65,000	-	65,000	-	65,000	-	-	-	-	-
TOTAL NORWICH - WW	-	218,500	218,500	-	218,500	-	118,500	-	100,000	-	-	-
TAVISTOCK - WW												
911284 TAV - WW FACILITIES	-	10,500	10,500	-	10,500	-	10,500	-	-	-	-	-
950507 TAV - BIOSOLIDS CLEAN-OUT	-	-	-	3,250,000	3,250,000	-	-	-	-	-	3,250,000	-
950550 TAV - SANITARY REPLACEMENTS	-	100,000	100,000	-	100,000	-	100,000	-	-	-	-	-
TOTAL TAVISTOCK - WW	-	110,500	110,500	3,250,000	3,360,500	-	110,500	-	-	-	3,250,000	-
PLATTSVILLE - WW												
950610 PLAT - FEASIBILITY STUDY	-	50,000	50,000	-	50,000	-	50,000	-	-	-	-	-
950650 PLAT - SANITARY REPLACEMENTS	-	100,000	100,000	-	100,000	-	100,000	-	-	-	-	-
TOTAL PLATTSVILLE - WW	-	150,000	150,000	-	150,000	-	150,000	-	-	-	-	-
THAMESFORD - WW												
911286 THAMES - WW FACILITIES	-	39,500	39,500	-	39,500	-	39,500	-	-	-	-	-
TOTAL THAMESFORD - WW	-	39,500	39,500	-	39,500	-	39,500	-	-	-	-	-
DRUMBO - WW												
950810 DRUMBO - WWTP	2,746,000	1,633,000	4,379,000	(250,000)	4,129,000	-	1,209,663	-	2,919,337	-	-	-
950811 DRUMBO - FEASIBILITY STUDY	-	50,000	50,000	-	50,000	-	50,000	-	-	-	-	-

1. Unfinanced Capital: Project expenses incurred however not financed.
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3. New Requested Budget: Additional or new project budget requested.

2021 CAPITAL PLAN BUDGET

DESCRIPTION	CARRY	2021	2021	UNFINANCED	2021	W/W/W		DEVELOPMEN	GAS TAX/	OTHER		
	FORWARD	REQUESTED	CAPITAL	CAPITAL (1)	FINANCED	TAXATION	RATES & RESERVES	RESERVES	CHARGES	GRANTS	DEBENTURES	SOURCES
	BUDGET (2)	BUDGET (3)	BUDGET		CAPITAL							
TOTAL DRUMBO - WW	2,746,000	1,683,000	4,429,000	(250,000)	4,179,000	-	1,259,663	-	2,919,337	-	-	-
MT ELGIN - WW												
950902 MT ELGIN - WW SERVICING	88,000	-	88,000	100,000	188,000	-	58,000	-	-	-	-	130,000
TOTAL MT ELGIN - WW	88,000	-	88,000	100,000	188,000	-	58,000	-	-	-	-	130,000
EMBRO - WW												
951003 EMBRO - SERVICING	-	-	-	62,500	62,500	-	-	-	-	-	-	62,500
TOTAL EMBRO - WW	-	-	-	62,500	62,500	-	-	-	-	-	-	62,500
INNERKIP - WW												
951100 INNERKIP - WW SERVICING	-	-	-	75,000	75,000	-	-	-	-	-	-	75,000
951102 INNERKIP - ODOUR CONTROL	58,000	62,000	120,000	-	120,000	-	120,000	-	-	-	-	-
TOTAL INNERKIP - WW	58,000	62,000	120,000	75,000	195,000	-	120,000	-	-	-	-	75,000
TOTAL WASTEWATER SYSTEMS	8,157,000	8,254,500	16,411,500	3,237,500	19,649,000	-	10,783,492	80,000	4,631,963	-	3,250,000	903,545
WATER SYSTEMS												
WOODSTOCK - W												
911261 WDSTK - WATER FAC	-	41,000	41,000	-	41,000	-	41,000	-	-	-	-	-
960135 WDSTK - NE INDUSTRIAL PARK	-	330,000	330,000	-	330,000	-	330,000	-	-	-	-	-
960141 WDSTK - CITY PROJECTS	250,000	970,000	1,220,000	-	1,220,000	-	1,220,000	-	-	-	-	-
960149 WDSTK - CITY PROJ OVERSIZING	110,000	40,000	150,000	-	150,000	-	-	-	150,000	-	-	-
960153 WDSTK - LINEAR R/R CR PROJ	-	1,560,000	1,560,000	-	1,560,000	-	1,560,000	-	-	-	-	-
960156 WDSK - PATTULLO INDUSTRIAL PRK	-	90,000	90,000	-	90,000	-	90,000	-	-	-	-	-
960159 WDSTK - THORNTON FEEDERMN REPL	-	250,000	250,000	-	250,000	-	250,000	-	-	-	-	-
960170 WDSTK -CR4 & Lansdowne WM	-	4,000,000	4,000,000	-	4,000,000	-	448,000	-	3,552,000	-	-	-
960171 WDSTK - CR17 WATERMAIN	-	100,000	100,000	-	100,000	-	-	-	100,000	-	-	-
960172 WDSTK - SPRUCEDALE WM	-	10,000	10,000	-	10,000	-	10,000	-	-	-	-	-
TOTAL WOODSTOCK - W	360,000	7,391,000	7,751,000	-	7,751,000	-	3,949,000	-	3,802,000	-	-	-
TILLSONBURG - W												
911262 TBURG - WATER FACILITIES	-	30,000	30,000	-	30,000	-	30,000	-	-	-	-	-
960212 TBURG - BULK WATER STN	-	125,000	125,000	-	125,000	-	125,000	-	-	-	-	-
960235 TBURG - TOWN PROJECTS	365,000	920,000	1,285,000	-	1,285,000	-	1,285,000	-	-	-	-	-
TOTAL TILLSONBURG - W	365,000	1,075,000	1,440,000	-	1,440,000	-	1,440,000	-	-	-	-	-
INGERSOLL - W												
911272 WATER INGERSOLL FACILITIES	-	112,500	112,500	-	112,500	-	112,500	-	-	-	-	-
960304 ING - CORROSION CONTROL STUDY	67,000	-	67,000	-	67,000	-	67,000	-	-	-	-	-
960306 ING - FILTER EFFIC PILOT STUDY	-	65,000	65,000	-	65,000	-	65,000	-	-	-	-	-
960307 ING - GROUNDWATER MODEL	20,000	130,000	150,000	-	150,000	-	150,000	-	-	-	-	-
960315 ING - LINEAR R/R CR PROJ	-	60,000	60,000	-	60,000	-	60,000	-	-	-	-	-

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2021 CAPITAL PLAN BUDGET

DESCRIPTION	CARRY	2021	2021	UNFINANCED	2021	WWW		DEVELOPMEN	GAS TAX/	OTHER		
	FORWARD	REQUESTED	CAPITAL	CAPITAL (1)	FINANCED	TAXATION	RATES & RESERVES	RESERVES	CHARGES	GRANTS	DEBENTURES	SOURCES
	BUDGET (2)	BUDGET (3)	BUDGET		CAPITAL							
960325 ING - TOWN PROJECTS	150,000	612,000	762,000	-	762,000	-	762,000	-	-	-	-	-
960341 ING-TOWER PAINT REPAIR	55,000	-	55,000	-	55,000	-	55,000	-	-	-	-	-
TOTAL INGERSOLL - W	292,000	979,500	1,271,500	-	1,271,500	-	1,271,500	-	-	-	-	-
TOWNSHIPS - W												
911264 WATER TOWNSHIP FACILITIES	-	354,000	354,000	-	354,000	-	154,000	200,000	-	-	-	-
960406 TWSP - LINEAR R/R CR PROJ	-	6,000	6,000	-	6,000	-	6,000	-	-	-	-	-
960416 OTTERVILLE TOWER PAINT/REPAIR	-	10,000	10,000	-	10,000	-	10,000	-	-	-	-	-
960417 TWSP - GROUNDWATER MODEL	25,000	-	25,000	-	25,000	-	25,000	-	-	-	-	-
960437 TAV - WELL 4	-	125,000	125,000	-	125,000	-	31,250	-	93,750	-	-	-
960441 NOR-TOWER PAINT/REPAIR	50,000	-	50,000	-	50,000	-	50,000	-	-	-	-	-
TOTAL TOWNSHIPS - W	75,000	495,000	570,000	-	570,000	-	276,250	200,000	93,750	-	-	-
TOTAL WATER SYSTEMS	1,092,000	9,940,500	11,032,500	-	11,032,500	-	6,936,750	200,000	3,895,750	-	-	-
TOTAL WATER & WASTEWATER	10,412,000	18,351,700	28,763,700	3,237,500	32,001,200	-	18,883,078	280,000	8,684,577	-	3,250,000	903,545
TOTAL Cost Centre/System	12,168,000	50,563,158	62,731,158	3,587,500	66,318,658	192,270	20,699,482	21,973,235	9,876,577	7,508,549	4,425,000	1,643,545

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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL
CAPITAL COSTS											
CAPITAL COSTS											
MINOR CAPITAL											
MINOR CAPITAL											
FURNITURE AND FURNISHINGS											
982160 FACILITIES FURNISHINGS	208,450	345,500	218,000	74,300	78,800	50,000	39,000	39,000	39,000	39,000	1,131,050
983960 WOODINGFORD LODGE FURNISHINGS	187,433	178,529	104,307	122,187	106,356	119,330	98,539	99,674	98,269	66,963	1,181,587
TOTAL FURNITURE AND FURNISHINGS	395,883	524,029	322,307	196,487	185,156	169,330	137,539	138,674	137,269	105,963	2,312,637
GENERAL CAPITAL											
900050 ASSET MGMT SYSTEMS ENHANCEMENT	780,000	260,000	-	-	-	-	-	-	-	-	1,040,000
TOTAL GENERAL CAPITAL	780,000	260,000	-	-	-	-	-	-	-	-	1,040,000
TOTAL MINOR CAPITAL	1,175,883	784,029	322,307	196,487	185,156	169,330	137,539	138,674	137,269	105,963	3,352,637
TOTAL MINOR CAPITAL	1,175,883	784,029	322,307	196,487	185,156	169,330	137,539	138,674	137,269	105,963	3,352,637
FLEET & MAJOR EQUIPMENT											
FLEET & MAJOR EQUIPMENT											
FLEET & MAJOR EQUIPMENT											
981230 COMPUTER EQUIPMENT	274,600	281,200	297,428	236,932	193,010	247,470	398,290	229,866	281,970	121,870	2,562,636
982200 FLEET VEHICLES	1,633,500	1,575,000	1,399,000	2,311,000	3,400,000	3,370,000	1,934,500	2,627,500	1,466,500	2,148,500	21,865,500
982550 WASTEWATER GENERAL OP EQUIPMEN	660,000	138,000	98,000	-	-	-	-	-	-	-	896,000
982650 WATER GENERAL OP EQUIPMENT	600,000	278,000	171,000	266,000	217,000	-	-	-	-	-	1,532,000
982950 GENERAL EQUIPMENT	101,815	86,500	51,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	355,315
983950 WOODINGFORD LODGE EQUIPMENT	98,500	226,640	125,870	102,402	96,947	40,350	114,350	164,860	116,250	101,750	1,187,919
985120 EMERGENCY SERVICES FLEET	589,000	472,000	542,000	457,000	558,000	502,000	558,000	503,000	502,000	457,000	5,140,000
985150 EMERGENCY SERVICES EQUIPMENT	173,360	293,554	393,320	679,870	62,900	131,080	252,150	368,380	790,340	501,880	3,646,834
TOTAL FLEET & MAJOR EQUIPMENT	4,130,775	3,350,894	3,078,118	4,069,704	4,544,357	4,307,400	3,273,790	3,910,106	3,173,560	3,347,500	37,186,204
TOTAL FLEET & MAJOR EQUIPMENT	4,130,775	3,350,894	3,078,118	4,069,704	4,544,357	4,307,400	3,273,790	3,910,106	3,173,560	3,347,500	37,186,204
TOTAL FLEET & MAJOR EQUIPMENT	4,130,775	3,350,894	3,078,118	4,069,704	4,544,357	4,307,400	3,273,790	3,910,106	3,173,560	3,347,500	37,186,204
SOCIAL HOUSING & CORPORATE FACILITIES											
SOCIAL HOUSING & CORPORATE FACILITIES											
GREEN INITIATIVES											
911006 GREEN INITIATIVES FACILITIES	277,000	505,000	117,000	152,000	300,000	300,000	300,000	300,000	300,000	300,000	2,851,000
911011 CNG FACILITY	-	300,000	-	-	-	-	-	-	-	-	300,000
911900 FACILITIES RENEWABLE ENERGY	1,250,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	10,250,000
TOTAL GREEN INITIATIVES	1,527,000	1,805,000	1,117,000	1,152,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	13,401,000
FACILITIES											

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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL
911000 FACILITIES CONDITION ASSESSMT	150,000	-	-	-	500,000	500,000	-	25,600	-	-	1,175,600
911002 COURTHOUSE RENOVATIONS	586,000	-	100,000	100,000	100,000	250,000	250,000	250,000	100,000	250,000	1,986,000
911300 ROADS FACILITIES GENERAL	-	-	-	10,000	-	-	-	-	10,000	-	20,000
911301 DRUMBO YARD FACILITIES	10,000	-	60,000	-	-	-	-	-	-	-	70,000
911302 HIGHLAND YARD FACILITIES	10,000	60,000	-	-	-	-	-	-	-	-	70,000
911303 SPRINGFORD YARD FACILITIES	10,000	-	-	60,000	-	-	-	-	-	-	70,000
911304 WOODSTOCK YARD FACILITIES	10,000	-	-	-	60,000	-	-	-	-	-	70,000
911500 WOODINGFORD LODGE FLOORING	400,000	-	-	-	-	-	-	-	-	-	400,000
911800 SALFORD LANDFILL FACILITIES	175,000	250,000	-	-	-	-	-	-	-	-	425,000
915000 BOH - Facility	40,000	500,000	-	160,000	-	-	-	-	-	-	700,000
915010 EMS MILL ST	75,000	240,000	-	-	-	-	-	-	-	-	315,000
915020 EMS 208 BYSHAM	55,000	35,000	-	2,500	36,000	-	-	-	-	-	128,500
915030 EMS 162 CARNEGIE ING	-	40,000	-	10,000	10,000	8,000	-	-	-	-	68,000
915040 EMS 81 KING TBURG	20,000	-	2,000	21,000	-	-	-	112,500	82,500	-	238,000
915050 EMS WILMOT DRUMBO	4,500	-	-	7,500	45,000	-	-	-	-	7,000	64,000
915060 EMS CR8 EMBRO	4,000	-	-	7,500	45,000	-	-	-	-	7,000	63,500
915070 EMS TIDEY NORWICH	-	30,000	-	-	-	40,000	75,000	-	-	-	145,000
916040 INGERSOLL LIBRARY	280,000	60,000	5,000	75,000	-	-	-	-	-	-	420,000
916060 NORWICH LIBRARY	5,000	-	-	-	-	-	-	-	-	-	5,000
916110 THAMESFORD LIBRARY	-	81,000	-	90,000	-	-	203,000	-	-	25,000	399,000
916140 TILLSONBURG LIBRARY	28,000	-	-	10,000	-	-	-	-	-	-	38,000
918700 LANDFILL SOUTH OPERATING AREA	-	-	-	-	1,000,000	-	-	-	-	-	1,000,000
982100 FACILITIES	172,000	352,000	40,500	303,000	334,500	112,500	8,000	16,000	106,000	128,000	1,572,500
983910 WOODINGFORD LODGE BUILDINGS	558,300	390,000	2,350,000	255,000	100,000	100,000	100,000	100,000	100,000	240,000	4,293,300
TOTAL FACILITIES	2,592,800	2,038,000	2,557,500	1,111,500	2,230,500	1,010,500	636,000	504,100	398,500	657,000	13,736,400
SOCIAL HOUSING FACILITIES											
983610 H.S.I SHELTER BUILDING	1,100,500	1,320,000	1,097,000	1,328,000	1,322,500	732,000	815,000	629,000	240,000	1,740,550	10,324,550
TOTAL SOCIAL HOUSING FACILITIES	1,100,500	1,320,000	1,097,000	1,328,000	1,322,500	732,000	815,000	629,000	240,000	1,740,550	10,324,550
TOTAL SOCIAL HOUSING & CORPORATE FACILITIES	5,220,300	5,163,000	4,771,500	3,591,500	4,853,000	3,042,500	2,751,000	2,433,100	1,938,500	3,697,550	37,461,950
TOTAL SOCIAL HOUSING & CORPORATE FACILITIES	5,220,300	5,163,000	4,771,500	3,591,500	4,853,000	3,042,500	2,751,000	2,433,100	1,938,500	3,697,550	37,461,950
ROAD NETWORK											
ROADS											
930000 TRANSPORTATION MASTER PLAN	-	150,000	200,000	-	-	-	150,000	200,000	-	-	700,000
930001 ROADS NEEDS STUDY	-	-	-	-	120,000	-	-	-	-	150,000	270,000

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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL
930003 CR 3	50,000	1,700,000	1,700,000	-	-	-	-	-	-	-	3,450,000
930004 CR 4	-	100,000	-	-	400,000	-	-	5,000,000	-	-	5,500,000
930008 CR 8	-	-	-	1,000,000	-	-	-	-	-	-	1,000,000
930009 CR 9	2,329,000	-	-	-	-	-	-	-	-	-	2,329,000
930015 CR 15	120,000	-	-	-	-	500,000	-	-	-	-	620,000
930016 CR 16	1,069,000	2,000,000	-	-	-	-	-	-	-	-	3,069,000
930018 CR 18	-	-	-	-	200,000	-	-	200,000	-	2,500,000	2,900,000
930019 CR 19	250,000	-	-	100,000	100,000	1,600,000	1,600,000	-	-	-	3,650,000
930020 CR 20	-	-	-	-	-	250,000	-	-	-	-	250,000
930022 CR 22	-	-	-	-	250,000	-	-	-	-	-	250,000
930029 CR 29	30,000	300,000	-	-	-	-	-	-	-	-	330,000
930035 CR 35	-	80,000	2,000,000	100,000	600,000	-	-	-	-	-	2,780,000
930054 CR 54	2,250,000	2,000,000	-	-	-	-	-	-	-	-	4,250,000
930059 CR 59	1,025,000	750,000	3,500,000	-	-	-	-	-	-	-	5,275,000
930070 GUIDE RAILS	150,000	150,000	150,000	150,000	-	-	-	-	-	-	600,000
930073 DC TECHNICAL STUDY RDS	-	-	75,000	-	-	-	-	75,000	-	-	150,000
930074 GRADE LVL XING SAFETY ASSESS	-	100,000	100,000	-	-	-	-	-	-	-	200,000
930075 ROAD SAFETY STRATEGY	-	10,000	-	-	-	-	-	-	-	-	10,000
930076 PEDESTRIAN CROSSINGS	300,000	250,000	250,000	250,000	-	-	-	-	-	-	1,050,000
930077 INTERSECTION UPGRADES	175,000	100,000	2,700,000	4,500,000	2,600,000	1,500,000	-	-	-	-	11,575,000
930078 INTERSECTION ILLUMINATION	40,000	25,000	25,000	25,000	25,000	-	-	-	-	-	140,000
930079 CYCLING INFRASTRUCTURE	-	-	-	1,500,000	1,500,000	-	-	-	-	-	3,000,000
930099 REHAB & RESURFACING	4,905,000	2,520,000	3,000,000	9,000,000	4,800,000	9,000,000	9,400,000	7,000,000	12,000,000	9,500,000	71,125,000
930102 CRACK SEALING	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
930115 DRAIN IMPROV	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
930116 PRINCETON DRAIN	-	500,000	500,000	-	-	-	-	-	-	-	1,000,000
930119 CR 119	-	-	50,000	1,000,000	-	-	-	-	-	-	1,050,000
930150 URBANIZATION	165,000	4,500,000	-	-	-	-	-	-	-	-	4,665,000
930198 URBAN STORM SEWER	790,000	600,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	9,390,000
930199 RURAL STORM SEWER	1,770,000	2,000,000	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000	15,370,000
930300 TRAFFIC SIGNALS	915,000	300,000	400,000	100,000	400,000	100,000	400,000	100,000	400,000	100,000	3,215,000
930301 TRAFFIC - TRAFFIC CALMING	100,000	-	-	-	-	-	-	-	-	-	100,000
TOTAL ROADS	16,833,000	18,535,000	17,500,000	20,575,000	13,845,000	15,800,000	14,400,000	15,425,000	15,250,000	15,100,000	163,263,000
TOTAL ROAD NETWORK	16,833,000	18,535,000	17,500,000	20,575,000	13,845,000	15,800,000	14,400,000	15,425,000	15,250,000	15,100,000	163,263,000
TOTAL ROAD NETWORK	16,833,000	18,535,000	17,500,000	20,575,000	13,845,000	15,800,000	14,400,000	15,425,000	15,250,000	15,100,000	163,263,000

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	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL
BRIDGES AND CULVERTS											
BRIDGES AND CULVERTS											
BRIDGES AND CULVERTS											
930200 BRIDGE REHAB	6,957,500	8,487,500	7,987,500	4,395,500	6,294,500	4,558,250	4,584,500	5,186,500	3,811,000	4,406,700	56,669,450
930201 BRIDGE NEEDS STUDY	-	110,000	-	110,000	-	110,000	-	110,000	-	-	440,000
TOTAL BRIDGES AND CULVERTS	6,957,500	8,597,500	7,987,500	4,505,500	6,294,500	4,668,250	4,584,500	5,296,500	3,811,000	4,406,700	57,109,450
TOTAL BRIDGES AND CULVERTS	6,957,500	8,597,500	7,987,500	4,505,500	6,294,500	4,668,250	4,584,500	5,296,500	3,811,000	4,406,700	57,109,450
TOTAL BRIDGES AND CULVERTS	6,957,500	8,597,500	7,987,500	4,505,500	6,294,500	4,668,250	4,584,500	5,296,500	3,811,000	4,406,700	57,109,450
WATER & WASTEWATER											
WATER & WASTEWATER GENERAL											
GREEN INITIATIVES											
911007 GREEN INITIATIVES WATER	19,700	12,500	-	-	-	-	-	-	-	-	32,200
911008 GREEN INITIATIVES WASTEWATER	65,000	362,500	-	15,000	-	-	-	-	-	-	442,500
TOTAL GREEN INITIATIVES	84,700	375,000	-	15,000	-	-	-	-	-	-	474,700
GENERAL											
900016 SCADA MASTER PLAN	1,163,000	1,792,000	1,343,000	2,354,000	2,017,000	1,401,000	1,802,000	1,510,000	2,064,000	1,694,000	17,140,000
900018 WATER MODEL	-	75,000	-	-	-	-	-	-	-	-	75,000
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	-	-	-	-	-	-	-	-	150,000
900029 ITRON AMR UPGRADE	72,000	-	-	-	-	-	-	-	-	-	72,000
TOTAL GENERAL	1,235,000	2,217,000	1,618,000	2,354,000	2,017,000	1,401,000	2,002,000	1,585,000	2,064,000	1,694,000	18,187,000
TOTAL WATER & WASTEWATER GENERAL	1,319,700	2,592,000	1,618,000	2,369,000	2,017,000	1,401,000	2,002,000	1,585,000	2,064,000	1,694,000	18,661,700
WASTEWATER SYSTEMS											
WOODSTOCK - WW											
911280 WDSTK - WW FACILITIES	111,000	298,000	124,000	219,000	628,500	-	23,000	-	134,500	52,000	1,590,000
950104 WDSTK - WWTP STAGE 2	-	-	-	450,000	500,000	4,500,000	4,500,000	-	-	-	9,950,000
950150 WDSTK - NE INDUSTRIAL PARK	500,000	-	5,000,000	-	-	100,000	-	-	-	-	5,600,000
950151 WDSK - PATTULLO INDUSTRIAL PRK	186,000	3,062,000	-	-	-	-	-	-	-	-	3,248,000
950152 WDSTK - SE SERVICING PHASE 2	-	-	-	-	163,000	1,200,000	4,837,000	-	-	-	6,200,000
950153 WDSTK - SE SERVICING PHASE 3	-	-	-	-	-	-	-	-	50,000	600,000	650,000
950155 WDSTK - SW SANITARY EXTENSION	-	-	-	-	500,000	-	-	-	-	-	500,000
950158 WDSTK - CITY PROJECTS	1,585,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	14,185,000
950159 WDSK - BRICK PONDS TRUNK SEWER	20,000	-	-	-	-	-	-	-	-	-	20,000
950162 WDSTK - 11th LINE SANITARY	-	-	-	-	-	-	-	-	50,000	200,000	250,000

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950163 WDSTK - LANSDOWNE PS	-	-	-	-	-	-	-	-	50,000	1,500,000	1,550,000
950165 WDSTK - SANITARY OVERSIZING	-	-	60,000	-	-	-	-	-	-	-	60,000
950172 WDSTK - N TRUNK SEWER I/I	100,000	-	-	-	-	-	-	-	-	-	100,000
950173 WDSTK - SAN REPL (59&FAIRWAY)	-	50,000	200,000	-	-	-	-	-	-	-	250,000
950174 WDSTK - LINEAR R/R CR PROJ	1,125,000	-	-	-	-	-	-	-	-	-	1,125,000
TOTAL WOODSTOCK - WW	3,627,000	4,810,000	6,784,000	2,069,000	3,191,500	7,200,000	10,760,000	1,400,000	1,684,500	3,752,000	45,278,000
TILLSONBURG - WW											
911281 TBURG - WW FACILITIES	12,000	41,000	63,000	-	226,500	8,000	2,000	9,000	-	12,000	373,500
950200 TBURG - WWTP PHASE 1 UPGRADE	6,000,000	6,000,000	1,700,000	-	-	-	-	-	-	-	13,700,000
950226 TBURG - TOWN PROJECTS	785,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	4,385,000
950229 TBURG - LINEAR R/R CR PROJ	-	25,000	100,000	-	-	-	-	-	-	-	125,000
TOTAL TILLSONBURG - WW	6,797,000	6,466,000	2,263,000	400,000	626,500	408,000	402,000	409,000	400,000	412,000	18,583,500
INGERSOLL - WW											
911282 ING - WW FACILITIES	55,000	-	-	-	-	-	-	-	-	-	55,000
950311 ING - WWTP	40,000	-	-	-	500,000	500,000	6,600,000	5,000,000	-	-	12,640,000
950330 ING - TOWN PROJECTS	512,000	418,000	420,000	422,000	424,000	426,000	425,000	425,000	425,000	425,000	4,322,000
950332 ING-RELINING	200,000	-	-	-	-	-	-	-	-	-	200,000
950341 ING - KING ST W SEWER	25,000	-	-	-	-	-	-	-	-	-	25,000
TOTAL INGERSOLL - WW	832,000	418,000	420,000	422,000	924,000	926,000	7,025,000	5,425,000	425,000	425,000	17,242,000
NORWICH - WW											
911283 NOR - WW FACILITIES	3,500	13,000	-	-	99,500	-	-	-	-	62,000	178,000
950401 NOR - East End Servicing	50,000	-	-	-	-	-	-	-	-	-	50,000
950410 NOR - BERM REPAIR	-	-	100,000	-	-	-	-	-	-	-	100,000
950412 NOR - LAGOON UPGRADE	100,000	700,000	4,000,000	3,000,000	-	-	-	-	-	-	7,800,000
950450 NOR - SANITARY REPLACEMENTS	65,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	965,000
TOTAL NORWICH - WW	218,500	813,000	4,200,000	3,100,000	199,500	100,000	100,000	100,000	100,000	162,000	9,093,000
TAVISTOCK - WW											
911284 TAV - WW FACILITIES	10,500	8,000	-	14,000	-	-	5,000	-	98,000	20,000	155,500
950507 TAV - BIOSOLIDS CLEAN-OUT	3,250,000	-	-	-	-	-	-	-	-	-	3,250,000
950550 TAV - SANITARY REPLACEMENTS	100,000	-	200,000	-	200,000	-	220,000	-	220,000	-	940,000
TOTAL TAVISTOCK - WW	3,360,500	8,000	200,000	14,000	200,000	-	225,000	-	318,000	20,000	4,345,500
PLATTSVILLE - WW											
911285 PLAT - WW FACILITIES	-	3,000	1,000	-	29,000	2,000	-	-	-	15,000	50,000
950610 PLAT - FEASIBILITY STUDY	50,000	-	-	-	-	-	-	-	-	-	50,000
950650 PLAT - SANITARY REPLACEMENTS	100,000	-	200,000	-	200,000	-	220,000	-	220,000	-	940,000

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TOTAL PLATTSVILLE - WW	150,000	3,000	201,000	-	229,000	2,000	220,000	-	220,000	15,000	1,040,000
THAMESFORD - WW											
911286 THAMES - WW FACILITIES	39,500	-	157,000	-	50,000	21,000	-	-	-	13,000	280,500
950718 THAMES - PRETREATMENT/SCREENING	-	100,000	400,000	-	-	-	-	-	-	-	500,000
TOTAL THAMESFORD - WW	39,500	100,000	557,000	-	50,000	21,000	-	-	-	13,000	780,500
DRUMBO - WW											
911291 DRUMBO - WW FACILITIES	-	-	-	-	-	3,500	5,500	-	-	-	9,000
950810 DRUMBO - WWTP	4,129,000	1,344,000	160,000	40,000	-	-	-	-	-	-	5,673,000
950811 DRUMBO - FEASIBILITY STUDY	50,000	-	-	-	-	-	-	-	-	-	50,000
TOTAL DRUMBO - WW	4,179,000	1,344,000	160,000	40,000	-	3,500	5,500	-	-	-	5,732,000
MT ELGIN - WW											
911288 MT ELGIN - WW FACILITIES	-	-	-	-	-	-	-	-	10,000	-	10,000
950902 MT ELGIN - WW SERVICING	188,000	-	-	-	-	-	-	-	-	-	188,000
TOTAL MT ELGIN - WW	188,000	-	-	-	-	-	-	-	10,000	-	198,000
EMBRO - WW											
951003 EMBRO - SERVICING	62,500	62,500	62,500	62,500	62,500	62,500	62,500	62,500	62,500	62,500	625,000
TOTAL EMBRO - WW	62,500	62,500	62,500	62,500	62,500	62,500	62,500	62,500	62,500	62,500	625,000
INNERKIP - WW											
951100 INNERKIP - WW SERVICING	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	750,000
951102 INNERKIP - ODOUR CONTROL	120,000	-	-	-	-	-	-	-	-	-	120,000
TOTAL INNERKIP - WW	195,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	870,000
TOTAL WASTEWATER SYSTEMS	19,649,000	14,099,500	14,922,500	6,182,500	5,558,000	8,798,000	18,875,000	7,471,500	3,295,000	4,936,500	103,787,500
WATER SYSTEMS											
WOODSTOCK - W											
911261 WDSTK - WATER FAC	41,000	39,000	94,500	8,500	89,500	70,000	181,500	106,500	-	7,000	637,500
960120 BOWERHILL RESERVOIR REHAB	-	-	-	750,000	-	-	-	-	-	-	750,000
960134 WDSTK - SW WATERMAIN EXTENSION	-	-	-	-	500,000	-	-	-	-	-	500,000
960135 WDSTK - NE INDUSTRIAL PARK	330,000	-	3,325,000	-	-	250,000	2,565,000	-	-	-	6,470,000
960141 WDSTK - CITY PROJECTS	1,220,000	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	13,820,000
960148 WDSTK - WILSON ST WMAIN XING	-	-	200,000	-	-	-	-	-	-	-	200,000
960149 WDSTK - CITY PROJ OVSIZING	150,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	330,000
960153 WDSTK - LINEAR R/R CR PROJ	1,560,000	-	-	-	-	-	-	-	-	-	1,560,000
960155 WDSTK - ZONE 3 BOOSTER PUMPING S	-	-	-	-	-	-	-	-	145,000	400,000	545,000
960156 WDSK - PATTULLO INDUSTRIAL PRK	90,000	902,500	-	-	-	-	-	-	-	-	992,500
960158 WDSTK - SE SERVICING PHASE 3	-	-	-	-	-	-	-	-	110,000	1,116,250	1,226,250

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960159 WDSTK - THORNTON FEEDERMN REPL	250,000	700,000	700,000	5,000,000	5,000,000	-	-	-	-	-	11,650,000
960160 WDSTK - SE SERVICING PHASE 2	-	-	-	-	205,000	2,052,500	-	-	-	-	2,257,500
960163 WDSK - CR17 & 11th LINE WM	-	-	-	-	-	-	-	-	-	800,000	800,000
960164 WDSTK - 11TH LINE WM REPLACE	-	-	-	-	-	-	-	-	50,000	200,000	250,000
960170 WDSTK -CR4 & Lansdowne WM	4,000,000	1,575,000	-	-	-	-	-	-	-	-	5,575,000
960171 WDSTK - CR17 WATERMAIN	100,000	5,600,000	-	-	-	-	-	-	-	-	5,700,000
960172 WDSTK - SPRUCEDALE WM	10,000	-	-	-	-	-	-	-	-	-	10,000
TOTAL WOODSTOCK - W	7,751,000	10,236,500	5,739,500	7,178,500	7,214,500	3,792,500	4,166,500	1,526,500	1,725,000	3,943,250	53,273,750
TILLSONBURG - W											
911262 TBURG - WATER FACILITIES	30,000	65,000	23,000	-	4,500	-	48,000	7,500	67,000	-	245,000
960207 TBURG-GRNDWTR MODEL	-	150,000	-	-	-	-	-	-	-	-	150,000
960211 TBURG - TRANSMISSION MAIN	-	-	-	-	-	-	2,248,500	-	-	-	2,248,500
960212 TBURG - BULK WATER STN	125,000	-	-	-	-	-	-	-	-	-	125,000
960235 TBURG - TOWN PROJECTS	1,285,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	4,885,000
960247 TBURG - LINEAR R/R CR PROJ	-	5,000	-	-	-	-	-	-	-	-	5,000
TOTAL TILLSONBURG - W	1,440,000	620,000	423,000	400,000	404,500	400,000	2,696,500	407,500	467,000	400,000	7,658,500
INGERSOLL - W											
911272 WATER INGERSOLL FACILITIES	112,500	262,000	57,500	18,000	80,000	13,000	160,500	-	35,000	58,000	796,500
960304 ING - CORROSION CONTROL STUDY	67,000	-	-	-	-	-	-	-	-	-	67,000
960306 ING - FILTER EFFIC PILOT STUDY	65,000	-	-	-	-	-	-	-	-	-	65,000
960307 ING - GROUNDWATER MODEL	150,000	-	-	-	-	-	-	-	-	-	150,000
960315 ING - LINEAR R/R CR PROJ	60,000	700,000	-	-	-	-	-	-	-	-	760,000
960325 ING - TOWN PROJECTS	762,000	630,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	6,592,000
960335 ING - CAST IRON PIPE REPLACE	-	-	1,500,000	1,000,000	500,000	1,000,000	500,000	1,000,000	500,000	-	6,000,000
960341 ING-TOWER PAINT REPAIR	55,000	2,500,000	-	10,000	-	-	-	-	-	-	2,565,000
TOTAL INGERSOLL - W	1,271,500	4,092,000	2,207,500	1,678,000	1,230,000	1,663,000	1,310,500	1,650,000	1,185,000	708,000	16,995,500
TOWNSHIPS - W											
911264 WATER TOWNSHIP FACILITIES	354,000	62,000	46,000	30,900	57,500	44,000	32,500	33,000	-	222,500	882,400
960400 TOWNSHIP DISTRIB REPLACEMENTS	-	1,825,000	300,000	300,000	500,000	500,000	500,000	500,000	500,000	500,000	5,425,000
960402 NEW ASSET SUPPLY/LINEAR	-	250,000	150,000	100,000	150,000	150,000	150,000	150,000	150,000	150,000	1,400,000
960406 TWSP - LINEAR R/R CR PROJ	6,000	-	-	-	-	-	-	-	-	-	6,000
960416 OTTERVILLE TOWER PAINT/REPAIR	10,000	-	-	-	-	-	-	-	-	-	10,000
960417 TWSP - GROUNDWATER MODEL	25,000	-	-	-	-	-	-	-	-	-	25,000
960429 MANGANESE FILTRATION TOWNSHIPS	-	200,000	725,000	2,775,000	363,000	2,197,000	1,975,000	495,000	3,100,000	-	11,830,000
960437 TAV - WELL 4	125,000	50,000	100,000	100,000	750,000	1,000,000	-	-	-	-	2,125,000

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960441 NOR-TOWER PAINT/REPAIR	50,000	-	2,900,000	-	10,000	-	-	-	-	-	2,960,000
TOTAL TOWNSHIPS - W	570,000	2,387,000	4,221,000	3,305,900	1,830,500	3,891,000	2,657,500	1,178,000	3,750,000	872,500	24,663,400
TOTAL WATER SYSTEMS	11,032,500	17,335,500	12,591,000	12,562,400	10,679,500	9,746,500	10,831,000	4,762,000	7,127,000	5,923,750	102,591,150
TOTAL WATER & WASTEWATER	32,001,200	34,027,000	29,131,500	21,113,900	18,254,500	19,945,500	31,708,000	13,818,500	12,486,000	12,554,250	225,040,350
TOTAL CAPITAL COSTS	66,318,658	70,457,423	62,790,925	54,052,091	47,976,513	47,932,980	56,854,829	41,021,880	36,796,329	39,211,963	523,413,591
TOTAL CAPITAL COSTS	66,318,658	70,457,423	62,790,925	54,052,091	47,976,513	47,932,980	56,854,829	41,021,880	36,796,329	39,211,963	523,413,591
FINANCING											
TAXATION	192,270	450,090	290,638	112,512	110,700	104,500	70,500	73,506	63,500	60,900	1,529,116
RESERVES	21,973,235	24,784,631	25,949,787	21,723,679	22,744,313	19,502,782	19,182,629	19,113,474	19,396,829	21,786,813	216,158,172
DEVELOPMENT CHARGES	9,876,577	15,629,192	7,374,999	5,815,218	2,074,534	4,418,749	6,093,363	3,535,319	510,272	1,760,376	57,088,599
GAS TAX	5,590,000	3,800,000	3,650,000	3,700,000	3,600,000	3,700,000	3,700,000	3,685,000	3,600,000	3,700,000	38,725,000
DEBENTURES	4,425,000	1,600,000	1,000,000	4,450,000	2,075,000	4,100,000	6,587,000	1,000,000	1,000,000	1,000,000	27,237,000
GRANTS	1,918,549	-	-	-	-	-	-	-	-	-	1,918,549
OTHER SOURCES	1,643,545	2,019,900	487,500	773,500	287,500	237,500	318,700	237,500	237,500	497,500	6,740,645
WATER/WASTEWATER RATES/RESERVES	20,699,482	22,173,610	24,038,001	17,477,182	17,084,466	15,869,449	20,902,637	13,377,081	11,988,228	10,406,374	174,016,510
TOTAL FINANCING	66,318,658	70,457,423	62,790,925	54,052,091	47,976,513	47,932,980	56,854,829	41,021,880	36,796,329	39,211,963	523,413,591
TOTAL Cost Centre/System	-	-	-	-	-	-	-	-	-	-	-



2021 Operating Budget Summary

County of Oxford 2021 BUDGET REPORT

	2020	2020	2021	BUDGET	BUDGET
	FORECAST	BUDGET	REQUESTED	VARIANCE	% VARIANCE
			BUDGET		
REVENUES					
PROPERTY TAXATION					
IN LIEU AND SUPPS	(1,760,500)	(1,760,500)	(1,716,500)	44,000	(2.5%)
TOTAL PROPERTY TAXATION	(1,760,500)	(1,760,500)	(1,716,500)	44,000	(2.5%)
GENERAL REVENUES					
PROVINCIAL GRANTS	(52,152,507)	(47,650,691)	(51,759,481)	(4,108,790)	8.6%
FEDERAL GRANTS	(1,358,783)	(1,313,643)	(1,129,501)	184,142	(14.0%)
WATER AND WASTEWATER RATES	(37,566,115)	(38,010,900)	(38,092,887)	(81,987)	0.2%
USER FEES AND CHARGES	(31,603,248)	(27,580,483)	(26,203,391)	1,377,092	(5.0%)
NET INVESTMENT INCOME	(913,399)	(514,890)	(926,441)	(411,551)	79.9%
OTHER REVENUE	(4,737,614)	(4,643,590)	(4,437,240)	206,350	(4.4%)
TOTAL GENERAL REVENUES	(128,331,666)	(119,714,197)	(122,548,941)	(2,834,744)	2.4%
OTHER REVENUES					
DEVELOPMENT CHARGES	(1,009,962)	(115,834)	(1,111,411)	(995,577)	859.5%
RESERVE TRANSFER	(6,601,769)	(11,131,520)	(12,743,924)	(1,612,404)	14.5%
TOTAL OTHER REVENUES	(7,611,731)	(11,247,354)	(13,855,335)	(2,607,981)	23.2%
CAPITAL REVENUES					
FEDERAL GRANTS	(4,550,000)	(4,550,000)	(5,590,000)	(1,040,000)	22.9%
PROVINCIAL GRANTS	(1,440,648)	(2,630,000)	(1,918,549)	711,451	(27.1%)
CAPITAL RESERVE TRANSFER	(31,490,196)	(37,778,148)	(42,672,717)	(4,894,569)	13.0%
PROCEEDS FROM DEBENTURES	(2,582,907)	(942,000)	(4,425,000)	(3,483,000)	369.7%
DEVELOPMENT CHARGES	(7,786,992)	(9,692,385)	(9,876,577)	(184,192)	1.9%
CAPITAL CONTRIBUTIONS	(2,001,650)	(1,888,150)	(1,643,545)	244,605	(13.0%)
TOTAL CAPITAL REVENUES	(49,852,393)	(57,480,683)	(66,126,388)	(8,645,705)	15.0%
TOTAL REVENUES	(187,556,290)	(190,202,734)	(204,247,164)	(14,044,430)	7.4%
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	48,273,489	47,626,144	49,489,752	1,863,608	3.9%
BENEFITS	12,127,448	13,111,396	14,146,407	1,035,011	7.9%
CAPITAL PROJECT ALLOCATION	(800,000)	(760,000)	(888,482)	(128,482)	16.9%
TOTAL SALARIES AND BENEFITS	59,600,937	59,977,540	62,747,677	2,770,137	4.6%
OPERATING EXPENSES					
MATERIALS	30,688,719	30,510,248	32,768,435	2,258,187	7.4%
CONTRACTED SERVICES	24,357,717	25,346,840	25,331,872	(14,968)	(0.1%)
RENTS AND FINANCIAL EXPENSES	496,154	480,466	570,002	89,536	18.6%
EXTERNAL TRANSFERS	37,259,815	37,594,649	38,076,334	481,685	1.3%
TOTAL OPERATING EXPENSES	92,802,405	93,932,203	96,746,643	2,814,440	3.0%
DEBT REPAYMENT					
PRINCIPAL REPAYMENT	11,994,107	12,033,376	11,844,310	(189,066)	(1.6%)
INTEREST REPAYMENT	3,286,040	3,342,001	2,880,996	(461,005)	(13.8%)
TOTAL DEBT REPAYMENT	15,280,147	15,375,377	14,725,306	(650,071)	(4.2%)
CAPITAL EXPENSES					
MAJOR INFRASTRUCTURE	44,251,307	50,969,500	59,648,200	8,678,700	17.0%

County of Oxford
2021 BUDGET REPORT

	2020	2020	2021	BUDGET	BUDGET
	FORECAST	BUDGET	REQUESTED	VARIANCE	% VARIANCE
			BUDGET		
VEHICLES	2,337,461	2,201,000	2,222,500	21,500	1.0%
BUILDING	1,890,038	1,938,500	2,143,800	205,300	10.6%
FURNISHINGS AND EQUIPMENT	1,850,120	1,663,173	2,304,158	640,985	38.5%
TOTAL CAPITAL EXPENSES	50,328,926	56,772,173	66,318,658	9,546,485	16.8%
OTHER EXPENSES					
CONTRIBUTIONS TO RESERVES	5,417,069	2,026,184	1,889,916	(136,268)	(6.7%)
CONTRIBUTIONS TO CAPITAL RESERVES	29,116,634	29,005,834	29,632,446	626,612	2.2%
TOTAL OTHER EXPENSES	34,533,703	31,032,018	31,522,362	490,344	1.6%
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	15,419,308	15,169,386	16,400,663	1,231,277	8.1%
DEPARTMENTAL CHARGES	758,500	752,773	809,320	56,547	7.5%
TOTAL INTERDEPARTMENTAL CHARGES	16,177,808	15,922,159	17,209,983	1,287,824	8.1%
INTERDEPARTMENTAL RECOVERIES					
INTERDEPARTMENTAL RECOVERIES	(15,419,311)	(15,168,391)	(16,400,668)	(1,232,277)	8.1%
DEPARTMENTAL RECOVERIES	(758,501)	(752,784)	(809,328)	(56,544)	7.5%
TOTAL INTERDEPARTMENTAL RECOVERIES	(16,177,812)	(15,921,175)	(17,209,996)	(1,288,821)	8.1%
TOTAL EXPENSES	252,546,114	257,090,295	272,060,633	14,970,338	5.8%
TOTAL County of Oxford	64,989,824	66,887,561	67,813,469	925,908	1.4%

COUNTY OF OXFORD (GENERAL LEVY)

2021 BUDGET REPORT

	2020 FORECAST	2020 BUDGET	2021 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES					
PROPERTY TAXATION					
IN LIEU AND SUPPS	(1,760,500)	(1,760,500)	(1,716,500)	44,000	(2.5%)
TOTAL PROPERTY TAXATION	(1,760,500)	(1,760,500)	(1,716,500)	44,000	(2.5%)
GENERAL REVENUES					
PROVINCIAL GRANTS	(51,995,603)	(47,511,787)	(51,620,577)	(4,108,790)	8.6%
FEDERAL GRANTS	(1,358,783)	(1,313,643)	(1,129,501)	184,142	(14.0%)
USER FEES AND CHARGES	(28,477,536)	(24,930,553)	(24,049,308)	881,245	(3.5%)
NET INVESTMENT INCOME	(912,399)	(514,890)	(926,441)	(411,551)	79.9%
OTHER REVENUE	(4,737,614)	(4,639,990)	(4,435,440)	204,550	(4.4%)
TOTAL GENERAL REVENUES	(87,481,935)	(78,910,863)	(82,161,267)	(3,250,404)	4.1%
OTHER REVENUES					
DEVELOPMENT CHARGES	(195,115)	(269,955)	(381,013)	(111,058)	41.1%
RESERVE TRANSFER	(5,552,592)	(10,444,318)	(12,278,338)	(1,834,020)	17.6%
TOTAL OTHER REVENUES	(5,747,707)	(10,714,273)	(12,659,351)	(1,945,078)	18.2%
CAPITAL REVENUES					
FEDERAL GRANTS	(4,550,000)	(4,550,000)	(5,590,000)	(1,040,000)	22.9%
PROVINCIAL GRANTS	(1,440,648)	(2,630,000)	(1,918,549)	711,451	(27.1%)
CAPITAL RESERVE TRANSFER	(17,584,714)	(18,724,779)	(21,474,270)	(2,749,491)	14.7%
PROCEEDS FROM DEBENTURES	(2,582,907)	(942,000)	(1,175,000)	(233,000)	24.7%
DEVELOPMENT CHARGES	(2,811,150)	(1,885,660)	(1,192,000)	693,660	(36.8%)
CAPITAL CONTRIBUTIONS	(791,000)	(725,000)	(740,000)	(15,000)	2.1%
TOTAL CAPITAL REVENUES	(29,760,419)	(29,457,439)	(32,089,819)	(2,632,380)	8.9%
TOTAL REVENUES	(124,750,561)	(120,843,075)	(128,626,937)	(7,783,862)	6.4%
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	42,408,203	41,195,521	42,850,790	1,655,269	4.0%
BENEFITS	10,419,128	10,868,927	11,779,395	910,468	8.4%
CAPITAL PROJECT ALLOCATION	(800,000)	(760,000)	(888,482)	(128,482)	16.9%
TOTAL SALARIES AND BENEFITS	52,027,331	51,304,448	53,741,703	2,437,255	4.8%
OPERATING EXPENSES					
MATERIALS	26,498,507	26,432,147	29,066,298	2,634,151	10.0%
CONTRACTED SERVICES	17,040,610	17,739,293	18,121,475	382,182	2.2%
RENTS AND FINANCIAL EXPENSES	479,424	474,116	565,452	91,336	19.3%
EXTERNAL TRANSFERS	37,210,465	37,545,299	37,981,246	435,947	1.2%
TOTAL OPERATING EXPENSES	81,229,006	82,190,855	85,734,471	3,543,616	4.3%
DEBT REPAYMENT					
PRINCIPAL REPAYMENT	9,145,221	9,184,490	9,039,064	(145,426)	(1.6%)
INTEREST REPAYMENT	2,352,125	2,408,086	2,060,989	(347,097)	(14.4%)
TOTAL DEBT REPAYMENT	11,497,346	11,592,576	11,100,053	(492,523)	(4.2%)
CAPITAL EXPENSES					
MAJOR INFRASTRUCTURE	24,923,365	24,441,906	27,287,596	2,845,690	11.6%
VEHICLES	2,337,461	2,201,000	2,177,500	(23,500)	(1.1%)

COUNTY OF OXFORD (GENERAL LEVY)
2021 BUDGET REPORT

	2020	2020	2021	BUDGET	BUDGET
	FORECAST	BUDGET	REQUESTED	VARIANCE	% VARIANCE
			BUDGET		
BUILDING	1,758,038	1,818,500	1,830,800	12,300	0.7%
FURNISHINGS AND EQUIPMENT	1,038,149	1,054,273	976,193	(78,080)	(7.4%)
TOTAL CAPITAL EXPENSES	30,057,013	29,515,679	32,272,089	2,756,410	9.3%
OTHER EXPENSES					
CONTRIBUTIONS TO RESERVES	3,291,243	1,362,534	1,889,916	527,382	38.7%
CONTRIBUTIONS TO CAPITAL RESERVES	14,993,142	14,882,342	15,608,906	726,564	4.9%
TOTAL OTHER EXPENSES	18,284,385	16,244,876	17,498,822	1,253,946	7.7%
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	8,362,584	8,345,994	8,769,043	423,049	5.1%
DEPARTMENTAL CHARGES	417,173	414,024	445,126	31,102	7.5%
TOTAL INTERDEPARTMENTAL CHARGES	8,779,757	8,760,018	9,214,169	454,151	5.2%
INTERDEPARTMENTAL RECOVERIES					
INTERDEPARTMENTAL RECOVERIES	(15,419,311)	(15,168,391)	(16,400,668)	(1,232,277)	8.1%
DEPARTMENTAL RECOVERIES	(758,501)	(752,784)	(809,328)	(56,544)	7.5%
TOTAL INTERDEPARTMENTAL RECOVERIES	(16,177,812)	(15,921,175)	(17,209,996)	(1,288,821)	8.1%
TOTAL EXPENSES	185,697,026	183,687,277	192,351,311	8,664,034	4.7%
TOTAL COUNTY OF OXFORD (GENERAL LEVY)	60,946,465	62,844,202	63,724,374	880,172	1.4%

LIBRARY 2021 BUDGET REPORT

	2020 FORECAST	2020 BUDGET	2021 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES					
GENERAL REVENUES					
PROVINCIAL GRANTS	(138,904)	(138,904)	(138,904)	-	- %
USER FEES AND CHARGES	(12,908)	(35,885)	(21,520)	14,365	(40.0%)
NET INVESTMENT INCOME	(1,000)	-	-	-	- %
OTHER REVENUE	-	(3,600)	(1,800)	1,800	(50.0%)
TOTAL GENERAL REVENUES	(152,812)	(178,389)	(162,224)	16,165	(9.1%)
OTHER REVENUES					
DEVELOPMENT CHARGES	(282,190)	(153,222)	(212,461)	(59,239)	38.7%
RESERVE TRANSFER	-	-	(103,352)	(103,352)	- %
TOTAL OTHER REVENUES	(282,190)	(153,222)	(315,813)	(162,591)	106.1%
CAPITAL REVENUES					
CAPITAL RESERVE TRANSFER	(57,000)	(45,000)	(368,965)	(323,965)	719.9%
DEVELOPMENT CHARGES	-	-	-	-	- %
TOTAL CAPITAL REVENUES	(57,000)	(45,000)	(368,965)	(323,965)	719.9%
TOTAL REVENUES	(492,002)	(376,611)	(847,002)	(470,391)	124.9%
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	1,673,314	2,034,026	2,079,434	45,408	2.2%
BENEFITS	374,785	447,445	466,349	18,904	4.2%
TOTAL SALARIES AND BENEFITS	2,048,099	2,481,471	2,545,783	64,312	2.6%
OPERATING EXPENSES					
MATERIALS	564,140	572,209	650,737	78,528	13.7%
CONTRACTED SERVICES	19,892	24,892	28,972	4,080	16.4%
TOTAL OPERATING EXPENSES	584,032	597,101	679,709	82,608	13.8%
DEBT REPAYMENT					
PRINCIPAL REPAYMENT	137,458	137,458	137,458	-	- %
INTEREST REPAYMENT	14,983	14,983	9,740	(5,243)	(35.0%)
TOTAL DEBT REPAYMENT	152,441	152,441	147,198	(5,243)	(3.4%)
CAPITAL EXPENSES					
BUILDING	57,000	45,000	313,000	268,000	595.6%
FURNISHINGS AND EQUIPMENT	10,000	25,000	65,965	40,965	163.9%
TOTAL CAPITAL EXPENSES	67,000	70,000	378,965	308,965	441.4%
OTHER EXPENSES					
CONTRIBUTIONS TO RESERVES	572,657	-	-	-	- %
CONTRIBUTIONS TO CAPITAL RESERVES	67,000	67,000	67,000	-	- %
TOTAL OTHER EXPENSES	639,657	67,000	67,000	-	- %
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	994,781	1,002,606	1,022,356	19,750	2.0%
TOTAL INTERDEPARTMENTAL CHARGES	994,781	1,002,606	1,022,356	19,750	2.0%
TOTAL EXPENSES	4,486,010	4,370,619	4,841,011	470,392	10.8%
TOTAL LIBRARY	3,994,008	3,994,008	3,994,009	1	- %

COURT SECURITY

2021 BUDGET REPORT

	2020 FORECAST	2020 BUDGET	2021 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
EXPENSES					
OPERATING EXPENSES					
EXTERNAL TRANSFERS	49,350	49,350	95,088	45,738	92.7%
TOTAL OPERATING EXPENSES	49,350	49,350	95,088	45,738	92.7%
TOTAL EXPENSES	49,350	49,350	95,088	45,738	92.7%
TOTAL COURT SECURITY	49,350	49,350	95,088	45,738	92.7%

WATER AND WASTEWATER 2021 BUDGET REPORT

	2020 FORECAST	2020 BUDGET	2021 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES					
GENERAL REVENUES					
PROVINCIAL GRANTS	(18,000)	-	-	-	- %
WATER AND WASTEWATER RATES	(37,566,115)	(38,010,900)	(38,092,887)	(81,987)	0.2%
USER FEES AND CHARGES	(3,112,804)	(2,614,045)	(2,132,563)	481,482	(18.4%)
TOTAL GENERAL REVENUES	(40,696,919)	(40,624,945)	(40,225,450)	399,495	(1.0%)
OTHER REVENUES					
DEVELOPMENT CHARGES	(532,657)	307,343	(517,937)	(825,280)	(268.5%)
RESERVE TRANSFER	(1,049,177)	(687,202)	(362,234)	324,968	(47.3%)
TOTAL OTHER REVENUES	(1,581,834)	(379,859)	(880,171)	(500,312)	131.7%
CAPITAL REVENUES					
CAPITAL RESERVE TRANSFER	(13,848,482)	(19,008,369)	(20,829,482)	(1,821,113)	9.6%
PROCEEDS FROM DEBENTURES	-	-	(3,250,000)	(3,250,000)	- %
DEVELOPMENT CHARGES	(4,975,842)	(7,806,725)	(8,684,577)	(877,852)	11.2%
CAPITAL CONTRIBUTIONS	(1,210,650)	(1,163,150)	(903,545)	259,605	(22.3%)
TOTAL CAPITAL REVENUES	(20,034,974)	(27,978,244)	(33,667,604)	(5,689,360)	20.3%
TOTAL REVENUES	(62,313,727)	(68,983,048)	(74,773,225)	(5,790,177)	8.4%
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	4,191,972	4,396,597	4,559,528	162,931	3.7%
BENEFITS	1,333,535	1,795,024	1,900,663	105,639	5.9%
TOTAL SALARIES AND BENEFITS	5,525,507	6,191,621	6,460,191	268,570	4.3%
OPERATING EXPENSES					
MATERIALS	3,626,072	3,505,892	3,051,400	(454,492)	(13.0%)
CONTRACTED SERVICES	7,297,215	7,582,655	7,181,425	(401,230)	(5.3%)
RENTS AND FINANCIAL EXPENSES	16,730	6,350	4,550	(1,800)	(28.3%)
TOTAL OPERATING EXPENSES	10,940,017	11,094,897	10,237,375	(857,522)	(7.7%)
DEBT REPAYMENT					
PRINCIPAL REPAYMENT	2,711,428	2,711,428	2,667,788	(43,640)	(1.6%)
INTEREST REPAYMENT	918,932	918,932	810,267	(108,665)	(11.8%)
TOTAL DEBT REPAYMENT	3,630,360	3,630,360	3,478,055	(152,305)	(4.2%)
CAPITAL EXPENSES					
MAJOR INFRASTRUCTURE	19,327,942	26,527,594	32,360,604	5,833,010	22.0%
VEHICLES	-	-	45,000	45,000	- %
BUILDING	75,000	75,000	-	(75,000)	(100.0%)
FURNISHINGS AND EQUIPMENT	801,971	583,900	1,262,000	678,100	116.1%
TOTAL CAPITAL EXPENSES	20,204,913	27,186,494	33,667,604	6,481,110	23.8%
OTHER EXPENSES					
CONTRIBUTIONS TO RESERVES	1,553,169	663,650	-	(663,650)	(100.0%)
CONTRIBUTIONS TO CAPITAL RESERVES	14,056,492	14,056,492	13,956,540	(99,952)	(0.7%)
TOTAL OTHER EXPENSES	15,609,661	14,720,142	13,956,540	(763,602)	(5.2%)
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	6,061,943	5,820,786	6,609,264	788,478	13.5%

WATER AND WASTEWATER 2021 BUDGET REPORT

	2020	2020	2021	BUDGET	BUDGET
	FORECAST	BUDGET	REQUESTED BUDGET	VARIANCE	% VARIANCE
DEPARTMENTAL CHARGES	341,327	338,749	364,194	25,445	7.5%
TOTAL INTERDEPARTMENTAL CHARGES	6,403,270	6,159,535	6,973,458	813,923	13.2%
TOTAL EXPENSES	62,313,728	68,983,049	74,773,223	5,790,174	8.4%
TOTAL WATER AND WASTEWATER	1	1	(2)	(3)	(300.0%)

County of Oxford
2021 BUDGET FOR PSAB

	2021 BUDGET	PRINCIPAL	LOCAL AREA	TRANSFERS			2021
		DEBT REPAYMENT (1)	MUNICIPAL DEBT REPAYMENTS (2)	DEBENTURE PROCEEDS	TO/FROM SURPLUS (3)	AMORTIZATION (4)	PSAB BUDGET
REVENUES							
PROPERTY TAXATION	(1,716,500)	-	-	-	-	-	(1,716,500)
GENERAL REVENUES	(122,548,941)	-	6,799,487	-	(1,393,505)	-	(117,142,959)
OTHER REVENUES	(13,855,335)	-	-	-	10,866,457	-	(2,988,878)
INTERDEPARTMENTAL RECOVERIES	(17,209,996)	-	-	-	-	-	(17,209,996)
CAPITAL REVENUES	(66,126,388)	-	-	-	4,425,000	42,672,717	(19,028,671)
TOTAL REVENUES	(221,457,160)	-	6,799,487	-	4,425,000	52,145,669	(158,087,004)
EXPENSES							
SALARIES AND BENEFITS	62,747,677	-	-	-	-	-	62,747,677
OPERATING EXPENSES	96,746,643	-	-	(210,000)	-	-	96,536,643
DEBT REPAYMENT	14,725,305	(6,425,101)	(6,799,486)	-	-	-	1,500,718
CAPITAL EXPENSES	66,318,658	-	-	(62,731,158)	-	(3,587,500)	19,860,568
OTHER EXPENSES	31,522,362	-	-	-	-	(31,522,362)	-
INTERDEPARTMENTAL CHARGES	17,209,983	-	-	-	-	-	17,209,983
TOTAL EXPENSES	289,270,628	(6,425,101)	(6,799,486)	(62,941,158)	-	(35,109,862)	197,855,589
TOTAL County of Oxford	67,813,468	(6,425,101)	1	(62,941,158)	4,425,000	17,035,807	39,768,585

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 2019 actual amortization

County of Oxford PROJECTED 5 YEAR BUDGET

	2021 REQUESTED BUDGET	2022 PROJECTED BUDGET	2023 PROJECTED BUDGET	2024 PROJECTED BUDGET	2025 PROJECTED BUDGET
REVENUES					
PROPERTY TAXATION	(1,716,500)	(1,716,500)	(1,716,500)	(1,716,500)	(1,716,500)
GENERAL REVENUES	(122,548,940)	(118,777,905)	(119,179,886)	(119,126,001)	(119,671,079)
OTHER REVENUES	(13,855,335)	(4,065,609)	(2,695,614)	(1,866,584)	(922,736)
INTERDEPARTMENTAL RECOVERIES	(17,209,996)	(17,696,985)	(17,731,881)	(17,945,851)	(18,091,097)
CAPITAL REVENUES	(66,126,388)	(70,231,533)	(62,631,486)	(53,939,579)	(47,869,813)
TOTAL REVENUES	(221,457,159)	(212,488,532)	(203,955,367)	(194,594,515)	(188,271,225)
EXPENSES					
SALARIES AND BENEFITS	62,747,677	65,271,664	66,489,519	67,555,909	68,130,547
OPERATING EXPENSES	96,746,643	85,460,901	86,544,394	87,850,339	88,140,260
DEBT REPAYMENT	14,725,307	14,505,768	13,358,533	10,364,244	9,308,634
CAPITAL EXPENSES	66,318,658	70,457,423	62,790,925	54,052,091	47,976,513
OTHER EXPENSES	31,522,362	32,288,497	31,925,537	33,454,101	35,407,989
INTERDEPARTMENTAL CHARGES	17,209,983	17,696,981	17,731,884	17,945,848	18,091,089
TOTAL EXPENSES	289,270,630	285,681,234	278,840,792	271,222,532	267,055,032
TOTAL County of Oxford	67,813,471	73,192,702	74,885,425	76,628,017	78,783,807

FULL-TIME EQUIVALENT PLAN

Department/Division	2020					2021				Inc (Dec)
	FTE	Reorg ¹	Temp	Student	Budget	FTE	Temp	Student	Budget	
CAO Office ²	3.0	1.0	-	-	4.0	3.0	-	-	3.0	(1.0)
Strategic Communication & Engagement	3.0	-	-	-	3.0	3.0	-	-	3.0	-
Tourism	3.0	-	-	0.7	3.7	3.0	-	0.3	3.3	(0.4)
CAO	9.0	1.0	-	0.7	10.7	9.0	-	0.3	9.3	(1.4)
Human Resources	7.0	-	-	-	7.0	7.0	1.0	-	8.0	1.0
Community Planning	13.3	-	-	-	13.3	15.0	-	-	15.0	1.7
Finance	11.0	1.0	-	-	12.0	12.0	-	-	12.0	-
Customer Service	5.7	(1.0)	-	-	4.7	4.7	-	-	4.7	-
Clerks	5.0	(1.0)	-	-	4.0	4.0	-	-	4.0	-
Information Technology	11.0	-	-	-	11.0	11.0	-	-	11.0	-
Information Services	10.7	-	-	0.3	11.0	10.7	-	0.3	11.0	-
Provincial Offices Administration	5.5	-	-	-	5.5	4.5	-	-	4.5	(1.0)
Corporate Services	48.9	(1.0)	-	0.3	48.2	46.9	-	0.3	47.2	(1.0)
Library <i>(Corporate Services)</i>	35.9	-	-	-	35.9	35.5	0.2	-	35.7	(0.2)
Human Services	43.4	-	-	0.3	43.7	48.0	-	0.3	48.3	4.6
Paramedic Services	74.6	-	-	-	74.6	74.6	1.1	-	75.7	1.1
Woodingford Lodge	198.9	-	1.2	-	200.1	198.8	6.1	-	204.9	4.8
Construction	16.8	-	-	1.3	18.1	17.8	-	1.3	19.1	1.0
Fleet and Facilities	11.9	-	-	0.7	12.6	13.9	-	0.7	14.6	2.0
Roads	32.0	-	-	4.3	36.3	32.0	-	4.3	36.3	-
Waste Management	15.1	-	-	0.7	15.8	15.1	-	0.7	15.8	-
Woodlands Conservation	1.1	-	-	-	1.1	1.1	-	-	1.1	-
Water and Wastewater	53.5	-	1.0	1.7	56.2	55.5	-	1.7	57.2	1.0
Public Works	130.4	-	1.0	8.7	140.1	135.4	-	8.7	144.1	4.0
Total	561.4	-	2.2	10.0	573.6	570.2	8.4	9.6	588.2	14.6

¹ Division reorganization within 2020 budget year

² Strategic Initiatives Division consolidated with CAO Office Division (1 FTE)

FTE CHANGE SUMMARY BY FUNDING SOURCE

	Service Level	New Initiative	One-Time (Temp)	COVID (Temp)	Inc (Dec)	2021 Budget Explanation	Reference	Page
County Levy								
CAO Office	(1.0)	-	-	-	(1.0)	Coordinator of Emergency Management	Transferred responsibilities to Paramedic Services	
Tourism	(0.4)	-	-	-	(0.4)	Student	Closing the Tourism Kiosk	
Community Planning	(0.3)	-	-	-	(0.3)	Casual Clerk	Retirement	
	1.0	-	-	-	1.0	Development Planner	FTE Change Report	294
	1.0	-	-	-	1.0	Secretary/Treasurer LDC	FTE Change Report	296
Provincial Offences Administration	(1.0)	-	-	-	(1.0)	POA Assistant	Retirement	
Human Services	(3.0)	-	-	-	(3.0)	Support & Case Workers		
	(0.4)	-	-	-	(0.4)	2020 reorganization		
	1.0	-	-	-	1.0	Administrative Assistant	FTE Change Report	186
Woodingford Lodge	(1.0)	-	-	-	(1.0)	Social Worker	Vacant position	
	0.2	-	-	-	0.2	Nursing scheduling change	FTE Change Report	203
	0.7	-	-	-	0.7	Recreation Aides	FTE adjustment actual historical scheduling	
	(3.2)	-	-	-	(3.2)			
Interdepartmental Charges/Capital Funded								
Construction	1.0	-	-	-	1.0	Development Engineer	FTE Change Report	125
Fleet and Facilities	1.0	-	-	-	1.0	Fleet Technician	FTE Change Report	119
	1.0	-	-	-	1.0	Facilities Technician	FTE Change Report	113
	3.0	-	-	-	3.0			
Grants								
Human Resources	-	-	1.0	-	1.0	Human Resources Officer (one year, one-time)	CS 2020-46	
Human Services	-	7.0	-	-	7.0	Facilitators	HS 2020-09	
Paramedic Services	-	-	-	1.1	1.1	Temporary Paramedics	Mobile Community COVID Assessment Centre for the vulnerable populations	
Woodingford Lodge	-	-	-	6.1	6.1	Nursing, screening positions and recreation aides	COVID response - extra cleaning, screening and nursing	
	-	-	(1.2)	-	(1.2)	Family transition PSW	Family Transition Program pilot ended	
	-	7.0	(0.2)	7.2	14.0			
Library Levy								
Library	(0.4)	-	-	-	(0.4)	Various branch positions	Branch hour adjustments	
	-	-	0.2	-	0.2	Temporary Increase for RFID Project	NI 2021-01	308
	(0.4)	-	0.2	-	(0.2)			
Water and Wastewater Rates								
Water and Wastewater	1.0	-	(1.0)	-	-	Contract operator	FTE Change Report	155
	1.0	-	-	-	1.0	SCADA Technician	FTE Change Report	157
	2.0	-	(1.0)	-	1.0			
Total	1.4	7.0	(1.0)	7.2	14.6			

Budget Impacts Report 2021 Budget

	REF	2020 BASE BUDGET	ONE TIME	TOTAL COST	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES	TOTAL REVENUES	TAXATION	W/WW RATES & RESERVES
NEW INITIATIVES												
LIB-RFID Technology	NI 2021-01	21,650	94,983	116,633	94,983	-	-	-	-	94,983	21,650	-
		21,650	94,983	116,633	94,983	-	-	-	-	94,983	21,650	-
ONE-TIME ITEMS												
FIN-GP Software Update		-	10,000	10,000	-	-	-	-	-	-	7,237	2,763
FIN-Tri-annual WSIB Actuarial Report		-	10,000	10,000	-	-	-	-	-	-	7,237	2,763
FIN-Increase Budget Engagement		-	8,000	8,000	-	-	-	-	-	-	5,790	2,210
FIN-Asset Management Plan Update		-	2,000	2,000	-	-	-	-	-	-	1,447	553
HSG-Habitat for Humanity		-	100,000	100,000	100,000	-	-	-	-	100,000	-	-
HR-Kronos Implementation Support		-	40,000	40,000	40,000	-	-	-	-	40,000	-	-
HR-Compensation Market Review		-	40,000	40,000	40,000	-	-	-	-	40,000	-	-
RDS-Unit 414 Grader Wing		-	40,000	40,000	40,000	-	-	-	-	40,000	-	-
RDS-Trans Canada Trail Tree Removal and Maintenance		-	25,000	25,000	-	-	-	-	-	-	25,000	-
RDS-CP Crossing Galt Mile 73.75 Rehab		-	67,000	67,000	-	-	-	-	-	-	67,000	-
RDS-Liquid De-Icing Storage Tank		-	15,000	15,000	-	-	-	-	-	-	15,000	-
WM-Unit 733 Tires		-	40,000	40,000	40,000	-	-	-	-	40,000	-	-
WM-Unit 733 New Tipping Bucket		-	34,000	34,000	34,000	-	-	-	-	34,000	-	-
WM-Closed Landfill Monitoring Costs		-	45,000	45,000	-	-	-	-	-	-	45,000	-
WM-Landfill Filling Plan		-	15,000	15,000	-	-	-	-	-	-	15,000	-
W-Embryo Fire Hydrants		-	5,000	5,000	-	-	-	-	-	-	-	5,000
W-PLATTS Relocation and Conversion of Generator		-	10,000	10,000	-	-	-	-	-	-	-	10,000
WDL-Increased Tree Planting		-	16,250	16,250	16,250	-	-	-	-	16,250	-	-
WFL-Reduction due to COVID (travel)		-	(1,060)	(1,060)	-	-	-	-	-	-	(1,060)	-
FIN-Reduction due to COVID (training, travel, office supplies)		-	(1,500)	(1,500)	-	-	-	-	-	-	(1,086)	(414)
HS-Reduction due to COVID (travel)		-	(5,950)	(5,950)	-	-	-	-	-	-	(5,950)	-
HR-Reduction due to COVID (training, travel, office supplies)		-	(3,750)	(3,750)	-	-	-	-	-	-	(3,439)	(311)
IT-Reduction due to COVID (photocopying)		-	(4,000)	(4,000)	-	-	-	-	-	-	(3,525)	(475)
PS-Reduction due to COVID (training, meeting costs)		-	(9,750)	(9,750)	-	-	-	-	-	-	(9,750)	-
CP-Reduction due to COVID (training, travel, office supplies, legal)		-	(31,726)	(31,726)	-	-	-	-	-	-	(31,726)	-
GN-Significant Tax Write-offs		-	5,000,000	5,000,000	5,000,000	-	-	-	-	5,000,000	-	-
GN-2020 Surplus - Grants		-	-	-	200,000	-	-	-	-	200,000	(200,000)	-
GN-North Oxford Intercommunity Bus Transit	PW2020-51	-	120,000	120,000	120,000	-	-	-	-	120,000	-	-
COU-2% Swift Plus		-	1,274,487	1,274,487	1,274,487	-	-	-	-	1,274,487	-	-
AM-Assessment Roll Audit and Review		-	80,000	80,000	80,000	-	-	-	-	80,000	-	-
LIB-Library Levy Stabilization Reserve Funding		-	-	-	29,334	-	-	-	-	29,334	(29,334)	-
		-	6,939,001	6,939,001	7,014,071	-	-	-	-	7,014,071	(97,159)	22,089

Budget Impacts Report 2021 Budget

	REF	2020 BASE BUDGET	ONE TIME	TOTAL COST	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES	TOTAL REVENUES	TAXATION	W/WW RATES & RESERVES
SERVICE LEVEL												
ENG-Development Review Engineer	FTE Report	117,536	2,000	119,536	128,482	-	-	-	-	128,482	(8,946)	-
FLT-Fleet Technician	FTE Report	18,997	2,000	20,997	20,997	-	-	-	-	20,997	-	-
FAC-Fleet Technician (existing FTE reorganization)	FTE Impact ¹	30,497	-	30,497	-	-	-	-	-	-	25,343	5,154
FAC-Facilities Technician	FTE Report ¹	24,898	2,000	26,898	-	-	-	-	-	-	22,353	4,546
CP-Secretary/Treasurer LDC	FTE Report	45,464	-	45,464	-	-	-	-	-	-	45,464	-
CP-Development Planner	FTE Report	79,994	2,000	81,994	-	-	-	-	-	-	81,994	-
WW-SCADA Technician	FTE Report	26,544	24,800	51,344	-	-	-	-	-	-	-	51,344
W-SCADA Technician	FTE Report	10,631	24,800	35,431	-	-	-	-	-	-	-	35,431
W-FTE WATOP Contract to Permanent	FTE Report	23,087	-	23,087	-	-	-	-	-	-	-	23,087
WFL-Nurse Staffing Change	FTE Report	(125,299)	-	(125,299)	-	-	-	-	-	-	(125,299)	-
HS-Human Services Administrative Assistant	FTE Report	23,560	-	23,560	-	-	11,780	-	-	11,780	11,780	-
CC-Human Services Administrative Assistant	FTE Report	54,973	-	54,973	-	-	51,046	-	-	51,046	3,927	-
CAO-Emergency management role moved to Paramedic Services	FTE Impact	(143,097)	-	(143,097)	-	-	-	-	-	-	(143,097)	-
CC-Reduction in staff due to attrition	FTE Impact	(112,997)	-	(112,997)	-	-	(56,499)	-	-	(56,499)	(56,498)	-
HS-Reduction in staff due to attrition	FTE Impact	(185,387)	-	(185,387)	-	-	(92,694)	-	-	(92,694)	(92,693)	-
POA-Provincial Offences Assistant	FTE Impact	(66,760)	-	(66,760)	-	-	-	-	-	-	(66,760)	-
WFL-Social Worker Position Reduction	FTE Impact	(89,019)	-	(89,019)	-	-	-	-	-	-	(89,019)	-
HS-Social Housing Facilities Capital Increase (AMP)		25,000	-	25,000	-	-	-	-	-	-	25,000	-
RDS-Roads Capital Increase (AMP)		250,000	-	250,000	-	-	-	-	-	-	250,000	-
RDS-Bridges Capital Increase (AMP)		250,000	-	250,000	-	-	-	-	-	-	250,000	-
IT-Escribe software enhancement	¹	6,767	2,750	9,517	-	-	-	-	-	-	8,451	1,066
LIB-Branch Hour Adjustments		9,847	-	9,847	-	-	-	-	-	-	9,847	-
PS-Municipal 511 Enhancement		2,500	-	2,500	-	-	-	-	-	-	2,500	-
SCE-Bang The Table		21,000	-	21,000	-	-	-	-	-	-	21,000	-
TOUR-Kiosk Closure		(15,237)	-	(15,237)	-	-	-	-	-	-	(15,237)	-
TOUR-Visitors Guide/Website		(28,400)	-	(28,400)	-	-	-	-	(42,500)	(42,500)	14,100	-
RDS-Speed and Road Safety Reviews		75,000	-	75,000	-	-	-	-	-	-	75,000	-
RDS-Annual Costs-Field Device for Cartograph Implementation		2,400	-	2,400	-	-	-	-	-	-	2,400	-
WM-Annual Costs-Field Device for Cartograph Implementation		300	-	300	-	-	-	-	-	-	300	-
WW-Flushing and CCTV - KPI Increase		16,900	-	16,900	-	-	-	-	-	-	-	16,900
WW-TBURG Sewer I&I and Flushing Programs (KPI)		162,500	-	162,500	-	-	-	-	-	-	-	162,500
WW-Annual Costs-Field Device for Cartograph Implementation		2,500	-	2,500	-	-	-	-	-	-	-	2,500
W-Town of Tillsonburg additional 0.5 FTE		48,500	-	48,500	-	-	-	-	-	-	-	48,500

Budget Impacts Report 2021 Budget

	REF	2020 BASE BUDGET	ONE TIME	TOTAL COST	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES	TOTAL REVENUES	TAXATION	W/WW RATES & RESERVES
W-Annual Costs-Field Device for Cartegraph Implementation		2,000	-	2,000	-	-	-	-	-	-	-	2,000
WFL-Secure Conversations Set Up Fee		5,124	2,036	7,160	-	-	-	-	-	-	7,160	-
		570,323	62,386	632,709	149,479	-	(86,367)	-	(42,500)	20,612	259,069	353,028
PROVINCIAL FUNDING CHANGES												
CC-Administration Funding Cost Shared (100% to 50%)		-	-	-	-	-	(296,904)	-	-	(296,904)	296,904	-
PS-Land Ambulance Provincial Funding Changes		-	-	-	-	-	(118,441)	-	-	(118,441)	118,441	-
		-	-	-	-	-	(415,345)	-	-	(415,345)	415,345	-
MODERNIZATION FUNDING												
HR-Temporary HR Officer	CS 2020-46	-	60,262	60,262	-	-	60,262	-	-	60,262	-	-
IS-Mobile Solution for AMANDA	CS 2020-46	46,700	164,000	210,700	-	-	164,000	-	-	164,000	46,700	-
IS-Requirements-AMANDA - Community Planning	CS 2020-46	-	75,000	75,000	-	-	75,000	-	-	75,000	-	-
PS-CADLink	CS 2020-46	26,360	33,300	59,660	-	-	33,300	-	-	33,300	26,360	-
TOUR-Modernizing In-market Visitor Servicing	CS 2020-46	-	70,000	70,000	-	-	70,000	-	-	70,000	-	-
RDS-Roads Patrol / GPS Software Analysis	CS 2020-46	-	10,000	10,000	-	-	10,000	-	-	10,000	-	-
WM-New Scale Computer Software	CS 2020-46	4,600	200,000	204,600	-	-	200,000	-	-	200,000	4,600	-
WFL-Dietary Visual Enhancement	CS 2020-46	8,520	58,660	67,180	-	-	58,660	-	-	58,660	8,520	-
IS-Drone		-	6,000	6,000	-	-	6,000	-	-	6,000	-	-
		86,180	677,222	763,402	-	-	677,222	-	-	677,222	86,180	-

Budget Impacts Report 2021 Budget

	REF	2020 BASE BUDGET	ONE TIME	TOTAL COST	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES	TOTAL REVENUES	TAXATION	W/WW RATES & RESERVES
COVID												
CS-COVID Legal Expenses		-	3,000	3,000	-	-	3,000	-	-	3,000	-	-
ENG-COVID Supplies and PPE Expenses		-	500	500	-	-	500	-	-	500	-	-
FAC-COVID Recoveries; Building Alterations, Security Screening, Janitorial, Supplies and PPE Expenses		-	96,500	96,500	-	-	78,500	-	18,000	96,500	-	-
GN-Community Futures Oxford Grant Administration		-	45,000	45,000	-	-	45,000	-	-	45,000	-	-
LIB-COVID Supplies and PPE Expenses		-	35,000	35,000	35,000	-	-	-	-	35,000	-	-
PS-COVID Incremental Salaries, Benefits and PPE Expenses	FTE Impact	-	285,774	285,774	-	-	285,774	-	-	285,774	-	-
PS-COVID Mobile Community COVID Assessment for the Vulnerable Populations - Salaries, Benefits and Supplies	FTE Impact	-	70,781	70,781	-	-	15,781	-	55,000	70,781	-	-
RDS-COVID Supplies and PPE Expenses		-	4,500	4,500	-	-	4,500	-	-	4,500	-	-
WM-COVID PPE and Telephone Expenses		-	6,000	6,000	-	-	6,000	-	-	6,000	-	-
WFL-COVID Funding and Recoveries; Salaries, Benefits, Building Alterations, Security Screening, PPE, Medical Supplies	FTE Impact	-	812,651	812,651	-	-	812,651	-	-	812,651	-	-
		-	1,359,706	1,359,706	35,000	-	1,251,706	-	73,000	1,359,706	-	-
OPERATING IMPACTS OF CAPITAL												
		-	-	-	-	-	-	-	-	-	-	-
TOTAL COUNTY OF OXFORD		678,153	9,133,298	9,811,451	7,293,533	-	1,427,216	-	30,500	8,751,249	685,085	375,117

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

2021 INTERDEPARTMENTAL ALLOCATIONS

	2020 FINANCE	2021 FINANCE	2020 HUMAN RESOURCES	2021 HUMAN RESOURCES	2020 IT	2021 IT	2020 CUSTOMER SERVICE	2021 CUSTOMER SERVICE	2020 FACILITIES	2021 FACILITIES	2020 FLEET	2021 FLEET	2020 TOTAL	2021 TOTAL	% CHANGE
COUNCIL	5,258	5,236	-	-	3,870	3,615	1,155	1,065	89,100	89,500	-	-	99,383	99,416	- %
CAO	4,502	6,461	2,564	5,207	11,891	20,994	1,155	3,904	13,300	17,800	-	460	33,412	54,826	64.1
SC&E	4,154	4,229	3,846	3,905	16,151	17,365	1,155	1,065	15,500	15,600	-	-	40,806	42,164	3.3
TOURISM	5,440	5,715	4,744	4,296	18,529	17,219	1,155	1,065	12,900	13,000	-	-	42,768	41,295	(3.4)
STRATEGIC INITIATIVES	3,146	-	1,282	-	4,040	-	3,081	-	4,500	-	375	-	16,424	-	(100.0)
PARAMEDIC SERVICES	81,555	84,393	178,474	182,498	203,328	201,672	19,257	17,747	321,800	371,978	-	-	804,414	858,288	6.7
CORPORATE SERVICES															
FINANCE	-	-	-	-	-	-	-	-	34,000	34,100	-	-	34,000	34,100	0.3
CUSTOMER SERVICE	-	-	-	-	-	-	-	-	35,400	35,600	-	-	35,400	35,600	0.6
INFORMATION SERVICES	5,459	5,721	14,104	14,319	50,504	46,970	9,629	8,873	44,900	45,100	-	-	124,596	120,983	(2.9)
INFORMATION TECHNOLOGY	-	-	-	-	-	-	-	-	35,300	35,400	-	-	35,300	35,400	0.3
CLERKS	3,171	3,541	6,411	5,207	21,978	19,174	9,629	8,873	84,810	85,000	-	-	125,999	121,795	(3.3)
POA	20,249	19,911	7,052	7,159	40,979	40,101	9,629	8,873	114,900	115,400	-	-	192,809	191,444	(0.7)
LIBRARY	56,285	56,162	45,901	46,471	393,198	402,231	19,258	17,748	461,492	469,892	26,472	29,852	1,002,606	1,022,356	2.0
TOTAL CORPORATE SERVICES	85,164	85,335	73,468	73,156	506,659	508,476	48,145	44,367	810,802	820,492	26,472	29,852	1,550,710	1,561,678	0.7
PUBLIC WORKS															
ADMINISTRATION	-	-	-	-	-	-	-	-	169,100	169,900	20,246	16,726	189,346	186,626	(1.4)
FACILITIES	51,131	52,960	15,770	19,004	61,361	53,221	18,333	16,895	11,035	11,256	93,184	117,554	250,814	270,890	8.0
ENGINEERING SERVICES	43,723	49,025	22,694	24,862	75,652	79,599	38,515	35,495	-	-	73,126	94,128	253,710	283,109	11.6
TRANSPORTATION SERVICES	127,012	136,451	79,749	80,185	74,410	71,929	52,997	48,841	283,709	267,776	1,940,712	2,117,368	2,558,589	2,722,550	6.4
WASTE MANAGEMENT	91,028	100,599	30,130	31,110	38,169	33,653	52,997	48,842	96,137	91,709	513,565	627,162	822,026	933,075	13.5
WATER SERVICES	174,429	195,145	38,080	39,312	149,470	156,614	115,545	106,483	1,862,552	2,142,119	466,836	561,253	2,806,912	3,200,926	14.0
WASTEWATER SERVICES	139,514	199,370	52,439	53,500	57,781	61,212	115,545	106,483	2,460,259	2,784,357	197,884	216,329	3,023,422	3,421,251	13.2
TOTAL PUBLIC WORKS	626,837	733,550	238,862	247,973	456,843	456,228	393,932	363,039	4,882,792	5,467,117	3,305,553	3,750,520	9,904,819	11,018,427	11.2
HUMAN RESOURCES															
HUMAN SERVICES	302,892	299,922	106,162	122,751	198,022	171,403	107,841	99,384	402,464	434,350	623	713	1,118,004	1,128,523	0.9
WOODINGFORD LODGE	241,518	246,540	463,237	479,806	570,352	586,062	52,458	48,344	20,359	25,674	-	-	1,347,924	1,386,426	2.9
PLANNING	9,267	9,677	17,052	19,526	60,918	57,589	13,480	12,423	76,900	77,200	-	-	177,617	176,415	(0.7)
TOTAL	1,369,733	1,481,058	1,089,691	1,139,118	2,050,603	2,040,623	642,814	592,403	6,683,517	7,365,911	3,333,023	3,781,545	15,169,381	16,400,658	8.1
\$ VARIANCE		111,325		49,427		(9,980)		(50,411)		682,394		448,522		1,231,277	
% VARIANCE		8.1%		4.5%		(0.5%)		(7.8%)		10.2%		13.5%		8.1%	

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	2020 OPENING BALANCE	2020 FORECAST INTEREST	2020 FORECAST TO	2020 FORECAST FROM	2020 RESERVE REALIGNMEN	2020 FORECAST CLOSING BALANCE	2021 BUDGET INTEREST	2021 BUDGET TO	2021 BUDGET FROM	2021 BUDGET CLOSING BALANCE	RESERVE TARGET POLICY	POLICY (SURPLUS) SHORTFALL
DEVELOPMENT CHARGES												
91100 DC - ADMIN	399,834	4,200	71,054	(112,729)	-	362,359	2,900	73,185	(230,500)	207,944	-	-
91230 DC - ROADS	418,404	4,400	2,388,682	(2,811,150)	-	336	-	2,091,601	(2,091,900)	37	-	-
91231 DC - WASTE DIVERSION	4,400	-	23,524	(27,864)	-	60	-	24,230	(23,864)	426	-	-
91251 DC - WW WOODSTOCK	1,107,392	11,600	1,255,670	(1,337,679)	-	1,036,983	8,300	1,293,341	(70,278)	2,268,346	-	-
91252 DC - WW TILLSONBURG	4,748,056	49,900	463,390	(50,892)	-	5,210,454	41,700	477,292	(1,603,705)	4,125,741	-	-
91253 DC - WW INGERSOLL	108,025	1,100	527,337	(636,460)	-	2	-	543,157	(543,123)	36	-	-
91254 DC - WW NORWICH	2,264,401	23,800	179,071	(316)	-	2,466,956	19,700	184,443	(101,311)	2,569,788	-	-
91255 DC - WW TAVISTOCK	46,317	500	296,832	(343,643)	-	6	-	305,736	(305,735)	7	-	-
91256 DC - WW PLATTSVILLE	5,334	100	177,089	(182,521)	-	2	-	182,401	(182,399)	4	-	-
91257 DC - WW THAMESFORD	225,918	2,400	-	(209)	-	228,109	1,800	-	(867)	229,042	-	-
91258 DC - WW DRUMBO	484,092	5,100	27,377	(427,509)	-	89,060	700	2,830,308	(2,920,064)	4	-	-
91259 DC - WW MT ELGIN	-	-	190	(186)	-	4	-	795	(770)	29	-	-
91261 DC - W WOODSTOCK	832,325	8,700	702,868	(1,543,189)	-	704	-	3,854,954	(3,855,652)	6	-	-
91262 DC - W TILLSONBURG	176,257	1,900	153,797	(331,855)	-	99	-	158,411	(158,505)	5	-	-
91263 DC - W INGERSOLL	19,859	200	132,589	(152,633)	-	15	-	136,567	(136,577)	5	-	-
91264 DC - W NORWICH	28,639	300	37,934	(66,869)	-	4	-	39,071	(39,071)	4	-	-
91265 DC - W TAVISTOCK	624,795	6,600	33,103	(168,632)	-	495,866	4,000	34,097	(96,374)	437,589	-	-
91266 DC - W PLATTSVILLE	2,200	-	68,129	(70,323)	-	6	-	70,173	(70,179)	-	-	-
91267 DC - W THAMESFORD	185,951	2,000	83,789	(271,739)	-	1	-	86,302	(86,297)	6	-	-
91268 DC - W DRUMBO	21,764	200	-	(175)	-	21,789	200	-	(727)	21,262	-	-
91269 DC - W MT ELGIN	-	-	1,803,522	(1,803,519)	-	3	-	78,015	(78,017)	1	-	-
91500 DC - EMS	56,288	600	227,966	(237,227)	-	47,627	400	234,805	(137,149)	145,683	-	-
91600 DC - LIBRARY	444,755	4,700	125,193	(282,190)	-	292,458	2,300	128,948	(212,461)	211,245	-	-
TOTAL DEVELOPMENT CHARGES	12,205,006	128,300	8,779,106	(10,859,509)	-	10,252,903	82,000	12,827,832	(12,945,525)	10,217,210	-	-
RESERVE FUNDS												
93270 RF - LANDFILL AND WASTE DIV.	23,799,777	400,000	14,500	(1,379,781)	-	22,834,496	400,000	10,500	(479,000)	22,765,996	20,650,000	(2,115,996)
TOTAL RESERVE FUNDS	23,799,777	400,000	14,500	(1,379,781)	-	22,834,496	400,000	10,500	(479,000)	22,765,996	20,650,000	(2,115,996)
RESERVES												
92101 R - WSIB	3,578,659	-	359,200	(326,625)	-	3,611,234	-	-	-	3,611,234	5,357,000	1,745,766
92102 R - PAY EQUITY	1,333,355	-	-	-	-	1,333,355	-	-	(40,000)	1,293,355	990,000	(303,355)
92103 R - TRAINING	282,543	-	-	-	-	282,543	-	-	(40,000)	242,543	100,000	(142,543)
92120 R - INFORMATION SYSTEMS	1,415,203	13,135	215,488	(543,907)	-	1,099,919	8,325	207,405	(325,970)	989,679	622,000	(367,679)

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	2020 OPENING BALANCE	2020 FORECAST INTEREST	2020 FORECAST TO	2020 FORECAST FROM	2020 RESERVE REALIGNMEN	2020 FORECAST CLOSING BALANCE	2021 BUDGET INTEREST	2021 BUDGET TO	2021 BUDGET FROM	2021 BUDGET CLOSING BALANCE	RESERVE TARGET POLICY	POLICY (SURPLUS) SHORTFALL
92130 R - CORPORATE GENERAL	12,008,684	-	1,962,735	(2,498,822)	-	11,472,597	-	-	(6,805,987)	4,666,610	9,640,000	4,973,390
92131 R - WORKING CAPITAL	6,100,000	-	-	-	-	6,100,000	-	-	-	6,100,000	6,420,000	320,000
92133 R - LEGAL	502,098	-	-	(5,190)	-	496,908	-	-	-	496,908	630,000	133,092
92134 R - INSURANCE	1,486,069	15,604	-	-	-	1,501,673	12,013	-	-	1,513,686	750,000	(763,686)
92135 R - BROADBAND EXPANSION	-	-	-	-	-	-	-	1,274,487	-	1,274,487	-	-
92205 R - FEDERAL GAS TAX	3,522,618	30,756	3,363,136	(4,550,000)	-	2,366,510	10,636	3,516,005	(5,590,000)	303,151	-	-
92206 R - OCIF	937,426	14,571	2,234,511	(1,334,000)	-	1,852,508	7,381	-	(1,859,889)	-	-	-
92210 R - FACILITIES	4,825,942	46,575	1,005,615	(1,786,048)	-	4,092,084	28,785	1,059,380	(2,047,175)	3,133,074	8,000,000	4,866,926
92215 R - TREES RURAL	32,418	-	5,000	(12,500)	-	24,918	-	-	(16,250)	8,668	-	-
92220 R - FLEET	1,268,180	17,030	2,059,700	(1,352,170)	-	1,992,740	17,442	2,125,050	(1,750,084)	2,385,148	2,137,000	(248,148)
92230 R - ROADS	12,634,329	123,311	7,574,000	(9,354,772)	-	10,976,868	77,481	8,721,000	(11,304,527)	8,470,822	14,390,000	5,919,178
92235 R - BRIDGES	8,994,801	96,668	2,300,000	(1,876,690)	-	9,514,779	71,946	2,550,000	(3,593,094)	8,543,631	4,600,000	(3,943,631)
92240 R - WATER/WASTEWATER CSAP	2,402,355	-	-	-	-	2,402,355	-	-	(284,000)	2,118,355	-	-
92244 R - SOURCE WATER PROTECTION	802,149	-	610,650	(317,212)	-	1,095,587	-	-	(347,275)	748,312	-	-
92280 R - WASTE COLLECTION	2,742,466	-	-	(723,836)	-	2,018,630	-	-	(685,964)	1,332,666	1,247,000	(85,666)
92300 R - SOCIAL HOUSING	2,838,648	27,453	725,000	(1,173,060)	-	2,418,041	17,562	750,000	(1,195,500)	1,990,103	3,080,000	1,089,897
92301 R - CHILD CARE MITIGATION FUND	965,695	-	-	-	-	965,695	-	-	-	965,695	-	-
92302 R - AFFORDABLE HOUSING	4,489,756	-	1,215,347	(1,267,470)	-	4,437,633	-	537,000	(4,085,888)	888,745	-	-
92335 R - WOODINGFORD LODGE EQUIP	33,477	494	386,500	(359,380)	-	61,091	691	336,500	(285,933)	112,349	287,000	174,651
92400 R - PLANNING - OFFICIAL PLAN	615,021	-	72,229	(10,500)	-	676,750	-	-	(208,710)	468,040	604,000	135,960
92511 R - LAND AMBULANCE VEHICLES	569,602	6,721	795,000	(653,955)	-	717,368	5,870	795,000	(762,360)	755,878	463,000	(292,878)
92512 R - LAND AMBULANCE STATIONS	518,171	5,678	135,976	(90,800)	-	569,025	4,052	40,000	(165,166)	447,911	450,000	2,089
92600 R - LIBRARIES	239,450	-	572,657	-	-	812,107	-	-	(159,317)	652,790	200,000	(452,790)
92602 R - OCL NORWICH CAPITAL	40,466	-	-	-	-	40,466	-	-	-	40,466	-	-
92605 R - OCL - FACILITIES	794,166	8,319	67,000	(70,815)	-	798,670	5,361	67,000	(324,000)	547,031	1,250,000	702,969
TOTAL RESERVES	75,973,747	406,315	25,659,744	(28,307,752)	-	73,732,054	267,545	21,978,827	(41,877,089)	54,101,337	61,217,000	13,463,542
WATER & WASTEWATER RESERVES												
92249 R-WW EMBRO	427,224	4,982	113,382	(18,888)	-	526,700	4,611	117,509	(18,180)	630,640	693,000	62,360
92250 R - WW INNERKIP	823,178	9,100	111,244	(24,241)	-	919,281	7,199	100,017	(138,908)	887,589	531,000	(356,589)
92251 R - WW WOODSTOCK	14,952,658	156,153	2,009,061	(2,122,546)	-	14,995,326	110,028	1,888,771	(4,275,618)	12,718,507	15,165,000	2,446,493
92252 R - WW TILLSONBURG	20,401,773	216,818	1,634,459	(1,139,364)	-	21,113,686	152,824	1,649,652	(5,131,017)	17,785,145	7,937,000	(9,848,145)
92253 R - WW INGERSOLL	4,212,016	50,123	2,460,773	(1,337,509)	-	5,385,403	49,610	2,631,968	(1,000,260)	7,066,721	11,784,000	4,717,279
92254 R - WW NORWICH	3,197,361	31,927	436,155	(749,537)	-	2,915,906	24,091	405,085	(214,153)	3,130,929	1,110,000	(2,020,929)
92255 R - WW TAVISTOCK	3,048,341	23,559	1,078,132	(2,687,443)	-	1,462,589	14,309	851,993	(199,952)	2,128,939	1,533,000	(595,939)

RESERVE CONTINUITY REPORT 2021 BUDGET

	2020 OPENING BALANCE	2020 FORECAST INTEREST	2020 FORECAST TO	2020 FORECAST FROM	2020 RESERVE REALIGNMEN	2020 FORECAST CLOSING BALANCE	2021 BUDGET INTEREST	2021 BUDGET TO	2021 BUDGET FROM	2021 BUDGET CLOSING BALANCE	RESERVE TARGET POLICY	POLICY (SURPLUS) SHORTFALL
92256 R - WW PLATTSVILLE	1,579,216	17,512	193,879	(16,667)	-	1,773,940	13,950	148,080	(208,493)	1,727,477	958,000	(769,477)
92257 R - WW THAMESFORD	3,072,562	33,712	331,159	(54,992)	-	3,382,441	28,219	390,128	(100,300)	3,700,488	882,000	(2,818,488)
92258 R - WW DRUMBO	1,425,584	13,853	151,063	(363,607)	-	1,226,893	5,137	139,164	(1,308,635)	62,559	1,566,333	1,503,774
92259 R - WW MT ELGIN	472,480	5,173	94,108	(53,711)	-	518,050	4,144	80,877	(80,953)	522,118	275,000	(247,118)
92261 R - W WOODSTOCK	18,488,490	203,096	3,218,505	(1,478,902)	-	20,431,189	156,677	2,755,244	(4,385,108)	18,958,002	11,231,000	(7,727,002)
92262 R - W TILLSONBURG	3,326,059	39,034	1,254,136	(471,149)	-	4,148,080	32,106	1,402,618	(1,672,314)	3,910,490	6,525,000	2,614,510
92263 R - W INGERSOLL	7,615,350	83,783	1,923,583	(1,195,702)	-	8,427,014	67,122	1,558,187	(1,631,757)	8,420,566	3,776,000	(4,644,566)
92264 R - W TOWNSHIP	9,878,782	98,139	1,590,090	(2,654,432)	-	8,912,579	73,950	1,347,259	(684,838)	9,648,950	5,610,000	(4,038,950)
TOTAL WATER & WASTEWATER RESERVE	92,921,074	986,964	16,599,729	(14,368,690)	-	96,139,077	743,977	15,466,552	(21,050,486)	91,299,120	69,576,333	(21,722,787)
GRAND TOTAL	204,899,604	1,921,579	51,053,079	(54,915,732)	-	202,958,530	1,493,522	50,283,711	(76,352,100)	178,383,663	151,443,333	11,347,546

FIVE YEAR RESERVE CONTINUITY REPORT

2021 BUDGET

	2020 OPENING BALANCE	2020 FORECAST CLOSING BALANCE	2021 BUDGET CLOSING BALANCE	2022 BUDGET CLOSING BALANCE	2023 BUDGET CLOSING BALANCE	2024 BUDGET CLOSING BALANCE	2025 BUDGET CLOSING BALANCE
DEVELOPMENT CHARGES							
91100 DC - ADMIN	399,834	362,359	207,944	189,524	56,940	911	83,282
91230 DC - ROADS	418,404	336	37	987	867	317	473
91231 DC - WASTE DIVERSION	4,400	60	426	2,105	14,447	27,660	41,767
91251 DC - WW WOODSTOCK	1,107,392	1,036,983	2,268,346	3,444,297	4,459,615	5,455,197	6,478,314
91252 DC - WW TILLSONBURG	4,748,056	5,210,454	4,125,741	3,031,474	3,084,529	3,615,184	4,167,917
91253 DC - WW INGERSOLL	108,025	2	36	17	21	5	221,247
91254 DC - WW NORWICH	2,264,401	2,466,956	2,569,788	2,075,500	95	287	6
91255 DC - WW TAVISTOCK	46,317	6	7	6	5	-	8
91256 DC - WW PLATTSVILLE	5,334	2	4	9	1	1	-
91257 DC - WW THAMESFORD	225,918	228,109	229,042	227,733	225,869	225,913	226,209
91258 DC - WW DRUMBO	484,092	89,060	4	8	1	3	9
91259 DC - WW MT ELGIN	-	4	29	10	8	6	9
91261 DC - W WOODSTOCK	832,325	704	6	88	57	45	12
91262 DC - W TILLSONBURG	176,257	99	5	92	47	105,601	271,332
91263 DC - W INGERSOLL	19,859	15	5	10	39	8	10
91264 DC - W NORWICH	28,639	4	4	4	3	6	7
91265 DC - W TAVISTOCK	624,795	495,866	437,589	413,059	365,123	322,235	57
91266 DC - W PLATTSVILLE	2,200	6	-	5	7	3	9
91267 DC - W THAMESFORD	185,951	1	6	6	3	6	9
91268 DC - W DRUMBO	21,764	21,789	21,262	17,521	14,256	12,127	9,829
91269 DC - W MT ELGIN	-	3	1	1	6	2	7
91500 DC - EMS	56,288	47,627	145,683	255,640	307,447	566,525	835,300
91600 DC - LIBRARY	444,755	292,458	211,245	165,477	153,583	231,204	313,653
TOTAL DEVELOPMENT CHARGES	12,205,006	10,252,903	10,217,210	9,823,573	8,682,969	10,563,246	12,649,466

RESERVE FUNDS

FIVE YEAR RESERVE CONTINUITY REPORT 2021 BUDGET

	2020 OPENING BALANCE	2020 FORECAST CLOSING BALANCE	2021 BUDGET CLOSING BALANCE	2022 BUDGET CLOSING BALANCE	2023 BUDGET CLOSING BALANCE	2024 BUDGET CLOSING BALANCE	2025 BUDGET CLOSING BALANCE
93270 RF - LANDFILL AND WASTE DIV.	23,799,777	22,834,496	22,765,996	22,775,910	23,125,910	23,495,910	22,827,448
TOTAL RESERVE FUNDS	23,799,777	22,834,496	22,765,996	22,775,910	23,125,910	23,495,910	22,827,448
RESERVES							
92101 R - WSIB	3,578,659	3,611,234	3,611,234	3,284,609	2,957,984	2,631,359	2,631,359
92102 R - PAY EQUITY	1,333,355	1,333,355	1,293,355	1,293,355	1,293,355	1,293,355	1,293,355
92103 R - TRAINING	282,543	282,543	242,543	227,543	212,543	197,543	182,543
92120 R - INFORMATION SYSTEMS	1,415,203	1,099,919	989,679	836,249	743,658	636,341	641,226
92130 R - CORPORATE GENERAL	12,008,684	11,472,597	4,666,610	3,195,633	3,104,133	3,012,633	2,921,133
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	496,908	496,908	496,908	496,908	496,908	496,908
92134 R - INSURANCE	1,486,069	1,501,673	1,513,686	1,525,795	1,538,001	1,550,305	1,562,707
92135 R - BROADBAND EXPANSION	-	-	1,274,487	2,653,964	2,653,964	2,653,964	2,653,964
92205 R - FEDERAL GAS TAX	3,522,618	2,366,510	303,151	20,445	39,559	8,626	77,846
92206 R - OCIF	937,426	1,852,508	-	-	-	-	-
92210 R - FACILITIES	4,825,942	4,092,084	3,133,074	2,389,693	863,375	1,315,852	2,363,751
92215 R - TREES RURAL	32,418	24,918	8,668	8,668	13,668	18,668	23,668
92220 R - FLEET	1,268,180	1,992,740	2,385,148	2,667,829	3,198,488	2,815,177	1,680,968
92230 R - ROADS	12,634,329	10,976,868	8,470,822	5,593,346	2,587,439	3,763	15,739
92235 R - BRIDGES	8,994,801	9,514,779	8,543,631	4,968,135	502,430	350,327	7,252
92240 R - WATER/WASTEWATER CSAP	2,402,355	2,402,355	2,118,355	2,118,355	2,118,355	2,118,355	2,118,355
92244 R - SOURCE WATER PROTECTION	802,149	1,095,587	748,312	748,312	748,312	748,312	748,312
92280 R - WASTE COLLECTION	2,742,466	2,018,630	1,332,666	592,284	-	-	-
92300 R - SOCIAL HOUSING	2,838,648	2,418,041	1,990,103	1,245,795	963,397	641,792	27,300
92301 R - CHILD CARE MITIGATION FUND	965,695	965,695	965,695	965,695	965,695	965,695	965,695
92302 R - AFFORDABLE HOUSING	4,489,756	4,437,633	888,745	1,388,745	1,888,745	2,388,745	2,888,745
92335 R - WOODINGFORD LODGE EQUIP	33,477	61,091	112,349	4,144	60,725	123,369	207,886

FIVE YEAR RESERVE CONTINUITY REPORT 2021 BUDGET

	2020 OPENING BALANCE	2020 FORECAST CLOSING BALANCE	2021 BUDGET CLOSING BALANCE	2022 BUDGET CLOSING BALANCE	2023 BUDGET CLOSING BALANCE	2024 BUDGET CLOSING BALANCE	2025 BUDGET CLOSING BALANCE
92400 R - PLANNING - OFFICIAL PLAN	615,021	676,750	468,040	402,005	242,177	42,877	81,077
92511 R - LAND AMBULANCE VEHICLES	569,602	717,368	755,878	816,589	732,440	445,262	673,820
92512 R - LAND AMBULANCE STATIONS	518,171	569,025	447,911	125,194	214,812	218,036	100,337
92600 R - LIBRARIES	239,450	812,107	652,790	652,790	652,790	652,790	652,790
92602 R - OCL NORWICH CAPITAL	40,466	40,466	40,466	40,466	40,466	40,466	40,466
92605 R - OCL - FACILITIES	794,166	798,670	547,031	509,641	575,966	508,286	568,587
TOTAL RESERVES	75,973,747	73,732,054	54,101,337	44,872,187	35,509,385	31,978,806	31,725,789
WATER & WASTEWATER RESERVES							
92249 R-WW EMBRO	427,224	526,700	630,640	722,775	818,988	917,959	1,047,626
92250 R - WW INNERKIP	823,178	919,281	887,589	993,730	1,109,283	1,233,481	1,365,088
92251 R - WW WOODSTOCK	14,952,658	14,995,326	12,718,507	9,109,456	4,203,995	4,016,739	2,834,767
92252 R - WW TILLSONBURG	20,401,773	21,113,686	17,785,145	13,890,084	13,118,448	13,716,564	14,113,511
92253 R - WW INGERSOLL	4,212,016	5,385,403	7,066,721	9,154,818	11,417,191	13,713,523	15,406,216
92254 R - WW NORWICH	3,197,361	2,915,906	3,130,929	3,397,427	3,613,628	3,929,189	4,157,534
92255 R - WW TAVISTOCK	3,048,341	1,462,589	2,128,939	2,602,590	2,939,845	3,490,136	3,922,858
92256 R - WW PLATTSVILLE	1,579,216	1,773,940	1,727,477	1,849,779	1,796,509	1,943,328	2,154,978
92257 R - WW THAMESFORD	3,072,562	3,382,441	3,700,488	4,000,426	3,871,691	4,305,630	4,702,349
92258 R - WW DRUMBO	1,425,584	1,226,893	62,559	148,208	21,382	10,784	50,225
92259 R - WW MT ELGIN	472,480	518,050	522,118	590,355	669,837	746,253	835,892
92261 R - W WOODSTOCK	18,488,490	20,431,189	18,958,002	18,153,112	15,134,549	10,341,435	5,618,768
92262 R - W TILLSONBURG	3,326,059	4,148,080	3,910,490	4,524,702	5,471,694	6,347,806	7,299,567
92263 R - W INGERSOLL	7,615,350	8,427,014	8,420,566	5,812,270	5,136,529	4,971,753	5,323,481
92264 R - W TOWNSHIP	9,878,782	8,912,579	9,648,950	9,495,137	6,630,585	4,791,811	4,976,503
TOTAL WATER & WASTEWATER RESERVES	92,921,074	96,139,077	91,299,120	84,444,869	75,954,154	74,476,391	73,809,363
TOTAL RESERVES	204,899,604	202,958,530	178,383,663	161,916,539	143,272,418	140,514,353	141,012,066

TEN YEAR CAPITAL RESERVE CONTINUITY REPORT 2021 BUDGET

	2020	2020 FORECAST	2021 BUDGET	2022 BUDGET	2023 BUDGET	2024 BUDGET	2025 BUDGET	2026 BUDGET	2027 BUDGET	2028 BUDGET	2029 BUDGET	2030 BUDGET
	OPENING	CLOSING	CLOSING	CLOSING	CLOSING	CLOSING	CLOSING	CLOSING	CLOSING	CLOSING	CLOSING	CLOSING
	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BUDGET	BALANCE	BALANCE	BALANCE
RESERVES												
92120 R - INFORMATION SYSTEMS	1,415,203	1,099,919	989,679	836,249	743,658	636,341	641,226	568,983	396,946	320,349	256,081	349,428
92210 R - FACILITIES	4,825,942	4,092,084	3,133,074	2,389,693	863,375	1,315,852	2,363,751	2,061,580	1,844,141	1,658,094	1,646,259	1,277,909
92220 R - FLEET	1,268,180	1,992,740	2,385,148	2,667,829	3,198,488	2,815,177	1,680,968	419,336	588,853	63,954	700,500	657,410
92230 R - ROADS	12,634,329	10,976,868	8,470,822	5,593,346	2,587,439	3,763	15,739	27,411	14,076	1,315,573	406,434	127,561
92235 R - BRIDGES	8,994,801	9,514,779	8,543,631	4,968,135	502,430	350,327	7,252	39,187	155,462	9,620	1,103,053	1,707,551
92300 R - SOCIAL HOUSING	2,838,648	2,418,041	1,990,103	1,245,795	963,397	641,792	27,300	385,946	725,374	1,304,461	2,278,737	1,754,255
92335 R - WOODINGFORD LODGE EQUIP	33,477	61,091	112,349	4,144	60,725	123,369	207,886	336,876	413,476	438,838	514,618	636,993
92511 R - LAND AMBULANCE VEHICLES	569,602	717,368	755,878	816,589	732,440	445,262	673,820	891,978	934,103	915,090	473,281	362,732
92512 R - LAND AMBULANCE STATIONS	518,171	569,025	447,911	125,194	214,812	218,036	100,337	103,148	78,873	26,794	4,418	50,637
92602 R - OCL NORWICH CAPITAL	40,466	40,466	40,466	40,466	40,466	40,466	40,466	40,466	40,466	40,466	40,466	40,466
92605 R - OCL - FACILITIES	794,166	798,670	547,031	509,641	575,966	508,286	568,587	640,404	590,508	662,500	735,068	793,157
TOTAL RESERVES	33,932,985	32,281,051	27,416,092	19,197,081	10,483,196	7,098,671	6,327,332	5,515,315	5,782,278	6,755,739	8,158,915	7,758,099

TEN YEAR CAPITAL RESERVE CONTINUITY REPORT 2021 BUDGET

	2020 OPENING BALANCE	2020 FORECAST CLOSING BALANCE	2021 BUDGET CLOSING BALANCE	2022 BUDGET CLOSING BALANCE	2023 BUDGET CLOSING BALANCE	2024 BUDGET CLOSING BALANCE	2025 BUDGET CLOSING BALANCE	2026 BUDGET CLOSING BALANCE	2027 BUDGET CLOSING BUDGET	2028 BUDGET CLOSING BALANCE	2029 BUDGET CLOSING BALANCE	2030 BUDGET CLOSING BALANCE
WATER & WASTEWATER RESERVES												
92249 R-WW EMBRO	427,224	526,700	630,640	722,775	818,988	917,959	1,047,626	1,186,527	1,326,539	1,467,671	1,609,932	1,753,331
92250 R - WW INNERKIP	823,178	919,281	887,589	993,730	1,109,283	1,233,481	1,365,088	1,503,015	1,642,045	1,782,187	1,923,450	2,065,844
92251 R - WW WOODSTOCK	14,952,658	14,995,326	12,718,507	9,109,456	4,203,995	4,016,739	2,834,767	807,785	77,419	354,890	323,765	62,683
92252 R - WW TILLSONBURG	20,401,773	21,113,686	17,785,145	13,890,084	13,118,448	13,716,564	14,113,511	14,743,019	15,392,775	16,063,968	16,712,424	17,378,826
92253 R - WW INGERSOLL	4,212,016	5,385,403	7,066,721	9,154,818	11,417,191	13,713,523	15,406,216	17,107,723	12,684,574	9,852,952	11,986,109	14,158,082
92254 R - WW NORWICH	3,197,361	2,915,906	3,130,929	3,397,427	3,613,628	3,929,189	4,157,534	4,487,134	4,831,097	5,184,011	5,529,807	5,822,760
92255 R - WW TAVISTOCK	3,048,341	1,462,589	2,128,939	2,602,590	2,939,845	3,490,136	3,922,858	4,564,718	5,142,085	5,644,519	5,798,467	6,260,693
92256 R - WW PLATTSVILLE	1,579,216	1,773,940	1,727,477	1,849,779	1,796,509	1,943,328	2,154,978	2,598,146	2,696,745	2,954,335	2,987,609	3,230,640
92257 R - WW THAMESFORD	3,072,562	3,382,441	3,700,488	4,000,426	3,871,691	4,305,630	4,702,349	5,145,343	5,632,779	6,127,942	6,620,918	7,108,895
92258 R - WW DRUMBO	1,425,584	1,226,893	62,559	148,208	21,382	10,784	50,225	102,671	180,789	266,771	350,574	437,118
92259 R - WW MT ELGIN	472,480	518,050	522,118	590,355	669,837	746,253	835,892	939,029	1,041,341	1,149,013	1,242,122	1,350,098
92261 R - W WOODSTOCK	18,488,490	20,431,189	18,958,002	18,153,112	15,134,549	10,341,435	5,618,768	4,533,213	3,091,233	4,435,302	5,527,401	4,552,323
92262 R - W TILLSONBURG	3,326,059	4,148,080	3,910,490	4,524,702	5,471,694	6,347,806	7,299,567	8,298,605	9,025,153	10,113,071	11,112,812	12,212,625
92263 R - W INGERSOLL	7,615,350	8,427,014	8,420,566	5,812,270	5,136,529	4,971,753	5,323,481	5,319,196	5,678,047	5,604,503	5,940,649	6,780,142
92264 R - W TOWNSHIP	9,878,782	8,912,579	9,648,950	9,495,137	6,630,585	4,791,811	4,976,503	3,431,318	2,294,029	2,561,737	212,084	760,830
TOTAL WATER & WASTEWATER RESERVES	92,921,074	96,139,077	91,299,120	84,444,869	75,954,154	74,476,391	73,809,363	74,767,442	70,736,650	73,562,872	77,878,123	83,934,890

CURRENT DEBT REPAYMENT SCHEDULE COVERING JANUARY 1, 2021 TO DECEMBER 31, 2030
REPAYMENT INCLUDES PRINCIPAL AND INTEREST

	2021 TOTAL	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL	2029 TOTAL	2030 TOTAL
WASTEWATER										
WW WDSK	535,236	524,991	506,359	495,656	486,111	423,065	286,530	677,291	654,950	645,715
WW TBURG	54,238	53,329	52,419	43,608	42,671	41,761	32,409	31,516	24,459	23,550
WW INGERSOLL	823,298	807,876	750,713	735,870	712,560	650,229	634,818	569,481	554,537	539,125
WW NORWICH	104,928	1,078	1,078	1,078	1,078	-	-	-	-	-
WW TAVISTOCK	480,011	847,869	844,072	840,342	814,609	789,698	451,287	448,839	446,309	443,821
WW PLATTSVILLE	284,914	284,914	284,914	284,914	-	-	-	-	-	-
WW THAMESFORD	70,202	68,216	66,230	64,303	62,257	59,372	57,386	55,437	53,413	51,426
WW DRUMBO	-	-	68,611	68,610	68,610	68,610	68,611	68,611	68,611	68,611
WW MT. ELGIN	79,641	78,166	77,458	33,740	33,740	33,740	33,740	-	-	-
WW EMBRO	245,913	244,575	2,894	2,894	2,894	2,894	-	-	-	-
WW INNERKIP	269,936	269,936	1,257	1,257	1,257	1,257	-	-	-	-
TOTAL WASTEWATER	2,948,317	3,180,950	2,656,005	2,572,272	2,225,787	2,070,626	1,564,781	1,851,175	1,802,279	1,772,248
WATER										
WATER WOODSTOCK	301,675	293,104	284,533	276,220	267,391	258,820	250,249	241,842	233,107	221,901
WATER TILLSONBURG	15,063	8,443	8,443	8,443	8,443	8,443	-	-	-	-
WATER INGERSOLL	64,547	63,517	62,487	29,716	29,716	-	-	-	-	-
WATER TOWNSHIPS	148,453	148,453	1,109	1,109	1,109	1,109	-	-	-	-
TOTAL WATER	529,738	513,517	356,572	315,488	306,659	268,372	250,249	241,842	233,107	221,901
GENERAL GOVERNMENT										
FACILITIES ADMIN	179,756	179,750	294,094	408,439	522,783	637,127	588,962	703,313	805,462	919,813
ADMIN BUILDING (21 REEVE)	808,587	787,296	754,571	370,765	11,435	11,435	11,435	11,435	11,435	11,435
COURT HOUSE (415 HUNTER)	111,529	109,078	106,629	104,191	101,729	-	-	-	-	-
HOUSING FACILITIES	25,397	56,844	56,844	56,844	56,844	56,843	56,845	56,844	56,844	56,843

CURRENT DEBT REPAYMENT SCHEDULE COVERING JANUARY 1, 2021 TO DECEMBER 31, 2030
REPAYMENT INCLUDES PRINCIPAL AND INTEREST

	2021 TOTAL	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL	2029 TOTAL	2030 TOTAL
WFL-WOODSTOCK	-	91,481	91,481	91,481	91,481	91,481	91,481	91,481	91,481	91,481
WFL-INGERSOLL	39,451	39,451	39,451	39,451	39,451	39,451	39,451	39,452	39,451	39,451
WFL-TILLSONBURG	39,451	39,451	39,451	39,451	39,451	39,451	39,451	39,452	39,451	39,451
WW WOODSTOCK FAC-T	178,647	178,630	178,611	178,594	178,574	178,554	178,535	178,514	178,495	178,474
SALFORD LANDFILL BUILDINGS	75,818	75,805	75,791	75,777	75,762	75,747	75,732	75,716	75,700	-
ROADS ADMIN	230,791	227,207	184,881	181,309	428,283	551,210	871,926	957,691	957,689	957,689
TOTAL GENERAL GOVERNMENT	1,689,427	1,784,993	1,821,804	1,546,302	1,545,793	1,681,299	1,953,818	2,153,898	2,256,008	2,294,637
WOODINGFORD LODGE										
WFL - WOODSTOCK	1,146,984	1,111,783	1,076,557	776,032	740,857	706,018	671,176	-	-	-
WFL - INGERSOLL	503,581	502,896	502,172	-	-	-	-	-	-	-
WFL - TILLSONBURG	472,148	471,507	470,828	-	-	-	-	-	-	-
TOTAL WOODINGFORD LODGE	2,122,713	2,086,186	2,049,557	776,032	740,857	706,018	671,176	-	-	-
HOUSING										
H.S.I. SHELTER	294,183	275,818	276,273	179,198	179,198	-	-	-	-	-
TOTAL HOUSING	294,183	275,818	276,273	179,198	179,198	-	-	-	-	-
EMS										
PARAMEDIC SERVICES	194,243	188,448	182,652	-	-	-	-	-	-	-
TOTAL EMS	194,243	188,448	182,652	-	-	-	-	-	-	-
LIBRARY										
BRANCH LIBRARIES	147,197	115,020	84,730	-	-	-	-	-	-	-
TOTAL LIBRARY	147,197	115,020	84,730	-	-	-	-	-	-	-

CURRENT DEBT REPAYMENT SCHEDULE COVERING JANUARY 1, 2021 TO DECEMBER 31, 2030
REPAYMENT INCLUDES PRINCIPAL AND INTEREST

	2021 TOTAL	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL	2029 TOTAL	2030 TOTAL
OXFORD COUNTY TOTAL	7,925,818	8,144,932	7,427,593	5,389,292	4,998,294	4,726,315	4,440,024	4,246,915	4,291,394	4,288,786
AREA MUNICIPALITIES	6,799,487	6,360,838	5,930,942	4,974,950	4,310,340	3,761,865	2,936,708	2,417,660	1,911,837	1,624,851
GRAND TOTAL	14,725,305	14,505,770	13,358,535	10,364,242	9,308,634	8,488,180	7,376,732	6,664,575	6,203,231	5,913,637
PROJECTED COUNTY DEBT	36,929,249	31,714,580	26,367,250	26,324,283	24,250,711	24,375,447	27,247,048	24,849,277	22,330,590	19,736,163

TEN YEAR PROJECTED DEBT PROCEEDS SCHEDULE

2021 BUDGET

	2021 TOTAL	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL	2029 TOTAL	2030 TOTAL
COUNTY OF OXFORD (GENERAL LEVY)										
FACILITIES	(1,175,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
TRANSPORTATION SERVICES	-	-	-	(3,450,000)	(1,075,000)	(3,100,000)	(750,000)	-	-	-
TOTAL COUNTY OF OXFORD (GENERAL	(1,175,000)	(1,000,000)	(1,000,000)	(4,450,000)	(2,075,000)	(4,100,000)	(1,750,000)	(1,000,000)	(1,000,000)	(1,000,000)
WATER AND WASTEWATER										
WASTEWATER	(3,250,000)	(600,000)	-	-	-	-	(4,837,000)	-	-	-
TOTAL WATER AND WASTEWATER	(3,250,000)	(600,000)	-	-	-	-	(4,837,000)	-	-	-
TOTAL	(4,425,000)	(1,600,000)	(1,000,000)	(4,450,000)	(2,075,000)	(4,100,000)	(6,587,000)	(1,000,000)	(1,000,000)	(1,000,000)



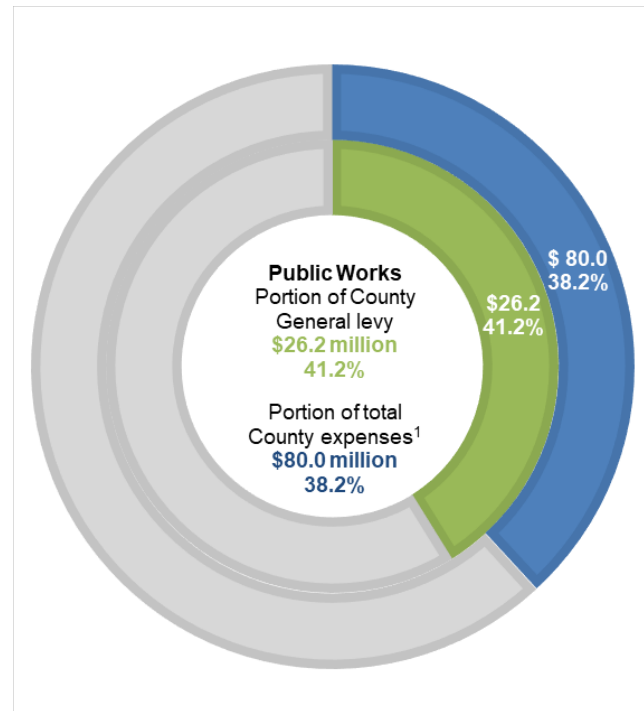
2021 Public Works Business Plan and Budget

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.

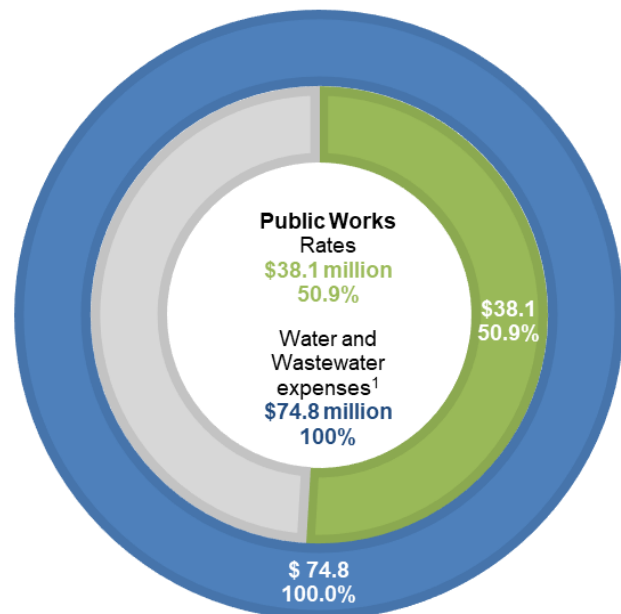
Tax Supported

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



Rate Supported

- Water Services
- Wastewater Services

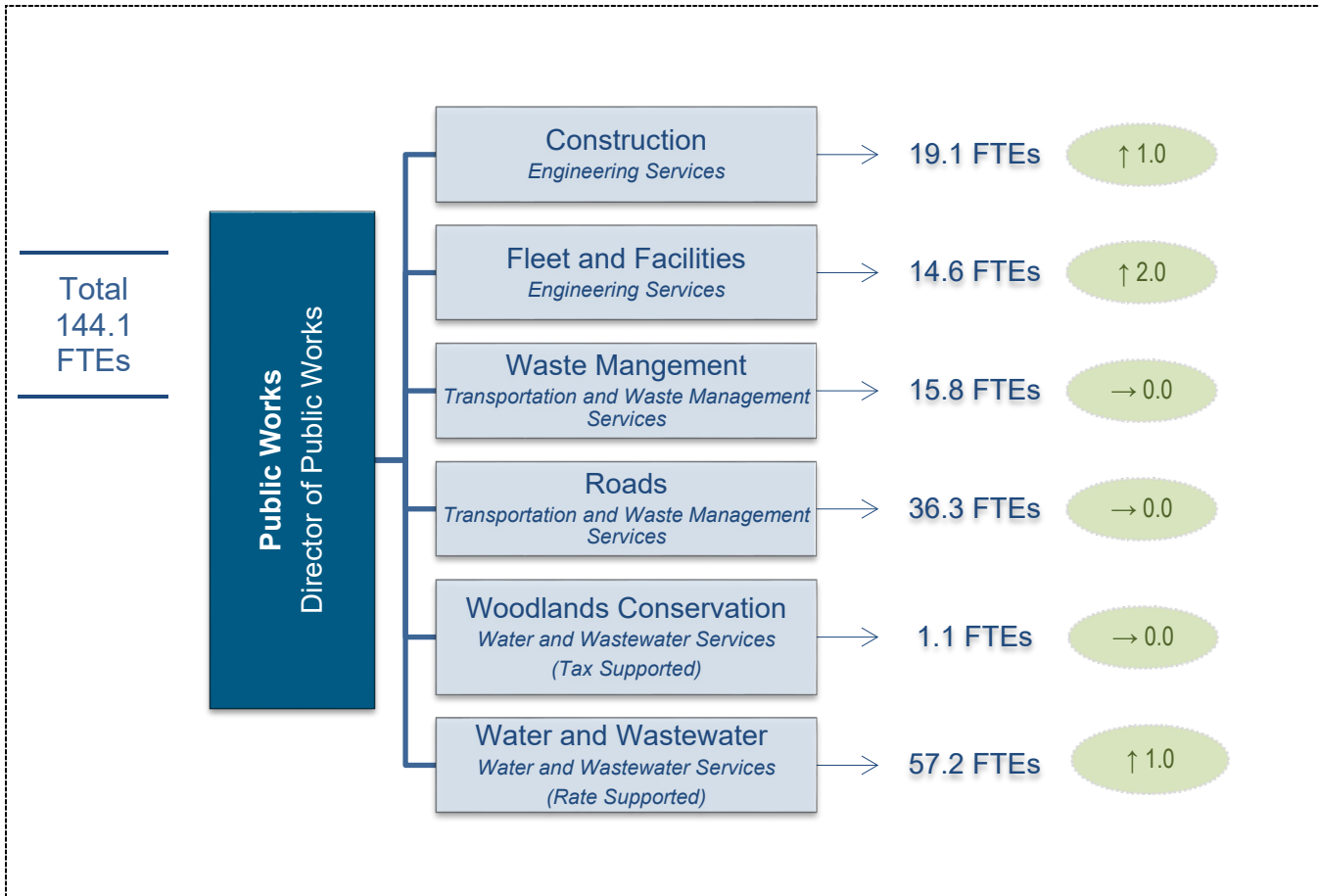


¹ Includes salaries & benefits, operating & program expenses, debt repayment, capital

Services we provide

Services Provided	2019 Service Level Output		
Engineering Services			
- Capital Works Design and Construction	→	19	Constructed capital projects (>\$100K)
- Fleet and Equipment	→	175	Vehicle/pieces of equipment
- Property, Facility, and Energy Management	→	19,285,111	Square metres of property managed
Transportation and Waste Services			
- Transportation System Planning, Management and Maintenance	→	644	Centre-line kilometres of roadway maintained
- Curbside Waste and Recycling Collection	→	22,884	Tonnes of waste and recycling material collected
- Waste Diversion and Disposal	→	75,165	Tonnes of waste processed (disposed plus diverted)
Water and Wastewater Services (Tax Supported)			
- Woodlands Conservation	→	70	Tree Harvesting Notices of Intent issued
Water and Wastewater Services (Rate Supported)			
- Municipal Drinking Water Supply, Treatment, and Distribution	→	10,500	Mega-litres of drinking water supplied
- Municipal Wastewater Collection and Treatment	→	15,400	Mega-litres of wastewater treated

How are we Organized?



Reason for change

Construction:

- Increase in 1.0 FTE Development Review Engineer – Full Time**
Resource re-allocation to a new Development Review Engineer dedicated to increasing volume of development planning applications, which will permit the existing complement of Project Engineers to fully dedicate their focus to capital delivery, in a manner which is more than sufficient to offset costs of the new proposed FTE without any impact to the base tax levy and to ensure that growth pays for growth. **[FTE Change Report]**

Fleet and Facilities:

- Increase in 1.0 FTE Fleet Technician – Full Time**
Increase resource dedication to fleet operations and management through the assignment of one full-time, permanent FTE Fleet Technician to oversee approximately 180 fleet assets, approximately \$850,000 of annual repair and maintenance and the fleet work order management system (Cartegraph). The Fleet Technician position is funded by the Fleet Reserve through contributions from water and wastewater rates and tax levy and is expected to be hired for Q3 2021. **[FTE Change Report]**

- **Conversion of a Part Time Contract to 1.0 FTE Facilities Technician - Full Time**

Conversion of part time contract (24 hrs/week) position to a full time permanent Facilities Technician to manage Housing inspections and contracted facilities service management/quality assurance which will result in higher project execution efficiency, lower operational costs and greater internal and external customer satisfaction. The position is anticipated to be switched from contract to FTE for Q3 2021 and to be funded from tax levy and water and wastewater rates. **[FTE Change Report]**

Water and Wastewater Services:

- **Conversion of Contract FTE W/WW System Operator to Full Time**

Conversion of the current full-time contract W/WW Operator (end of 2nd year) to full-time permanent recognizes the on-going need for the position to support growth in the water distribution and wastewater collection system and effective asset management of the same through timely and effective asset preventative maintenance. The increased annual cost of approximately \$23,100 (benefits) can be accommodated within the existing water and wastewater approved rates. **[FTE Change Report]**

- **Increase in 1.0 FTE SCADA Technician – Full Time**

As per the ten year SCADA Master Plan approved by Oxford County Council (PW 2010-43), a dedicated full time SCADA Technician is required to support and execute the effective implementation of the ongoing plan, namely responsibilities for SCADA hardware/software upgrades, SCADA system troubleshooting and maintenance and data validation and management. This position will serve to offset approximately \$76,000 of externally purchased contracted services annually and reduce the risks associated with the same. **[FTE Change Report]**

2021 Public Works Capital Plan

Project # and Name	Description	Asset Activity	Asset Rating	Total	2021 Request	2022	2023-2030
General							
900050 - Asset Management Systems Review Implementation	Implementation of projects recommended from the Asset Management Systems Review	Non-infrastructure solutions	N/A	\$1,040,000	\$780,000	\$ 260,000	-
Property Management							
911002 - Courthouse Renovations	Window and West Door Replacement	Replacement	Poor	\$570,000	\$570,000	-	-
911006 - Green Initiatives Facilities	Various projects as identified in the Updated Energy Management Plan (PW 2019-33)	Non-infrastructure solutions	N/A	\$190,000	\$190,000	-	-
911301 - Drumbo Yard Facilities	Generator Design	Expansion	N/A	\$70,000	\$10,000	-	\$60,000
911302 - Highland Yard Facilities	Generator Design	Expansion	N/A	\$70,000	\$10,000	\$60,000	-
911303 - Springford Yard Facilities	Generator Design	Expansion	N/A	\$70,000	\$10,000	-	\$ 60,000
911304 - Woodstock Yard Facilities	Generator Design	Expansion	N/A	\$70,000	\$10,000	-	\$ 60,000
911500 - Woodingford Lodge Flooring	Ingersoll Flooring	Replacement	Poor	\$205,000	\$205,000	-	-
911800 - Salford Landfill Facilities	Compost Pad Expansion and New Scale Design	Expansion	N/A	\$425,000	\$175,000	\$ 250,000	-
911900 - Renewable Energy	Net Metering projects at 816 Alice Street, 178 Earl Street and 221 Reeve Street Design for 2022 Renewable Energy Projects	Expansion	N/A	\$425,000	\$425,000	-	-
915000 - 410 Buller St, Woodstock	Masonry Repointing Design	Replacement	Poor	\$540,000	\$40,000	\$ 500,000	-
915010 - EMS Mill Street Woodstock	Temperature controls in med supply storeroom	Replacement	Poor	\$50,000	\$50,000	-	-
915020 - EMS 208 Bysham Park, Woodstock	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$55,000	\$55,000	-	-
915040 - EMS 81 King Street, Tillsonburg	Replacement of all building lighting	Replacement	Poor	\$20,000	\$20,000	-	-
915050 - EMS Wilmot, Drumbo	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$4,500	\$4,500	-	-
915060 - EMS CR 8, Embro	Replacement of bathroom flooring	Replacement	Poor	\$4,000	\$4,000	-	-
916040 - Ingersoll Library	Roof top units Carpet Replacement	Replacement	Poor	\$280,000	\$280,000	-	-
916060 - Norwich Library	Replace HVAC Component	Replacement	Poor	\$5,000	\$5,000	-	-
916110 - Thamesford Library	Masonry Repair	Replacement	Poor	\$30,000	\$30,000	-	-
916140 - Tillsonburg Library	HVAC Control and Book drop	Replacement	Poor	\$28,000	\$28,000	-	-

Project # and Name	Description	Asset Activity	Asset Rating	Total	2021 Request	2022	2023-2030
981230 – Computer Equipment	Laptop for Facilities Technician	Expansion	N/A	\$2,000	\$2,000	-	-
982100 - Facilities	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$172,000	\$172,000	-	-
982160 – Facilities Furnishings	Furnishings at the Oxford County Administration Building	Replacement	Poor	\$49,000	\$49,000	-	-
982160 – Facilities Furnishings	Appliances at various Social Housing Buildings	Replacement	Poor	\$128,800	\$128,800	-	-
982950 - General Equipment	Replacement of Security Cameras (11)	Replacement	Poor	\$16,500	\$16,500	-	-
983610 – Social Housing Buildings	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$1,100,500	\$1,100,500	-	-
983910 – Woodingford Lodge Buildings	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$558,300	\$558,300	-	-
Engineering							
981230 – Computer Equipment	Laptop for Development Engineer	Expansion	N/A	\$2,000	\$2,000	-	-
Transportation Services							
930009 - CR 9	CR 9 Woodstock - Ingersoll Road Reconstruction - ID #9230 and #9290	Renewal	Poor	\$2,300,000	\$2,300,000	-	-
930015 - CR 15	CR 15 Woodstock - Parkinson Road 2021 Construction for West Bound Left Turn Lane at Ferguson Drive - ID #15068	Expansion	N/A	\$80,000	\$80,000	-	-
930016 - CR 16	Road improvements on CR 16 from Kintore to Zorra 31st Line Phase 2 2021 Design & 2022 Construction From 27th Line to east limit of Kintore - ID #843012	Expansion	Critical	\$2,900,000	\$900,000	\$2,000,000	-
930019 - CR 19	Class EA Study - CR 19 from MTO HWY 19 to Norfolk County Border - ID #224624, #225110, #225210, #225300, #225662, and #225737	Renewal	Good	\$3,650,000	\$250,000	-	\$3,400,000
930054 - CR 54	CR 54 Woodstock - Huron Street From Dundas St to Devonshire Ave - Road Rehabilitation - ID #54000 and #54049	Renewal	Poor	\$4,250,000	\$2,250,000	\$2,000,000	-

Project # and Name	Description	Asset Activity	Asset Rating	Total	2021 Request	2022	2023-2030
930059 - CR 59	CR 59 Woodstock - Norwich Ave and Juliana Intersection Construction - ID #59025 and #59056	Expansion	N/A	\$850,000	\$850,000	-	-
930059 - CR 59	CR 59 Woodstock - Northbound Left turn lane at Oxford School - ID #595353	Expansion	N/A	\$100,000	\$100,000	-	-
930070 - Guiderails	County-wide guide rail improvements based on needs study	Expansion	N/A	\$150,000	\$150,000	-	-
930076 - Pedestrian Crossings	Signalized pedestrian crossings at various locations	Expansion	N/A	\$250,000	\$250,000	-	-
930077 - Intersection Upgrades	Intersection Feasibility Studies - CR 6/16, CR 59/33, CR 59/8, CR 59/28, CR4/15	Expansion	N/A	\$100,000	\$100,000	-	-
930077 - Intersection Upgrades	CR 6 / 16 Roundabout	Expansion	N/A	\$2,175,000	\$75,000	\$100,000	\$2,000,000
930078 - Intersection Illumination	Illumination of Intersections including CR 6 and Clarke Rd, CR 6 and Karn Rd and CR 6 and CR 33	Expansion	N/A	\$40,000	\$40,000	-	-
930099 - Rehab and Resurfacing	Resurfacing on various County roads: - CR 29 (401 to CR 36 not including Drumbo) ID #806664, #807093 and #807313 - CR 59 - Stover St N (Main St to North Town Limit) ID #773231, #773246, #773309, #773334 and #773364 - CR 5 - (CR 8 to CR 24) ID #756205 and #756772 - CR 14 - (CR 15 to CR 59) ID #774467, #774344 and #773730 Asphalt padding/patching on various surface treated roads. Misc. road repairs at various locations.	Renewal	Fair	\$4,905,000	\$4,905,000	-	-
930102 - Crack Sealing	Various County roads, joint project with area municipalities	Renewal	N/A	\$200,000	\$200,000	-	-
930115 - Drain Improvements	Municipal drain improvements - as completed by area municipalities	Renewal	N/A	\$200,000	\$200,000	-	-

Project # and Name	Description	Asset Activity	Asset Rating	Total	2021 Request	2022	2023-2030
930150 - Urbanization	CR 9 Hamilton Rd Ingersoll - from CR 10 to Ingersoll West limit, 2021 design - ID #9000 CR 59 Burgesville - from Deer Crescent to Smith's Lane, 2021 Design - ID #385310 CR 22, CR 8 Bright - 2021 Design - ID #816310, #816370, #816399, #886324, #886274, #886339, and #886369	Renewal	N/A	\$4,545,000	\$45,000	\$4,500,000	-
930198 - Urban Storm Sewer	Storm sewer component for road projects in urban areas	Replacement	Poor	\$790,000	\$790,000	-	-
930199 - Rural Storm Sewer	Storm sewer component for road projects in rural areas	Replacement	Poor	\$1,770,000	\$1,770,000	-	-
930200 - Bridge Rehab	2021 Construction of Various Structures: - Oxford Road 59 (0.1km S of Oxford Rd 34) ID #597068 - Oxford Road 9, Ingersoll Road (0.08 km S of Dundas Street) ID #9342 - Oxford Road 59 (1.85 km E of Salford Road) ID #385199 - Oxford Road 15, Parkinson Road (0.15 km E of Finkle St) ID #15083 Bridge Design for 2022 and 2023 Construction. Various repairs as identified in the Bridge Needs Study. Guiderail repair/replacement on various structures as identified in Guide Rail Study.	Renewal	Fair	\$6,782,500	\$6,782,500	-	-

Project # and Name	Description	Asset Activity	Asset Rating	Total	2021 Request	2022	2023-2030
930300 - Traffic Signals	Replacement/Repair to existing traffic signals - CR 54 and CR 35 - CR 54 and Ingersoll Ave - CR 59 and Juliana Ave - CR 18 and CR 59 (Signal detection) CR 35 and Clarke St - Design for new signals	Replacement	Poor	\$845,000	\$845,000	-	-
930301 - Traffic Calming	Traffic Calming/Speed Mitigation - locations TBD	Expansion	N/A	\$100,000	\$100,000	-	-
982950 - General Equipment	De-icing Storage Tank at Springford Patrol Yard	Replacement	Poor	\$15,000	\$15,000	-	-
Waste Management							
982950 - General Equipment	Monitoring well installation at closed landfill sites (Lakeside, Thamesford, Embro)	Expansion	N/A	\$45,000	\$45,000	-	-
Fleet							
981230 – Computer Equipment	Laptop for Fleet Technician	Expansion	N/A	\$2,000	\$2,000	-	-
Engineering	Compact Pick-up Truck (2) - Gas ¹	Replacement	Poor	\$70,000	\$70,000	-	-
Transportation	Tandem Axle Truck (2) - Compressed Natural Gas	Replacement	Poor	\$760,000	\$760,000	-	-
Transportation	Mower Tractor (1) - Diesel	Replacement	Poor	\$130,000	\$130,000	-	-
Transportation	Grader Wing (1)	Replacement	Good	\$40,000	\$40,000	-	-
Waste Management	Tipping Bucket (1)	Expansion	N/A	\$34,000	\$34,000	-	-
Wastewater	Cargo Van (1) - Gas ¹	Replacement	Poor	\$45,000	\$45,000	-	-
Wastewater	1/2 Ton Pick-up Truck (1) - Gas	Replacement	Poor	\$47,000	\$47,000	-	-
Water	Compact Pick-up Truck (1) - Gas ¹	Replacement	Poor	\$35,000	\$35,000	-	-
Water	Compact Pick-up Truck (2) - Gas	Replacement	Poor	\$70,000	\$70,000	-	-
Water	1/2 Ton Pick-up Truck (1) - Gas ¹	Replacement	Poor	\$45,000	\$45,000	-	-
Water	3/4 Ton Pick-up Truck (1) - Gas ¹	Replacement	Poor	\$47,000	\$47,000	-	-
Water	Tandem Axle Truck (1) - Diesel	Replacement	Poor	\$210,000	\$210,000	-	-
Water	Trailer (1)	Replacement	Poor	\$10,500	\$10,500	-	-
Water and Wastewater	Cargo Van (1) - Gas ¹	Expansion	N/A	\$45,000	\$45,000	-	-
Woodlands Conservation	1/2 Ton Pick-up Truck (1) - Gas ¹	Replacement	Poor	\$45,000	\$45,000	-	-

¹Vehicle(s) will be procured with the potential to convert to compressed natural gas pending renewed Green Fleet Plan recommendations

Project # and Name	Description	Asset Activity	Asset Rating	Total	2021 Request	2022	2023-2030
Wastewater Systems							
911008 - Green Initiatives Wastewater	Various projects as identified in the Updated Energy Management Plan (PW 2019-33)	Non-infrastructure solutions	N/A	\$65,000	\$65,000	-	-
911280 – Woodstock Wastewater Facilities	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$111,000	\$111,000	-	-
911281 – Tillsonburg Wastewater Facilities	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$12,000	\$12,000	-	-
911282 – Ingersoll Wastewater Facilities	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$55,000	\$55,000	-	-
911283 – Norwich Wastewater Facilities	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$3,500	\$3,500	-	-
911284 – Tavistock Wastewater Facilities	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$10,500	\$10,500	-	-
911286 – Thamesford Wastewater Facilities	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$39,500	\$39,500	-	-
950150 - Woodstock Northeast Industrial Park	Projects to service Northeast Woodstock Industrial Park	Expansion	N/A	\$5,500,000	\$500,000	-	\$5,000,000
950151 - Woodstock Pattullo Ave Industrial Park	Projects to service Pattullo Avenue Industrial Park	Expansion	N/A	\$3,248,000	\$186,000	\$3,062,000	-
950158 - Woodstock - City Projects	Replacement of aging sewers in conjunction with City road reconstruction projects (Bernard, Drew, Duke, Fifth, Givins, Huron)	Replacement	Poor	\$1,325,000	\$1,325,000	-	-
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	-	-
950174 - Woodstock Linear Replacement on County Roads	Sewer Replacements on Ingersoll Rd, Norwich Ave (at Juliana), Huron St	Replacement	Poor	\$1,125,000	\$1,125,000	-	-
950200 - Tillsonburg WWTP Upgrade	Engineering for the upgrade of the Tillsonburg Wastewater Treatment Plant	Expansion	N/A	\$9,200,000	\$1,500,000	\$6,000,000	\$1,700,000
950226 - Tillsonburg Town Projects	Sanitary sewer replacements on Concession St W, Rolling Meadows (Phase 2)	Replacement	Poor	\$370,000	\$370,000	-	-

Project # and Name	Description	Asset Activity	Asset Rating	Total	2021 Request	2022	2023-2030
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 (Ann St, Merrit St, Wonham St S, Charles St W)	Replacement	Poor	\$397,000	\$397,000	-	-
950332 - Ingersoll Relining	Relining of Charles St E sewer to extend useful life	Renewal	Poor	\$200,000	\$200,000	-	-
950341 - Ingersoll King St W Sanitary Sewer	Sanitary sewer extension	Expansion	N/A	\$25,000	\$25,000	-	-
950401 - Norwich East End Servicing	Wastewater collection system extension	Expansion	N/A	\$50,000	\$50,000	-	-
950412 - Norwich Lagoon Upgrade	Class EA Study and Capacity Expansion of Norwich Lagoon	Expansion	N/A	\$7,800,000	\$100,000	\$700,000	\$7,000,000
950450 - Norwich Sanitary Replacements	Sanitary sewer replacements on Victoria St and other areas	Replacement	Poor	\$65,000	\$65,000	-	-
950550 - Tavistock Sanitary Replacements	Sanitary sewer replacements	Replacement	Poor	\$100,000	\$100,000	-	-
950610 - Plattsville Feasibility Study	Review of wastewater servicing opportunities and constraints	Non-infrastructure solutions	N/A	\$50,000	\$50,000	-	-
950650 - Plattsville Sanitary Replacements	Sanitary sewer replacements	Replacement	Poor	\$100,000	\$100,000	-	-
950810 - Drumbo WWTP	Expansion of the Drumbo WWTP	Expansion	N/A	\$2,927,000	\$1,633,000	\$1,094,000	\$200,000
950811 - Drumbo Feasibility Study	Review of wastewater servicing opportunities and constraints	Non-infrastructure solutions	N/A	\$50,000	\$50,000	-	-
951102 Innerkip - Odour Control	Installation of equipment to address odour within the trunk sewer	Expansion	N/A	\$62,000	\$62,000	-	-
982550 - Wastewater General Operating Equipment	Replacement of General Operating Equipment used for delivery of the wastewater service	Replacement	Poor	\$660,000	\$660,000	-	-
Water Systems							
911007 - Green Initiatives Water	Various projects as identified in the Updated Energy Management Plan (PW 2019-33)	Non-infrastructure solutions	N/A	\$19,700	\$19,700	-	-

Project # and Name	Description	Asset Activity	Asset Rating	Total	2021 Request	2022	2023-2030
911261 – Woodstock Water Facilities	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$41,000	\$41,000	-	-
911262 – Tillsonburg Water Facilities	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$30,000	\$30,000	-	-
911264 – Township Water Facilities	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$354,000	\$354,000	-	-
911272 – Ingersoll Water Facilities	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$112,500	\$112,500	-	-
960135 - Woodstock Northeast Industrial Park	Projects to service Northeast Woodstock Industrial Park	Expansion	N/A	\$3,655,000	\$330,000	-	\$3,325,000
960141 - Woodstock City Projects	Replacement of aging watermains in conjunction with City road reconstruction projects (Bernard, Drew, Duke, Fifth, Givins, Huron)	Replacement	Poor	\$970,000	\$970,000	-	-
960149 - Woodstock City Projects Oversizing	Cost sharing with Developers for oversized infrastructure	Expansion	N/A	\$40,000	\$40,000	-	-
960153 - Woodstock Linear Replacement on County Roads	Watermain replacements on Ingersoll Rd, Norwich Ave (at Juliana), Huron St	Replacement	Poor	\$1,560,000	\$1,560,000	-	-
960156 - Woodstock Pattullo Ave Industrial Park	Projects to service Pattullo Avenue Industrial Park	Expansion	N/A	\$992,500	\$90,000	\$902,500	-
960159 - Woodstock Thornton Feedermain Replacement	Feedermain project to provide increased water transmission redundancy and security of supply	Replacement	Poor	\$11,650,000	\$250,000	\$700,000	\$10,700,000
960170 - Woodstock County Road 4 & Lansdowne Watermain	Extension of Watermain to service development.	Expansion	N/A	\$5,575,000	\$4,000,000	\$1,575,000	-
960171 - Woodstock County Road 17 Watermain	Extension of water distribution system	Expansion	N/A	\$5,700,000	\$100,000	\$5,600,000	-
960172 - Woodstock Sprucedale Watermain	Developer driven watermain extension	Expansion	N/A	\$10,000	\$10,000	-	-
960212 - Tillsonburg Bulk Water Station	New bulk water supply	Expansion	N/A	\$125,000	\$125,000	-	-
960235 - Tillsonburg Town Projects	Watermain replacements on Concession St W, Rolling Meadows (Phase 2)	Replacement	Poor	\$920,000	\$920,000	-	-
960306 - Ingersoll Filter Efficiency Pilot Study	Optimization of water treatment plant filtration process	Non-infrastructure solutions	N/A	\$65,000	\$65,000	-	-

Project # and Name	Description	Asset Activity	Asset Rating	Total	2021 Request	2022	2023-2030
960307 - Groundwater Model	Updating the original 1999 groundwater models for various Wellhead Protection Areas within the County	Non-infrastructure solutions	N/A	\$130,000	\$130,000	-	-
960315 - Ingersoll Linear Replacement on County Roads	Watermain replacements on King St W (Design)	Replacement	Poor	\$60,000	\$60,000	-	-
960325 - Ingersoll Town Projects	Replacement of aging watermains in conjunction with County road reconstruction projects (Ann St, Wonham St S, Merritt St, Charles St W, Fergusson Dr)	Replacement	Poor	\$612,000	\$612,000	-	-
960406 - Township Linear Replacement on County Roads	Watermain replacements and Valve Box repairs on Stover St S (Norwich)	Replacement	Poor	\$6,000	\$6,000	-	-
960416 - Otterville Tower Paint/Repair	Final Warranty Inspection	Replacement	Poor	\$10,000	\$10,000	-	-
960437 - Tavistock Well 4	Class EA Study and Well Development to determine the preferred means for additional new well supply capacity	Non-infrastructure solutions	N/A	\$2,125,000	\$125,000	\$50,000	\$1,950,000
982650 - Water General Operating Equipment	Replacement of General Operating Equipment used for delivery of the water service	Replacement	Poor	\$600,000	\$600,000	-	-
Water and Wastewater Combined Project							
900029 - ITRON AMR Upgrade	Automated water meter reading upgrades	Non-infrastructure solutions	N/A	\$72,000	\$72,000	-	-
981230 - Computer Equipment	Laptop for SCADA Technician	Expansion	N/A	\$2,000	\$2,000	-	-

PUBLIC WORKS PROJECTED 5 YEAR BUDGET

	2021 REQUESTED BUDGET	2022 PROJECTED BUDGET	2023 PROJECTED BUDGET	2024 PROJECTED BUDGET	2025 PROJECTED BUDGET
REVENUES					
GENERAL REVENUES	(11,823,235)	(11,600,465)	(11,708,510)	(11,809,925)	(12,045,960)
OTHER REVENUES	(1,085,617)	(1,192,358)	(1,062,702)	(432,999)	(344,070)
INTERDEPARTMENTAL RECOVERIES	(11,956,789)	(12,268,042)	(12,184,500)	(12,311,127)	(12,441,453)
CAPITAL REVENUES	(28,889,596)	(31,814,698)	(28,204,000)	(29,176,500)	(26,834,000)
TOTAL REVENUES	(53,755,237)	(56,875,563)	(53,159,712)	(53,730,551)	(51,665,483)
EXPENSES					
SALARIES AND BENEFITS	7,139,763	8,500,974	8,821,924	9,028,819	8,864,981
OPERATING EXPENSES	23,933,506	24,215,642	24,069,838	24,412,814	25,332,730
DEBT REPAYMENT	1,689,427	1,784,992	1,821,803	1,546,302	1,545,793
CAPITAL EXPENSES	29,021,096	31,940,198	28,294,500	29,232,000	26,889,500
OTHER EXPENSES	13,348,354	14,113,291	14,745,263	15,661,660	16,949,785
INTERDEPARTMENTAL CHARGES	4,854,294	4,948,748	4,850,961	4,912,514	4,904,973
TOTAL EXPENSES	79,986,440	85,503,845	82,604,289	84,794,109	84,487,762
TOTAL PUBLIC WORKS	26,231,203	28,628,282	29,444,577	31,063,558	32,822,279

WATER AND WASTEWATER PROJECTED 5 YEAR BUDGET

	2021 REQUESTED BUDGET	2022 PROJECTED BUDGET	2023 PROJECTED BUDGET	2024 PROJECTED BUDGET	2025 PROJECTED BUDGET
REVENUES					
GENERAL REVENUES	(40,225,449)	(40,801,602)	(40,829,988)	(41,512,714)	(42,444,005)
OTHER REVENUES	(880,171)	(876,862)	(857,792)	(842,301)	(457,382)
CAPITAL REVENUES	(33,667,604)	(34,509,802)	(29,382,499)	(21,379,900)	(18,471,500)
TOTAL REVENUES	(74,773,224)	(76,188,266)	(71,070,279)	(63,734,915)	(61,372,887)
EXPENSES					
SALARIES AND BENEFITS	6,460,191	6,701,002	6,841,990	6,961,710	6,952,812
OPERATING EXPENSES	10,237,375	10,352,635	10,720,120	10,751,870	10,882,275
DEBT REPAYMENT	3,478,056	3,694,466	3,012,576	2,887,761	2,532,447
CAPITAL EXPENSES	33,667,604	34,562,802	29,400,500	21,379,900	18,471,500
OTHER EXPENSES	13,956,540	13,682,476	13,846,532	14,436,536	15,027,299
INTERDEPARTMENTAL CHARGES	6,973,458	7,194,885	7,248,561	7,317,138	7,506,554
TOTAL EXPENSES	74,773,224	76,188,266	71,070,279	63,734,915	61,372,887
TOTAL WATER AND WASTEWATER	-	-	-	-	-

2021 PW Administration Business Plan and Budget

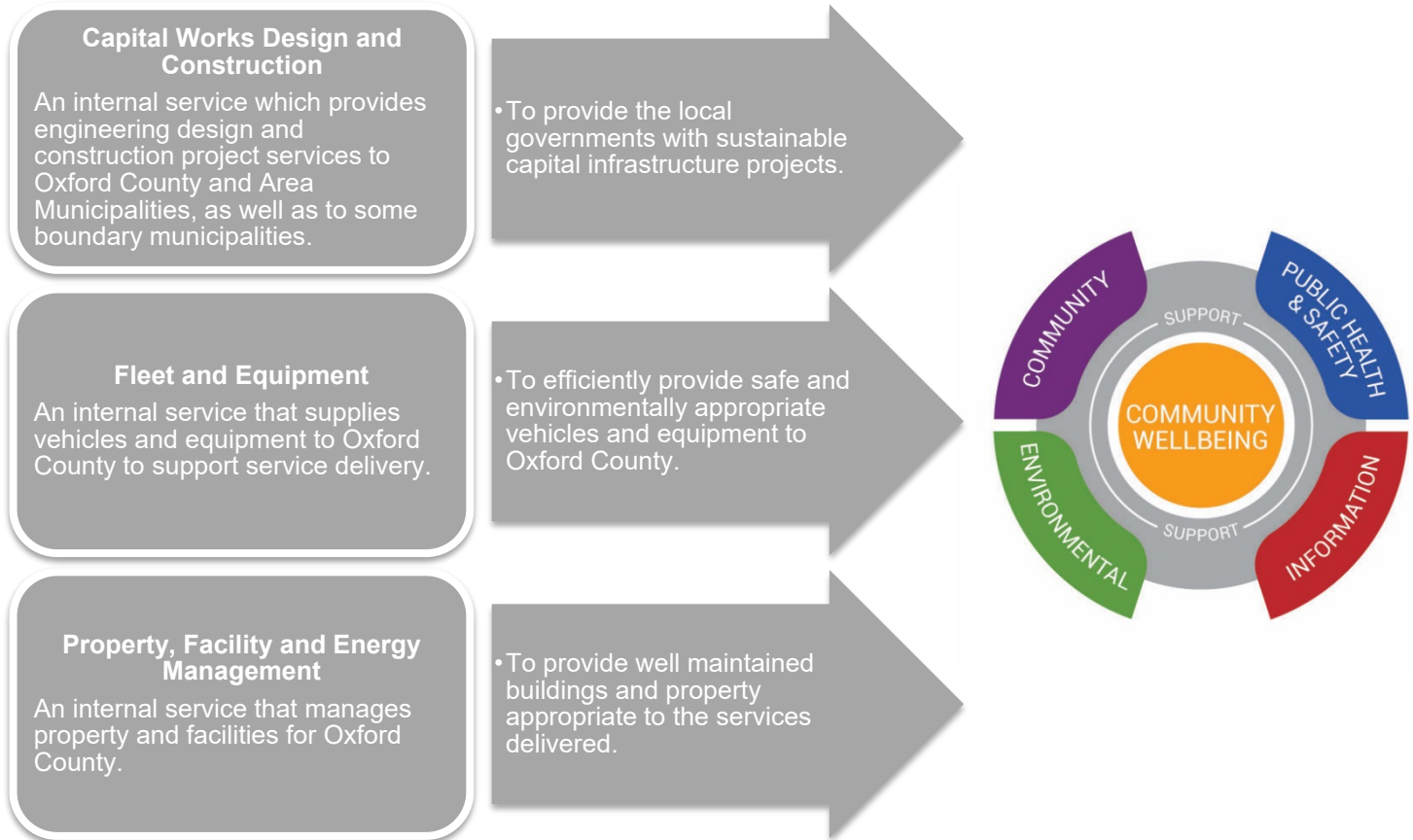
Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
2020 Approved Budget	502,784	-	502,784	502,784	-	
Base Budget Changes	127,408	-	127,408	127,408	-	0.0%
Reorganization						
PW-Cartegraph moved from IT to PW Admin	50,636	-	50,636	50,636	-	0.0%
	50,636	-	50,636	50,636	-	0.0%
2021 Requested Budget	680,828	-	680,828	680,828	-	0.0%
\$	178,044	-	178,044	178,044	-	
%	35.4%	0.0%	35.4%	35.4%	0.0%	

ADMINISTRATION 2021 BUDGET REPORT

	2020 FORECAST	2020 BUDGET	2021 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES					
OTHER REVENUES					
RESERVE TRANSFER	-	-	(121,500)	(121,500)	- %
TOTAL OTHER REVENUES	-	-	(121,500)	(121,500)	- %
INTERDEPARTMENTAL RECOVERIES					
DEPARTMENTAL RECOVERIES	(508,501)	(502,784)	(559,328)	(56,544)	11.2%
TOTAL INTERDEPARTMENTAL RECOVERIES	(508,501)	(502,784)	(559,328)	(56,544)	11.2%
TOTAL REVENUES	(508,501)	(502,784)	(680,828)	(178,044)	35.4%
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	229,850	227,254	233,250	5,996	2.6%
BENEFITS	61,170	57,879	61,091	3,212	5.5%
TOTAL SALARIES AND BENEFITS	291,020	285,133	294,341	9,208	3.2%
OPERATING EXPENSES					
MATERIALS	22,755	22,305	148,361	126,056	565.1%
CONTRACTED SERVICES	3,500	6,000	51,500	45,500	758.3%
TOTAL OPERATING EXPENSES	26,255	28,305	199,861	171,556	606.1%
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	191,226	189,346	186,626	(2,720)	(1.4%)
TOTAL INTERDEPARTMENTAL CHARGES	191,226	189,346	186,626	(2,720)	(1.4%)
TOTAL EXPENSES	508,501	502,784	680,828	178,044	35.4%
TOTAL ADMINISTRATION	-	-	-	-	- %





Services Overview



Key Performance Indicators

	2017 Actual	2018 Actual	2019 Actual	2020 Forecast	2021 Budget	2022 Budget	Target
% design projects completed per year	56%	73%	74%	85%	90%	95%	100%
% construction projects completed per year over \$100,000	56%	74%	59%	77%	80%	85%	100%
% of fleet using alternative fuels	11%	15%	18%	20%	23%	25%	90%
% of energy generated vs energy consumed	1.0%	1.0%	1.2%	2.5%	4.0%	4.7%	100%
% work order completion in 5 business days	60%	60%	57%	63%	65%	70%	75%
Total building square footage managed	1,200,404	1,200,404	1,204,486	1,206,576	1,206,576	1,256,576	1,256,576
Total property area managed (square meters)	19,285,111	19,285,111	19,285,111	19,282,971	19,038,370	19,038,370	19,038,370

Goals and Objectives

Description	2021	2022	2023	Strategic Plan	Other Plan Alignment
<p>Design and Construction Standards for Roads, Bridges and Facilities</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	2017 Asset Management Plan
<p>Update Green Fleet Plan</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	<p>FutureOxford</p> <p>Community Sustainability Plan</p> 
<p>Ongoing Implementation of Long Term Energy Plan</p> <p>Completion of site evaluations and project prioritization to finalize multi-year implementation plan. Design work for initial projects to begin in 2021 with ongoing execution in accordance with the plan.</p>	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	<p>FutureOxford</p> <p>Community Sustainability Plan</p> 
<p>Implement Fleet Utilization and Rationalization Plan</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	<p>Green Fleet Plan</p>  <p>2017 Asset Management Plan</p>
<p>Research and Implement more Sustainable Construction Practices into the Capital Plan Projects</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	<p>FutureOxford</p> <p>Community Sustainability Plan</p>  <p>ZeroWasteOxford</p>

2021 Facilities Business Plan and Budget

Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
2020 Approved Budget	10,418,555	3,034,026	13,452,581	11,914,585	1,537,996	
Base Budget Changes	298,258	190,061	488,319	587,118	(98,799)	(6.4%)
Service Level						
FAC-Fleet Technician (existing FTE reorganization)	30,497	-	30,497	30,497	-	0.0%
FAC-Facilities Technician	24,898	2,000	26,898	26,898	-	0.0%
	55,395	2,000	57,395	57,395	-	0.0%
COVID						
FAC-COVID Recoveries; Building Alterations, Security Screening, Janitorial, Supplies and PPE Expenses	-	96,500	96,500	96,500	-	0.0%
	-	96,500	96,500	96,500	-	0.0%
2021 Requested Budget	10,772,208	3,322,587	14,094,795	12,655,598	1,439,197	(6.4%)
\$	353,653	288,561	642,214	741,013	(98,799)	
%	3.4%	9.5%	4.8%	6.2%	(6.4%)	

FACILITIES

2021 BUDGET REPORT

	2020	2020	2021	BUDGET	BUDGET
	FORECAST	BUDGET	REQUESTED	VARIANCE	% VARIANCE
			BUDGET		
REVENUES					
GENERAL REVENUES					
PROVINCIAL GRANTS	(780)	-	(79,820)	(79,820)	- %
USER FEES AND CHARGES	(140,225)	(53,250)	(78,990)	(25,740)	48.3%
OTHER REVENUE	(2,017,350)	(2,155,780)	(1,898,270)	257,510	(11.9%)
TOTAL GENERAL REVENUES	(2,158,355)	(2,209,030)	(2,057,080)	151,950	(6.9%)
OTHER REVENUES					
RESERVE TRANSFER	(133,165)	(67,433)	(46,015)	21,418	(31.8%)
DEVELOPMENT CHARGES	(28,000)	(28,000)	(28,000)	-	- %
TOTAL OTHER REVENUES	(161,165)	(95,433)	(74,015)	21,418	(22.4%)
INTERDEPARTMENTAL RECOVERIES					
INTERDEPARTMENTAL RECOVERIES	(6,862,835)	(6,682,522)	(7,365,916)	(683,394)	10.2%
TOTAL INTERDEPARTMENTAL RECOVERIES	(6,862,835)	(6,682,522)	(7,365,916)	(683,394)	10.2%
CAPITAL REVENUES					
CAPITAL RESERVE TRANSFER	(2,138,053)	(1,985,600)	(1,983,587)	2,013	(0.1%)
PROCEEDS FROM DEBENTURES	(2,582,907)	(942,000)	(1,175,000)	(233,000)	24.7%
DEVELOPMENT CHARGES	(24,400)	-	-	-	- %
TOTAL CAPITAL REVENUES	(4,745,360)	(2,927,600)	(3,158,587)	(230,987)	7.9%
TOTAL REVENUES	(13,927,715)	(11,914,585)	(12,655,598)	(741,013)	6.2%
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	772,301	832,046	914,301	82,255	9.9%
BENEFITS	217,641	236,193	245,561	9,368	4.0%
TOTAL SALARIES AND BENEFITS	989,942	1,068,239	1,159,862	91,623	8.6%
OPERATING EXPENSES					
MATERIALS	4,872,396	4,603,954	5,414,688	810,734	17.6%
CONTRACTED SERVICES	1,726,153	1,562,820	1,448,045	(114,775)	(7.3%)
RENTS AND FINANCIAL EXPENSES	208,120	204,760	222,050	17,290	8.4%
TOTAL OPERATING EXPENSES	6,806,669	6,371,534	7,084,783	713,249	11.2%
DEBT REPAYMENT					
PRINCIPAL REPAYMENT	1,012,228	1,303,368	1,250,191	(53,177)	(4.1%)
INTEREST REPAYMENT	203,266	315,253	208,445	(106,808)	(33.9%)
TOTAL DEBT REPAYMENT	1,215,494	1,618,621	1,458,636	(159,985)	(9.9%)
CAPITAL EXPENSES					
MAJOR INFRASTRUCTURE	4,424,459	2,635,000	2,986,587	351,587	13.3%
BUILDING	384,016	292,600	172,000	(120,600)	(41.2%)
FURNISHINGS AND EQUIPMENT	81,273	86,500	67,500	(19,000)	(22.0%)
TOTAL CAPITAL EXPENSES	4,889,748	3,014,100	3,226,087	211,987	7.0%
OTHER EXPENSES					
CONTRIBUTIONS TO RESERVES	402,161	412,534	115,429	(297,105)	(72.0%)
CONTRIBUTIONS TO CAPITAL RESERVES	685,489	685,489	733,875	48,386	7.1%
TOTAL OTHER EXPENSES	1,087,650	1,098,023	849,304	(248,719)	(22.7%)
INTERDEPARTMENTAL CHARGES					

FACILITIES

2021 BUDGET REPORT

	2020	2020	2021	BUDGET	BUDGET
	FORECAST	BUDGET	REQUESTED	VARIANCE	% VARIANCE
INTERDEPARTMENTAL CHARGES	226,841	239,779	259,634	19,855	8.3%
DEPARTMENTAL CHARGES	55,001	42,285	56,489	14,204	33.6%
TOTAL INTERDEPARTMENTAL CHARGES	281,842	282,064	316,123	34,059	12.1%
TOTAL EXPENSES	15,271,345	13,452,581	14,094,795	642,214	4.8%
TOTAL FACILITIES	1,343,630	1,537,996	1,439,197	(98,799)	(6.4%)

Department/Division:	Public Works - Facilities
Type of FTE request	Service Level
Classification	Full-time - Permanent
Job Title	Facilities Technician
FTE	1.0

PROPOSAL

The Facilities division manages 309 facilities, as well as rural properties and COIN towers. This total is inclusive of the social housing portfolio, where an average of 110 Human Service Housing suite renovations occur annually. These renovations typically have a 10-day duration between tenant move out and move in. Additionally, for 2021, the Facilities division is forecasted to complete 125 operations projects and 169 capital projects while managing 21 service contracts.

Over the last few years, as a whole, the Facilities division has made changes to improve the overall management of the increasing magnitude of facilities projects driven by the Building Condition Assessment reports that were completed in 2015 and 2016. In reviewing how these projects are managed, three areas have been identified as opportunities, which include:

- Gaps in customer service,
- Suboptimal contractor management, and
- Identification of potential liability issues.

These gaps have surfaced mainly due to the volume of projects that are required to be completed in order to keep County facilities in safe and serviceable conditions. Currently, maintenance personnel (6 FTE) are heavily focused on maintenance work orders, while the Facilities Supervisors (3 FTE) and support staff (0.4 FTE Facility Technician, 0.4 FTE Coordinator Energy Management & Fleet) are managing the day-to-day operations and overall execution of operational / capital projects, making it difficult to get out to the field to confirm work status and quality.

The Facilities division of Public Works is experiencing a lack of resources with respect to facility asset management and contractor supervision. Since 2018, Facilities has employed a part time contract position to help with the gaps noted above. The position was approved for 24 hours per week to help manage the workload demand, particularly with oversight of Housing inspections and contracted service management.

This proposal seeks to convert this contract position to a full time permanent FTE Facilities Technician. This proposed additional FTE will focus on quality management, improved customer service and expanded project delivery and will result in higher project execution efficiency, lower operational costs and greater internal and external customer satisfaction.

A summary of how the proposed FTE will enhance each area identified and how it aligns with the County's Strategic Plan is outlined below.

Customer Service

The current customer service gap exists mainly during occupant turnover in the housing portfolio. Typically, there is little notice given prior to an occupant leaving a unit, and any renovation/repair work must be completed quickly to ensure the unit is ready for the next tenant. This tight schedule leaves little time for staff to conduct inspections and ensure all work is completed in a quality manner and within the approved scope before the next tenant moves in.

While the part-time contract position has improved the situation, there remains an inability to fully complete inspections in a timely manner, leading to work being missed and contractors having to return to the unit – often after a tenant has moved in – to correct deficiencies and/or missed work scope at additional cost. By having a dedicated full-time facilities technician, the County will ensure that proper inspections are conducted and any deficiencies are corrected prior to tenant move in, which will smooth out the transitioning of tenants in the housing portfolio.

Contractor Management

Due to the combination of the high volume of annual facility renewal, repair & maintenance projects required to maintain the County's facility assets in a state of good repair and the geographical area of the County itself, contractor management has been identified as an area in need of improvement.

Properly managing contractors takes time to plan, coordinate work and follow up on schedule, scope and work quality. As identified above, rework adds cost to County projects, not only in housing but in the entire Facilities portfolio. By adding this resource, dedicated contractor management on smaller operational projects will be improved, resulting in more efficient project completion, better initial quality and reduced rework costs.

Identifying Areas of Liability

With increased and enhanced inspections of facilities, the County will be better positioned to identify areas where liability exists and work towards reducing exposure. Enhanced inspections will also identify worn or defective issues that have not been previously detected or reported for repair.

In order to eliminate the gaps noted above, the Facilities Technician would be responsible for:

- Coordinating with contractors with regards to scheduling the execution phase of operational and small capital projects;
- Conduct daily site inspections while monitoring project progress and quality, as well as identifying any problems or service interruptions;
- Report to the Supervisor of Facilities on project status, two-week look-ahead plan and when client notification is required prior to service interruptions;
- Coordinate with Human Services to perform move out/in inspections for suite turnovers;
- Conduct service contract quality audits and identify any service gaps;
- Ensure safety standards and procedures are adhered to according to Oxford County policies and MOL regulations;
- Identify areas where damage has occurred as well as areas of liability for repair; and
- Assisting with budget, needs assessments, estimating and project development.

The proposed FTE would improve the Facility division’s overall delivery of service, which aligns with the County’s Strategic Plan as it pertains to the following Strategic Directions:

3. iii. A County that Thinks Ahead and Wisely Shapes the Future - 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 including:
 - o Potential impacts to the vulnerable population in our community
 - o Life cycle costs and benefit/costs, including debt, tax and reserve levels and implications
- Responsible environmental leadership and stewardship

5. ii. A County that Performs and Delivers Results - Deliver exceptional services by:

- Regularly reviewing service level standards to assess potential for improved access to services / amenities
- Conducting regular service reviews to ensure delivery effectiveness and efficiency
- Developing and tracking key performance indicators against goals and report results

Approval of this FTE Change Proposal will result in higher project execution efficiency, lower operational costs and greater internal and external customer satisfaction.

IMPLICATIONS IF NOT APPROVED

If the requested position is not approved, the Facilities division’s ability to fully deliver the amount of required work in a timely and responsible manner will remain compromised. As well, the identified gaps in customer service, contractor management and undetected potential liabilities will continue to exist, resulting in less than optimal service, extra rework costs and/or legal implications.

From a service contract perspective, Facilities does not have enough resources to monitor all 21 service contracts to ensure we are receiving the service that is paid for. Without this resource, the division can’t proactively manage contracts, but rather must retroactively correct issues as they are reported which is not effective contract management.

Also, it was noted in the *Public Works Facilities Employee Engagement Survey* results that there are concerns with current workload and service delivery:

Driver Comparisons by Division: Facilities & Property

Ranked Drivers (10 Respondents)		Driver Averages	Diff. from Rest Avg.
6	Org: Internal Service Delivery	73.4%	-6.5%
24	Job: Workload Manageability	58.3%	-8.0%
25	Job: Workload Stress	56.7%	-0.3%

With the forecasted quantity of projects that must be completed over the next three years and beyond, there is risk of not being able to complete all of the scheduled work without this resource, resulting in further facility deterioration and reactive repair program.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Salaries and Benefits	-	\$95,601	\$95,601
Operating Expenses			
Contract Facilities Administrator	-	(60,000)	(60,000)
Lease Vehicle Costs		9,805	9,805
Telecommunications	-	625	625
Total Operating Expenses	-	(49,570)	(49,570)
Capital			
Laptop	2,000	-	2,000
Total Capital	2,000	-	2,000
Net Interdepartmental Charge¹	\$2,000	\$46,031	\$48,031
2021 Budget Impact with Gapping²	\$2,000	\$24,898	\$26,898

¹ Facilities services is included in the Net County Levy figure. Some of these costs will be allocated to water and wastewater as facilities staff complete activities for water and wastewater sites.

² Position planned to start date July 2021.

2021 Fleet Business Plan and Budget

Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
2020 Approved Budget	3,571,660	1,806,000	5,377,660	5,377,660	-	
Base Budget Changes	453,412	(291,500)	161,912	161,912	-	0.0%
Service Level						
FLT-Fleet Technician	18,997	2,000	20,997	20,997	-	0.0%
	18,997	2,000	20,997	20,997	-	0.0%
2021 Requested Budget	4,044,069	1,516,500	5,560,569	5,560,569	-	0.0%
\$	472,409	(289,500)	182,909	182,909	-	
%	13.2%	(16.0%)	3.4%	3.4%	0.0%	

FLEET 2021 BUDGET REPORT

	2020 FORECAST	2020 BUDGET	2021 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES					
GENERAL REVENUES					
USER FEES AND CHARGES	(60,208)	-	-	-	- %
OTHER REVENUE	(259,000)	(244,000)	(130,000)	114,000	(46.7%)
TOTAL GENERAL REVENUES	(319,208)	(244,000)	(130,000)	114,000	(46.7%)
OTHER REVENUES					
RESERVE TRANSFER	(111,059)	(111,637)	(174,524)	(62,887)	56.3%
TOTAL OTHER REVENUES	(111,059)	(111,637)	(174,524)	(62,887)	56.3%
INTERDEPARTMENTAL RECOVERIES					
INTERDEPARTMENTAL RECOVERIES	(3,403,630)	(3,333,023)	(3,781,545)	(448,522)	13.5%
TOTAL INTERDEPARTMENTAL RECOVERIES	(3,403,630)	(3,333,023)	(3,781,545)	(448,522)	13.5%
CAPITAL REVENUES					
CAPITAL RESERVE TRANSFER	(1,750,305)	(1,689,000)	(1,554,500)	134,500	(8.0%)
TOTAL CAPITAL REVENUES	(1,750,305)	(1,689,000)	(1,554,500)	134,500	(8.0%)
TOTAL REVENUES	(5,584,202)	(5,377,660)	(5,640,569)	(262,909)	4.9%
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	60,765	60,765	78,358	17,593	29.0%
BENEFITS	17,762	17,762	24,391	6,629	37.3%
TOTAL SALARIES AND BENEFITS	78,527	78,527	102,749	24,222	30.8%
OPERATING EXPENSES					
MATERIALS	1,569,761	1,530,817	1,660,070	129,253	8.4%
RENTS AND FINANCIAL EXPENSES	125,910	130,416	196,200	65,784	50.4%
TOTAL OPERATING EXPENSES	1,695,671	1,661,233	1,856,270	195,037	11.7%
CAPITAL EXPENSES					
VEHICLES	1,748,755	1,685,000	1,554,500	(130,500)	(7.7%)
FURNISHINGS AND EQUIPMENT	1,550	4,000	2,000	(2,000)	(50.0%)
TOTAL CAPITAL EXPENSES	1,750,305	1,689,000	1,556,500	(132,500)	(7.8%)
OTHER EXPENSES					
CONTRIBUTIONS TO CAPITAL RESERVES	2,059,700	1,948,900	2,125,050	176,150	9.0%
TOTAL OTHER EXPENSES	2,059,700	1,948,900	2,125,050	176,150	9.0%
TOTAL EXPENSES	5,584,203	5,377,660	5,640,569	262,909	4.9%
TOTAL FLEET	1	-	-	-	- %

Department/Division:	Public Works - Fleet
Type of FTE request	Service Level
Classification	Full-time - Permanent
Job Title	Fleet Technician
FTE	1.0

PROPOSAL

In 2019, the County spent a total of \$842,221 on fleet repair and maintenance (R&M) through 3,144 transactions on over 179 fleet assets managed by Public Works. Of those 3,144 transactions, only 459 were fully or partially entered into the County’s work order management software (Cartegraph) which is intended to more effectively manage fleet R&M work activities. This means that only ~ 10% of the County’s fleet data (excluding EMS) are currently being captured within the proper format in the work order management system.

Fuel management has also suffered due to delays in fixing components and properly reconciling fuel transactions. Further, fleet asset rating assessments are being predominately carried out by desktop review and only a limited number of full in-person vehicle maintenance inspections can be carried out due to resource limitations.

Overall, fleet operations is performing below an optimum level. The County’s lack of dedicated FTEs (two 0.4 FTEs) towards fleet management and decentralized approach to dealing with fleet operations remain as the limiting factor to the above. While fleet staff provide dedicated oversight of the recently expanded pooled fleet (two to five vehicles in 2020), there are a total of fourteen different internal service area groups across PW which utilize fleet to be overseen, each group having their own set of repair and maintenance practices for dealing with fleet operations.

Existing fleet staff have attempted to derive efficiencies within fleet operations to the degree possible; however, they are unable to dedicate the amount of time necessary to fully address the above noted fleet operation limitations in addition to their regular fleet procurement and facility (energy) capital project delivery responsibilities. Accordingly, staff are requesting the assignment of one full-time, permanent FTE fleet technician such that staff resource dedication to fleet operations and management can be increased from 0.8 FTEs to 1.2 FTEs.

To achieve the increase in staff resources dedicated to fleet, the following is proposed:

- Addition of one (1) new FTE to be responsible for all fleet operations in a centralized manner;
- Reduction of Coordinator of Energy Management and Fleet dedication to Fleet from 40% to 20% (while maintaining responsibility of fleet capital procurement), while dedication to delivery of the County's Energy Management Plan (EMP) would increase from 60% to 80% within the facilities portfolio; and
- Reallocate the Facilities Technician's 40% dedication to Fleet to Facilities (100% dedication) in order to provide additional support to develop and maintain the Facilities Asset Management program, facility R&M project delivery and ongoing building condition assessments.

The new Fleet Technician FTE would be responsible for the following:

- Record keeping of all R&M applicable to PW fleet
- Accident coordination
- Asset management assessments
- Cartegraph work order management system administration for fleet related resources (e.g. vehicles) and assets (fueling stations)
- Disposal of assets deemed surplus
- Record keeping of driver complaints
- Fleet pool, including maintenance, booking, cleaning and training
- Fuel management
 - Administration of fuel tank monitoring software and hardware
 - Administration of fuel transaction software and hardware
 - Repairs
 - Fuel supply relations
 - Reconciling fuel transactions
 - Coordinate Vehicle Data Unit (VDU) install, repair and troubleshoot in all applicable fleet assets
- GPS management
 - GPS software administration
 - Monthly speeding reports
 - Monthly idling reports
 - Coordinate GPS modem install, repair and troubleshoot in all applicable fleet assets
- Maintenance requests
- CNG fleet conversions
- Fire extinguisher management
- Recalls
- MTO relations
 - Commercial Vehicle Operator's Registration (CVOR) compliance
 - Licence renewal
 - Licence plate replacement
- Parts and materials management (e.g. tires and vehicle fluids)
- Outfitting vehicles coordination
 - Tool boxes, shelves, rear view cameras, front view cameras, lift gates, attachments, bed covers, beacon lights, vehicle numbers and decals
- Training coordination

The Coordinator of Energy Management and Fleet would be responsible for:

- Performing general analysis, including fleet utilization annual review,
- Preparing the fleet budget with assistance from the proposed FTE,
- Review of Green Fleet initiatives and non-fossil fuel powered vehicle alternatives to reduce fleet greenhouse gas emissions;
- Incentives and grants relating to fleet, and
- Delivery of the capital projects relating to fleet.

With the proposed revisions to the Coordinator of Energy Management & Fleet position, staff time dedication to the delivery of the County's 2019 Energy Management Plan (EMP) would increase from 60% to 80% within the facilities portfolio. The EMP plays an integral role in reducing greenhouse gas emissions and energy consumption, improving energy efficiency, establishing financial stability and increasing renewable energy generation, all of which support the County's vision of achieving 100% renewable energy.

The EMP needs to be regularly updated with new Energy Efficiency Measures (EEMs) in order to meet the County's energy and GHG emissions goals by 2024. By increasing the Coordinator's dedication to facilities, it will allow for greater resources to be dedicated to key tasks that will increase EEM projects and move towards the County's energy and GHG emissions goals. Tasks include the ability to perform regular monitoring of energy data (e.g. utilities and fleet fuel consumption), conducting analysis and site visits for identifying EEMs, and finally increasing the implementation of annual EEM projects to meet energy and GHG emissions goals.

As indicated above, if this FTE proposal is approved, the Facilities Technician's time allocated to fleet would reduce from 40% to 0% and would be 100% dedicated to Facilities. With this additional capacity for Facilities work, the Technician will be able to provide additional support to develop and maintain the Facilities Asset Management program, which is scheduled to be implemented in 2021. The Facilities Technician will also be able to provide additional support to the planning and execution of critical projects related to the Building Condition Assessments, beyond what is currently done.

IMPLICATIONS IF NOT APPROVED

The capacity to fully utilize the work order management software (Cartegraph) for Fleet will remain compromised in the absence of greater staff FTE dedication to fleet operations and management. Regular employment of Cartegraph is integral to more fully and effectively oversee and manage fleet R&M work activities. With suboptimal oversight of fleet R&M, vehicle fuel management, greenhouse gas emissions and fleet asset management will continue to be negatively impacted and remain suboptimal.

The Coordinator of Energy Management and Fleet has a responsibility to carry out the County's *Energy Management Plan*, while the Facilities Technician is being more heavily relied on to complete an ever-growing list of Building Condition Assessment (BCA) repair and maintenance projects. As long as these staff are responsible for a set of facility capital projects along with fleet operational responsibilities, the facility capital projects will continue to take priority over operational needs, meaning some operational needs will continue to go unfulfilled.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Revenues			
Fleet reserve – recovered from capital contributions to the fleet reserve ¹	\$2,000	\$35,233	\$37,233
Total Revenues	2,000	35,233	37,233
Salaries and Benefits	-	95,601	95,601
Operating Expenses			
Telecommunications	-	625	625
Total Operating and Program Expenses	-	625	625
Capital			
Laptop	2,000	-	2,000
Total Capital	2,000	-	2,000
Net Interdepartmental Charge¹	\$-	\$60,993	\$60,993

2021 Budget Impact with Gapping²	\$-	\$30,497	\$30,497
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¹ As indicated in this proposal, the Facilities Technician time currently allocated to fleet would be fully allocated to Facilities and funded through interdepartmental charges; a portion of the Coordinator of Energy Management and Fleet time currently allocated to fleet would be re-allocated to facilities and funded through interdepartmental charges; the fleet reserve is funded from capital contributions from various divisions that utilize fleet vehicles, including water and wastewater; the administrative costs for fleet, including salaries and benefits, are funded from the fleet reserve.

² Position planned to start July 2021.

2021 Engineering Business Plan and Budget

Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
2020 Approved Budget	1,625,359	-	1,625,359	315,000	1,310,359	
Base Budget Changes	60,530	-	60,530	20,000	40,530	3.1%
Service Level						
ENG-Development Review Engineer	117,536	2,000	119,536	128,482	(8,946)	(0.7%)
	117,536	2,000	119,536	128,482	(8,946)	(0.7%)
COVID						
ENG-COVID Supplies and PPE Expenses	-	500	500	500	-	0.0%
	-	500	500	500	-	0.0%
2021 Requested Budget	1,803,425	2,500	1,805,925	463,982	1,341,943	2.4%
\$	178,066	2,500	180,566	148,982	31,584	
%	11.0%	0.0%	11.1%	47.3%	2.4%	

ENGINEERING

2021 BUDGET REPORT

	2020 FORECAST	2020 BUDGET	2021 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES					
GENERAL REVENUES					
PROVINCIAL GRANTS	-	-	(500)	(500)	- %
USER FEES AND CHARGES	(85,200)	(65,000)	(85,000)	(20,000)	30.8%
TOTAL GENERAL REVENUES	(85,200)	(65,000)	(85,500)	(20,500)	31.5%
INTERDEPARTMENTAL RECOVERIES					
DEPARTMENTAL RECOVERIES	(250,000)	(250,000)	(250,000)	-	- %
TOTAL INTERDEPARTMENTAL RECOVERIES	(250,000)	(250,000)	(250,000)	-	- %
TOTAL REVENUES	(335,200)	(315,000)	(335,500)	(20,500)	6.5%
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	1,368,546	1,481,852	1,609,114	127,262	8.6%
BENEFITS	368,191	403,441	455,635	52,194	12.9%
CAPITAL PROJECT ALLOCATION	(800,000)	(760,000)	(888,482)	(128,482)	16.9%
TOTAL SALARIES AND BENEFITS	936,737	1,125,293	1,176,267	50,974	4.5%
OPERATING EXPENSES					
MATERIALS	137,802	139,800	113,685	(26,115)	(18.7%)
CONTRACTED SERVICES	4,500	6,000	4,500	(1,500)	(25.0%)
TOTAL OPERATING EXPENSES	142,302	145,800	118,185	(27,615)	(18.9%)
CAPITAL EXPENSES					
FURNISHINGS AND EQUIPMENT	-	-	2,000	2,000	- %
TOTAL CAPITAL EXPENSES	-	-	2,000	2,000	- %
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	260,953	253,710	283,109	29,399	11.6%
DEPARTMENTAL CHARGES	88,988	100,556	97,882	(2,674)	(2.7%)
TOTAL INTERDEPARTMENTAL CHARGES	349,941	354,266	380,991	26,725	7.5%
TOTAL EXPENSES	1,428,980	1,625,359	1,677,443	52,084	3.2%
TOTAL ENGINEERING	1,093,780	1,310,359	1,341,943	31,584	2.4%

Department/Division:	Public Works - Engineering Services
Type of FTE request	Service Level
Classification	Full-time - Permanent
Job Title	Development Review Engineer
FTE	1.0

PROPOSAL

Overview of Proposal

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

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

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

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

This position will be predominately supported by development user fees and charges and Transfer of Review revenue to ensure development continues to pay for growth. Further, this proposed FTE would be dedicated to development review and allow the existing complement of Engineering Services project engineers to fully dedicate their resources and time to capital delivery (shifting cost recovery from the tax levy to capital). In this manner, **the budget reallocation of project engineer staff time for development review to capital is more than sufficient to offset the new dedicated development review staff FTE proposed, without impact to the base tax levy.**

Current Service Level

As mentioned above, the Engineering Services division provides a technical review of every planning file on behalf of each County Public Works division (Water, Wastewater, Roads, Facilities and Waste Management). This tremendous work load is currently handled by the four (4) project engineers who dedicate about 35% of their time to development review. The strategy over the last several years has been to assign development review responsibilities to each engineer on a geographic basis by Area Municipality. In many cases, an engineer is responsible for more than one area municipality. Until now, this process has proven beneficial, as current staff are cross trained to effectively assist their colleagues during times of vacation and other absences.

However, the ongoing increase in the volume of planning files requires that additional and substantive time and resources be dedicated to development review by engineers. This is directly impacting the ability of each project engineer to effectively manage and deliver capital construction projects.

Moving forward, to ensure that development files are reviewed in a timely manner and to ensure the continued successful delivery of capital construction projects, a dedicated staff resource is required to provide a technical review of all planning files in order to support the County's priority to deliver timely and exceptional customer service.

Drivers for Proposed Course of Action

1. Increase in Number and Complexity of Planning Application Files

On April 8, 2020, the *Oxford County Phase 1 Comprehensive Review Study* was adopted by County Council. This study provides the most current growth assumptions and land supply analysis for Oxford and all eight Area Municipalities. According to the study, Oxford County is expected to grow in population by 47,000 and add approximately 21,000 new jobs over the 30 year period of 2016-2046. As a result, over the last few years, planning application volumes have increased significantly, as has the complexity associated with reviewing these new developments. The following table shows the number of planning files received annually over the last four years, and subsequently reviewed by Engineering Services staff.

Year	Number of Planning Files Reviewed by Engineering Services Staff
2016	323
2017	415
2018	442
2019	455
Total (from 2016 to 2019)	1,635
2020	305 (Year to date as of September)

As shown in the table above, from 2016 to 2019, Engineering Services staff has provided a technical review of 1,635 planning application files, which has placed a tremendous increase in work load on engineers.

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

- Size and type of development (i.e. large subdivision files, more frequent high-density infill development);
- Lengthy review of supporting technical documents (i.e. Transportation Impact Studies, Functional Servicing Report, Stormwater Management Reports, Site Plans and Site Servicing Plans, etc.);
- An increasing requirement to provide a more thorough review of the available water and wastewater capacity for development applications that are to be serviced by municipal water supply and/or wastewater treatment systems throughout the County; and
- The Engineering Services division also participates with the Ministry of Environment, Conservation and Parks (MECP) as a partner in the Transfer of Review (TOR) program. The TOR program is designed to benefit applicants (Developers), municipal partners and the Ministry. It is an effective and timely review process for types of Environmental Compliance Approvals (ECA) limited to specific sewage works (sanitary and storm). As required by the MECP, a professional engineer must document the completed review in a letter of recommendation which is submitted to the Ministry together with the draft ECA and all of the application information. ECA applications are often required to be submitted by Developers to support their planning application files. Since the County will continue to experience substantial growth over the coming decades, it is further anticipated that there will be a direct correlation between the increase in planning file applications and an increase in time spent on ECA submissions requiring review by the project engineers.

Adequate staffing levels are imperative to ensure that these important considerations are addressed and that employee work load is manageable and productive.

2. Adequacy of Engineering Services Staffing Levels

The approved 2020 Capital Budget totals about \$58 million, with Engineering Services responsible for approximately \$50 million through the delivery of infrastructure construction, rehabilitation and remediation that is either in the construction or planning stage. This equates to approximately 40 projects that are planned and scheduled for 2020. As mentioned above, 455 planning files were reviewed by Engineering Services in 2019 and it is anticipated a similar volume of applications will be received (in 2020) by the Planning department and require a technical review by the Engineering Services division.

Based on infrastructure needs, asset management planning principles and expected growth within the County, it is anticipated that over 200 capital projects will be planned and scheduled over the next five years, and over 2,000 planning application files will require a technical review by the Engineering Services division.

The following table outlines current department staffing levels as well as recommended changes:

Division	2020 Capital Budget	5 year Forecast - Capital Budget (approx.)	5 year Forecast – Number of Planning Applications Requiring Engineering Services Review (approx.)	Engineering Services Staff	Recommended Additional Staff
Engineering Services	\$58 million	\$250 million	2,000	Manager (1) Supervisor (1) Project Engineer (4) PW Technologists (3) Construction Coordinator (1) PW Technicians (5) Engineering Assistant (1) Divisional Assistant (1)	Development Review Engineer (1)

This increase in planning application files now exceeds the capacity of the current staff compliment (4 project engineers) to effectively oversee this volume of work, while ensuring quality project management and control of capital construction projects. Based on the number of current and future capital construction projects and the anticipated number of planning files, staff levels are considered to be inadequate to meet current and future demands.

The addition of a Development Review Engineer position to the Engineering Services division will allow project engineers to dedicate more time to effectively manage capital construction projects and will establish a dedicated staff resource to review planning application files in a timely manner.

IMPLICATIONS IF NOT APPROVED

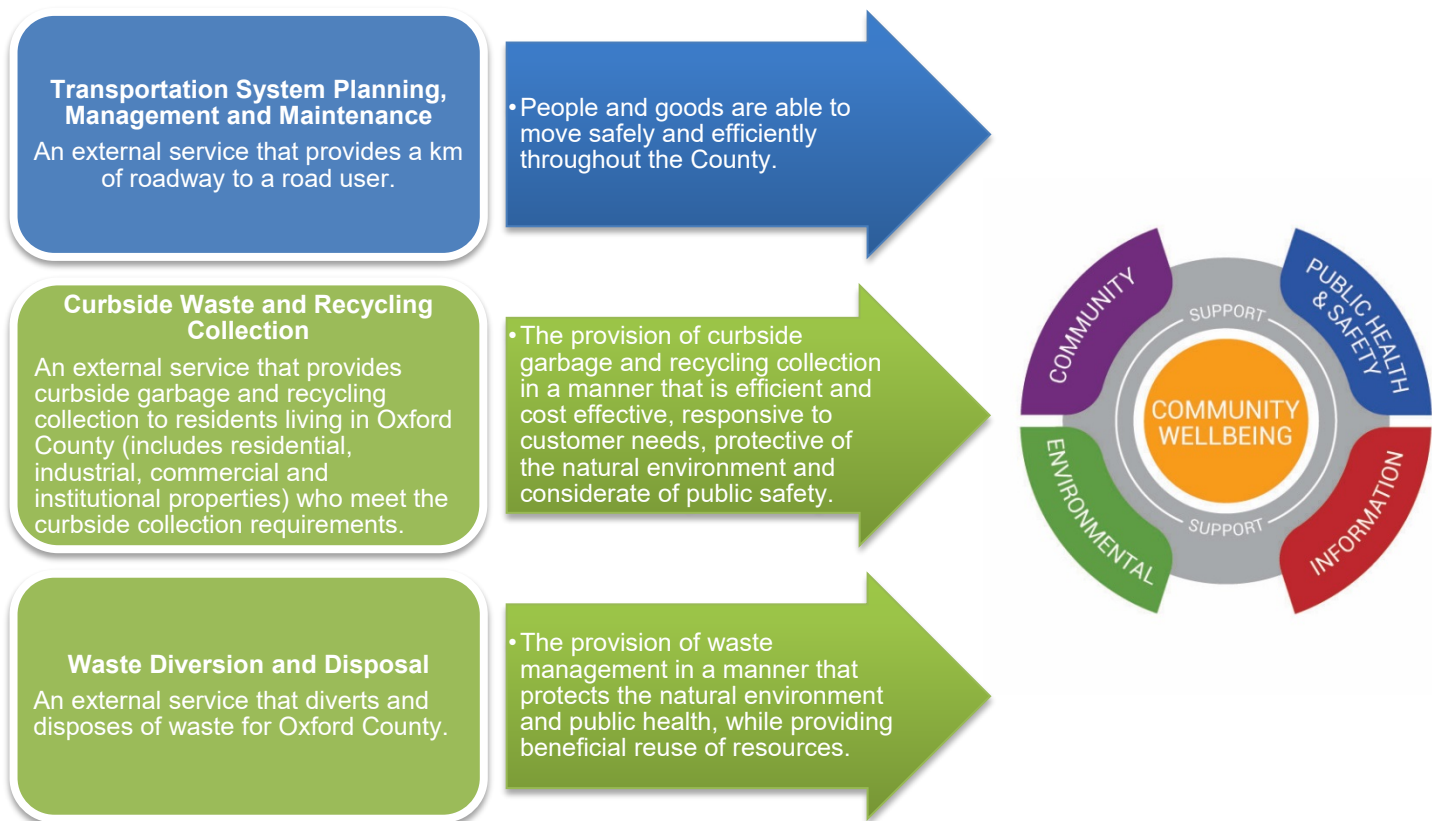
If the requested position is not approved, the Engineering Services division will continue to attempt to complete the required work; however, the impact of inadequate staffing will result in the following:

- Reduction in Customer Service Quality – Engineering Services’ ability to provide a timely review of planning applications will be significantly delayed; resulting in poor customer service for the local planning and development community.
- Capital projects being delayed and rescheduled to future years, including approximately 8 Capital Projects originally planned to begin design or be constructed in 2021 – These delays cause the Public Works department to miss necessary asset rehabilitation requirements. Additionally, delaying capital projects has public impacts such as road deterioration, increased water and sewer line breaks and deferring new infrastructure that supports strategic objectives. In addition, delaying projects can increase operational costs, such as in the case for repairing potholes and water and sewer infrastructure.

BUDGET REQUIREMENTS

	One-time	Base	Total 2021 Budget
Revenues			
Project Engineer time allocated to Capital Projects, recovered by capital funding	-	\$128,482	\$128,482
<i>Development fee revenues (non-incremental) - \$85,000</i>	-	-	-
Total Revenues	-	128,482	128,482
Salaries and Benefits			
Development Review Engineer	-	116,911	116,911
<i>Project Engineer Time Reallocation (non-incremental) - \$128,482</i>	-	-	-
Total Salaries and Benefits	-	116,911	116,911
Operating Expenses			
Telecommunications	-	625	625
Total Operating Expenses	-	625	625
Capital			
Laptop	2,000	-	2,000
Total Capital	2,000	-	2,000
County Levy	\$2,000	\$(10,946)	\$(8,946)

Services Overview



Key Performance Indicators

	2017 Actual	2018 Actual	2019 Actual	2020 Forecast	2021 Budget	2022 Budget	Target
Roads maintenance – cost/lane km	\$5,014	\$5,120	\$4,967	\$5,179	\$5,489	\$5,485	\$5,100
Kg of curbside waste & large article collected / household	332	320	365	385	385	365	↓
Kg of curbside recycling collected / household	158	158	175	165	165	175	↑
% waste diversion at the OCWMF	35%	43%	40%	40%	40%	40%	90%
Total residential waste diversion rate ¹	59%	59%	57%	58%	58%	58%	90%

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

Goals and Objectives

Description	2021	2022	2023	Strategic Plan	Other Plan Alignment
Transportation Services					
<p>Advocate and Support the Municipal Development of Automated Speed Enforcement (ASE)</p> <p>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	2019 Transportation Master Plan
<p>Ongoing Implementation of County-wide Traffic Calming / Speed Management Measures</p> <p>County-wide implementation of evidence-based speed management, traffic calming and road safety measures.</p>	●	●	●	A County that Performs and Delivers Results	2019 Transportation Master Plan
<p>Roadside Phragmites (Invasive Species) Control</p> <p>Multi-year cutting and weed spraying plan to control excessive phragmites growth along County road network.</p>	●	●	●	A County that Performs and Delivers Results	<i>FutureOxford</i> Community Sustainability Plan
<p>Support Implementation of Intercommunity Bus Network System as part of People and Goods Movement Strategy</p> <p>Advocate and facilitate the foundational development of an intercommunity bus transportation system to promote connectivity and mobility across Oxford County and to/from neighbouring jurisdictions.</p>	●	●	●	A County that is Well Connected	<i>FutureOxford</i> Community Sustainability Plan 2019 Transportation Master Plan Southwestern Ontario Transportation Plan (SouthwestLynx)
Waste Management Services					
<p>Plastic Film Recycling Pilot Program</p> <p>Recycle plastic film products not accepted in the curbside Blue Box Program using various drop-off depots to promote landfill waste diversion.</p>	●	●	●	A County that Performs and Delivers Results	<i>ZeroWasteOxford</i> Committed to 100% RE Zero Waste Zero Poverty
<p>Assess and Evaluate Garbage Bag Tag Structure</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.</p>	●			A County that Performs and Delivers Results	<i>ZeroWasteOxford</i> Committed to 100% RE Zero Waste Zero Poverty

2021 Transportation Services Business Plan and Budget

Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
2020 Approved Budget	25,243,920	21,652,406	46,896,326	27,701,953	19,194,373	
Base Budget Changes	(5,361,800)	2,490,103	(2,871,697)	(3,224,669)	352,972	1.8%
Service Level						
RDS-Roads Capital Increase (AMP)	250,000	-	250,000	-	250,000	1.3%
RDS-Bridges Capital Increase (AMP)	250,000	-	250,000	-	250,000	1.3%
RDS-Speed and Road Safety Reviews	75,000	-	75,000	-	75,000	0.4%
RDS-Annual Costs-Field Device for Cartegraph Implementation	2,400	-	2,400	-	2,400	0.0%
	577,400	-	577,400	-	577,400	3.0%
One-time Items						
RDS-Unit 414 Grader Wing	-	40,000	40,000	40,000	-	0.0%
RDS-Trans Canada Trail Tree Removal and Maintenance	-	25,000	25,000	-	25,000	0.1%
RDS-CP Crossing Galt Mile 73.75 Rehab	-	67,000	67,000	-	67,000	0.3%
RDS-Liquid De-Icing Storage Tank	-	15,000	15,000	-	15,000	0.1%
	-	147,000	147,000	40,000	107,000	0.6%
Modernization Funding						
RDS-Roads Patrol / GPS Software Analysis	-	10,000	10,000	10,000	-	0.0%
	-	10,000	10,000	10,000	-	0.0%
COVID						
RDS-COVID Supplies and PPE Expenses	-	4,500	4,500	4,500	-	0.0%
	-	4,500	4,500	4,500	-	0.0%
2021 Requested Budget	20,459,520	24,304,009	44,763,529	24,531,784	20,231,745	5.4%
\$	(4,784,400)	2,651,603	(2,132,797)	(3,170,169)	1,037,372	
%	(19.0%)	12.2%	(4.5%)	(11.4%)	5.4%	

TRANSPORTATION SERVICES

2021 BUDGET REPORT

	2020 FORECAST	2020 BUDGET	2021 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES					
GENERAL REVENUES					
PROVINCIAL GRANTS	(291,835)	-	(299,675)	(299,675)	-
USER FEES AND CHARGES	(52,470)	(431,900)	(49,600)	382,300	(88.5%)
TOTAL GENERAL REVENUES	(344,305)	(431,900)	(349,275)	82,625	(19.1%)
OTHER REVENUES					
RESERVE TRANSFER	(24,399)	(50,000)	-	50,000	(100.0%)
DEVELOPMENT CHARGES	-	-	-	-	-
TOTAL OTHER REVENUES	(24,399)	(50,000)	-	50,000	(100.0%)
CAPITAL REVENUES					
FEDERAL GRANTS	(4,550,000)	(4,550,000)	(5,590,000)	(1,040,000)	22.9%
PROVINCIAL GRANTS	(1,435,493)	(2,630,000)	(1,859,889)	770,111	(29.3%)
CAPITAL RESERVE TRANSFER	(10,851,663)	(11,890,406)	(14,760,620)	(2,870,214)	24.1%
DEVELOPMENT CHARGES	(2,786,750)	(1,827,000)	(1,192,000)	635,000	(34.8%)
CAPITAL CONTRIBUTIONS	(791,000)	(725,000)	(740,000)	(15,000)	2.1%
TOTAL CAPITAL REVENUES	(20,414,906)	(21,622,406)	(24,142,509)	(2,520,103)	11.7%
TOTAL REVENUES	(20,783,610)	(22,104,306)	(24,491,784)	(2,387,478)	10.8%
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	2,193,275	2,365,309	2,371,764	6,455	0.3%
BENEFITS	584,502	645,384	644,223	(1,161)	(0.2%)
TOTAL SALARIES AND BENEFITS	2,777,777	3,010,693	3,015,987	5,294	0.2%
OPERATING EXPENSES					
MATERIALS	2,423,061	2,458,630	2,517,460	58,830	2.4%
CONTRACTED SERVICES	1,417,019	1,317,950	1,473,850	155,900	11.8%
RENTS AND FINANCIAL EXPENSES	25,927	29,000	28,500	(500)	(1.7%)
EXTERNAL TRANSFERS	5,000	5,000	5,000	-	-
TOTAL OPERATING EXPENSES	3,871,007	3,810,580	4,024,810	214,230	5.6%
DEBT REPAYMENT					
PRINCIPAL REPAYMENT	208,024	208,024	209,897	1,873	0.9%
INTEREST REPAYMENT	26,400	26,400	20,894	(5,506)	(20.9%)
TOTAL DEBT REPAYMENT	234,424	234,424	230,791	(3,633)	(1.5%)
CAPITAL EXPENSES					
MAJOR INFRASTRUCTURE	20,414,906	21,622,406	24,142,509	2,520,103	11.7%
FURNISHINGS AND EQUIPMENT	965	-	15,000	15,000	-
TOTAL CAPITAL EXPENSES	20,415,871	21,622,406	24,157,509	2,535,103	11.7%
OTHER EXPENSES					
CONTRIBUTIONS TO CAPITAL RESERVES	9,874,000	9,874,000	10,374,000	500,000	5.1%
TOTAL OTHER EXPENSES	9,874,000	9,874,000	10,374,000	500,000	5.1%
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	2,580,185	2,569,629	2,733,811	164,182	6.4%
DEPARTMENTAL CHARGES	177,948	176,947	186,621	9,674	5.5%
TOTAL INTERDEPARTMENTAL CHARGES	2,758,133	2,746,576	2,920,432	173,856	6.3%

TRANSPORTATION SERVICES

2021 BUDGET REPORT

	2020	2020	2021	BUDGET	BUDGET
	FORECAST	BUDGET	REQUESTED	VARIANCE	% VARIANCE
TOTAL EXPENSES	39,931,212	41,298,679	44,723,529	3,424,850	8.3%
TOTAL TRANSPORTATION SERVICES	19,147,602	19,194,373	20,231,745	1,037,372	5.4%

2021 Waste Management Business Plan and Budget

Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
2020 Approved Budget	11,219,936	90,000	11,309,936	9,390,912	1,919,024	
Base Budget Changes	1,438,601	(90,000)	1,348,601	288,796	1,059,805	55.2%
Service Level						
WM-Annual Costs-Field Device for Cartegraph Implementation	300	-	300	-	300	0.0%
	300	-	300	-	300	0.0%
One-time Items						
WM-Unit 733 Tires	-	40,000	40,000	40,000	-	0.0%
WM-Unit 733 New Tipping Bucket	-	34,000	34,000	34,000	-	0.0%
WM-Closed Landfill Monitoring Costs	-	45,000	45,000	-	45,000	2.3%
WM-Landfill Filling Plan	-	15,000	15,000	-	15,000	0.8%
	-	134,000	134,000	74,000	60,000	3.1%
Modernization Funding						
WM-New Scale Computer Software	4,600	200,000	204,600	200,000	4,600	0.2%
	4,600	200,000	204,600	200,000	4,600	0.2%
COVID						
WM-COVID PPE and Telephone Expenses	-	6,000	6,000	6,000	-	0.0%
	-	6,000	6,000	6,000	-	0.0%
2021 Requested Budget	12,663,437	340,000	13,003,437	9,959,708	3,043,729	58.6%
\$	1,443,501	250,000	1,693,501	568,796	1,124,705	
%	12.9%	277.8%	15.0%	6.1%	58.6%	

WASTE MANAGEMENT 2021 BUDGET REPORT

	2020	2020	2021	BUDGET	BUDGET
	FORECAST	BUDGET	REQUESTED	VARIANCE	% VARIANCE
			BUDGET		
REVENUES					
GENERAL REVENUES					
PROVINCIAL GRANTS	-	-	(206,000)	(206,000)	- %
USER FEES AND CHARGES	(8,750,063)	(8,944,060)	(8,980,380)	(36,320)	0.4%
TOTAL GENERAL REVENUES	(8,750,063)	(8,944,060)	(9,186,380)	(242,320)	2.7%
OTHER REVENUES					
RESERVE TRANSFER	(1,514,677)	(383,488)	(685,964)	(302,476)	78.9%
DEVELOPMENT CHARGES	(13,364)	(13,364)	(13,364)	-	- %
TOTAL OTHER REVENUES	(1,528,041)	(396,852)	(699,328)	(302,476)	76.2%
CAPITAL REVENUES					
CAPITAL RESERVE TRANSFER	(45,824)	(50,000)	(34,000)	16,000	(32.0%)
DEVELOPMENT CHARGES	-	-	-	-	- %
TOTAL CAPITAL REVENUES	(45,824)	(50,000)	(34,000)	16,000	(32.0%)
TOTAL REVENUES	(10,323,928)	(9,390,912)	(9,919,708)	(528,796)	5.6%
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	922,010	956,778	982,506	25,728	2.7%
BENEFITS	261,470	288,934	301,135	12,201	4.2%
TOTAL SALARIES AND BENEFITS	1,183,480	1,245,712	1,283,641	37,929	3.0%
OPERATING EXPENSES					
MATERIALS	2,092,091	1,696,691	2,022,557	325,866	19.2%
CONTRACTED SERVICES	8,022,553	7,393,970	8,530,630	1,136,660	15.4%
RENTS AND FINANCIAL EXPENSES	10,001	7,300	10,400	3,100	42.5%
TOTAL OPERATING EXPENSES	10,124,645	9,097,961	10,563,587	1,465,626	16.1%
CAPITAL EXPENSES					
VEHICLES	-	-	34,000	34,000	- %
BUILDING	45,824	50,000	-	(50,000)	(100.0%)
FURNISHINGS AND EQUIPMENT	6,156	-	45,000	45,000	- %
TOTAL CAPITAL EXPENSES	51,980	50,000	79,000	29,000	58.0%
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	841,210	822,026	933,075	111,049	13.5%
DEPARTMENTAL CHARGES	95,236	94,237	104,134	9,897	10.5%
TOTAL INTERDEPARTMENTAL CHARGES	936,446	916,263	1,037,209	120,946	13.2%
TOTAL EXPENSES	12,296,551	11,309,936	12,963,437	1,653,501	14.6%
TOTAL WASTE MANAGEMENT	1,972,623	1,919,024	3,043,729	1,124,705	58.6%

2021 WASTE MANAGEMENT ACTIVITY BUDGET REPORT

	2020 FORECAST	2020 BUDGET	2021 BUDGET	VARIANCE \$	VARIANCE %
LANDFILL					
PROVINCIAL GRANTS	-	-	(206,000)	(206,000)	- %
USER FEES AND CHARGES	(4,020,000)	(3,940,000)	(3,955,700)	(15,700)	0.4
RESERVE TRANSFER	(790,841)	(241,721)	-	241,721	(100.0)
CAPITAL RESERVE TRANSFER	(45,824)	(50,000)	(34,000)	16,000	(32.0)
SALARIES	702,800	666,117	696,259	30,142	4.5
BENEFITS	197,900	200,078	215,213	15,135	7.6
MATERIALS	347,903	274,626	506,842	232,216	84.6
CONTRACTED SERVICES	900,384	843,201	858,900	15,699	1.9
RENTS AND FINANCIAL EXPENSES	7,301	7,300	7,400	100	1.4
VEHICLES	-	-	34,000	34,000	-
FURNISHINGS AND EQUIPMENT	6,156	-	45,000	45,000	-
INTERDEPARTMENTAL CHARGES	733,488	714,270	831,697	117,427	16.4
DEPARTMENTAL CHARGES	44,494	43,994	48,942	4,948	11.2
TOTAL LANDFILL	(1,916,239)	(1,482,135)	(951,447)	530,688	(35.8)
COUNTY RECYCLING ADMINISTRATION					
USER FEES AND CHARGES	(13,300)	(16,300)	(18,900)	(2,600)	16.0%
SALARIES	30,000	54,336	81,854	27,518	50.6
BENEFITS	9,100	16,189	24,913	8,724	53.9
MATERIALS	53,238	51,060	55,110	4,050	7.9
CONTRACTED SERVICES	60,434	60,434	61,000	566	0.9
INTERDEPARTMENTAL CHARGES	32,477	33,275	29,693	(3,582)	(10.8)
DEPARTMENTAL CHARGES	15,255	15,083	16,780	1,697	11.3
TOTAL COUNTY RECYCLING ADMINISTRATION	187,204	214,077	250,450	36,373	17.0
RECYCLING COLLECTION					
WOODSTOCK					
CONTRACTED SERVICES	594,890	590,461	609,790	19,329	3.3%
TOTAL WOODSTOCK	594,890	590,461	609,790	19,329	3.3
SOUTH WEST OXFORD					
USER FEES AND CHARGES	(13,548)	(20,360)	(3,500)	16,860	(82.8%)
CONTRACTED SERVICES	154,653	140,240	157,554	17,314	12.3
TOTAL SOUTH WEST OXFORD	141,105	119,880	154,054	34,174	28.5
COUNTY OF OXFORD CONTRACT					
MATERIALS	6	-	-	-	- %
CONTRACTED SERVICES	1,254,868	1,010,910	1,421,310	410,400	40.6
INTERDEPARTMENTAL CHARGES	1,180	-	-	-	-
TOTAL COUNTY OF OXFORD CONTRACT	1,256,054	1,010,910	1,421,310	410,400	40.6
DEVELOPMENT CHARGES					
DEVELOPMENT CHARGES	(13,364)	-	(13,364)	(13,364)	- %
DEVELOPMENT CHARGES	-	(13,364)	-	13,364	(100.0)
TOTAL DEVELOPMENT CHARGES	(13,364)	(13,364)	(13,364)	-	-

2021 WASTE MANAGEMENT ACTIVITY BUDGET REPORT

	2020 FORECAST	2020 BUDGET	2021 BUDGET	VARIANCE \$	VARIANCE %
TOTAL RECYCLING COLLECTION	1,978,685	1,707,887	2,171,790	463,903	27.2
RECYCLING PROCESSING					
WOODSTOCK					
USER FEES AND CHARGES	(162,000)	(280,000)	(144,000)	136,000	(48.6%)
MATERIALS	19,260	19,260	19,260	-	-
CONTRACTED SERVICES	630,790	652,590	627,190	(25,400)	(3.9)
TOTAL WOODSTOCK	488,050	391,850	502,450	110,600	28.2
COUNTY CONTRACT					
USER FEES AND CHARGES	1,164	(313,200)	(326,100)	(12,900)	4.1%
CONTRACTED SERVICES	419,710	543,180	749,850	206,670	38.0
INTERDEPARTMENTAL CHARGES	1,180	-	-	-	-
TOTAL COUNTY CONTRACT	422,054	229,980	423,750	193,770	84.3
STEWARDSHIP ONTARIO					
USER FEES AND CHARGES	(1,064,710)	(926,000)	(1,064,710)	(138,710)	15.0%
TOTAL STEWARDSHIP ONTARIO	(1,064,710)	(926,000)	(1,064,710)	(138,710)	15.0
TOTAL RECYCLING PROCESSING	(154,606)	(304,170)	(138,510)	165,660	(54.5)
COUNTY WASTE MANAGEMENT ADMINISTRATION					
SALARIES	124,700	167,021	148,892	(18,129)	(10.9%)
BENEFITS	33,600	49,043	41,203	(7,840)	(16.0)
MATERIALS	55,392	67,565	59,830	(7,735)	(11.4)
CONTRACTED SERVICES	68,414	61,434	62,000	566	0.9
INTERDEPARTMENTAL CHARGES	72,886	74,481	71,685	(2,796)	(3.8)
DEPARTMENTAL CHARGES	35,487	35,160	38,412	3,252	9.2
SUBTOTAL COUNTY WASTE MANAGEMENT ADMINISTRATIO	390,479	454,704	422,022	(32,682)	(7.2)
COUNTY WASTE MANAGEMENT ADMIN ALLOCATION	(390,480)	(454,704)	(422,023)	32,681	(7.2)
TOTAL UNALLOCATED COUNTY WASTE MANAGEMENT ADM	(1)	-	(1)	(1)	-
SPECIAL WASTE DEPOTS & EVENTS					
WOODSTOCK BULK/RECYCLING DEPOT					
USER FEES AND CHARGES	(202,700)	(202,200)	(218,000)	(15,800)	7.8%
CONTRACTED SERVICES	651,610	667,070	662,400	(4,670)	(0.7)
TOTAL WOODSTOCK BULK/RECYCLING DEPOT	448,910	464,870	444,400	(20,470)	(4.4)
COUNTY SPECIAL DEPOTS & EVENTS					
USER FEES AND CHARGES	(52,499)	(55,000)	(55,000)	-	- %
SALARIES	58,000	54,546	55,501	955	1.8
BENEFITS	19,100	18,707	19,806	1,099	5.9
MATERIALS	2,551	2,700	2,500	(200)	(7.4)
CONTRACTED SERVICES	106,599	95,000	123,500	28,500	30.0
TOTAL COUNTY SPECIAL DEPOTS & EVENTS	133,751	115,953	146,307	30,354	26.2
SUBTOTAL SPECIAL WASTE DEPOTS & EVENTS	582,661	580,823	590,707	9,884	1.7
COUNTY WASTE MANAGEMENT ADMIN ALLOCATION (25%)	97,620	113,676	105,506	(8,170)	(7.2)

2021 WASTE MANAGEMENT ACTIVITY BUDGET REPORT

	2020 FORECAST	2020 BUDGET	2021 BUDGET	VARIANCE \$	VARIANCE %
TOTAL SPECIAL WASTE DEPOTS & EVENTS	680,281	694,499	696,213	1,714	0.2
COMPOST OPERATIONS					
USER FEES AND CHARGES	(166,470)	(135,000)	(136,470)	(1,470)	1.1%
SALARIES	6,510	14,758	-	(14,758)	(100.0)
BENEFITS	1,770	4,917	-	(4,917)	(100.0)
MATERIALS	24,877	32,720	24,955	(7,765)	(23.7)
CONTRACTED SERVICES	872,750	710,800	759,076	48,276	6.8
BUILDING	45,824	50,000	-	(50,000)	(100.0)
SUBTOTAL COMPOST OPERATIONS	785,261	678,195	647,561	(30,634)	(4.5)
COUNTY WASTE MANAGEMENT ADMIN ALLOCATION (25%)	97,620	113,676	105,506	(8,170)	(7.2)
TOTAL COMPOST OPERATIONS	882,881	791,871	753,067	(38,804)	(4.9)
LARGE ARTICLE					
WOODSTOCK					
MATERIALS	25,000	11,200	12,300	1,100	9.8%
CONTRACTED SERVICES	75,000	47,640	59,100	11,460	24.1
TOTAL WOODSTOCK	100,000	58,840	71,400	12,560	21.3
TILLSONBURG					
MATERIALS	-	16,400	-	(16,400)	(100.0%)
CONTRACTED SERVICES	55,129	38,720	45,025	6,305	16.3
TOTAL TILLSONBURG	55,129	55,120	45,025	(10,095)	(18.3)
COUNTY CONTRACT					
MATERIALS	50,664	47,700	52,900	5,200	10.9%
CONTRACTED SERVICES	89,102	112,600	71,741	(40,859)	(36.3)
TOTAL COUNTY CONTRACT	139,766	160,300	124,641	(35,659)	(22.2)
SUBTOTAL LARGE ARTICLE	294,895	274,260	241,066	(33,194)	(12.1)
COUNTY WASTE MANAGEMENT ADMIN ALLOCATION (5%)	19,524	22,735	21,101	(1,634)	(7.2)
TOTAL LARGE ARTICLE	314,419	296,995	262,167	(34,828)	(11.7)
WASTE COLLECTION					
BAG TAG					
USER FEES AND CHARGES	(3,056,000)	(3,056,000)	(3,058,000)	(2,000)	0.1%
MATERIALS	32,800	26,360	26,860	500	1.9
RENTS AND FINANCIAL EXPENSES	2,700	-	3,000	3,000	-
TOTAL BAG TAG	(3,020,500)	(3,029,640)	(3,028,140)	1,500	-
WOODSTOCK CONTRACT					
MATERIALS	643,800	481,600	530,000	48,400	10.0%
CONTRACTED SERVICES	677,320	683,450	691,830	8,380	1.2
TOTAL WOODSTOCK	1,321,120	1,165,050	1,221,830	56,780	4.9
SOUTH WEST OXFORD CONTRACT					
MATERIALS	58,700	52,300	57,500	5,200	9.9%
CONTRACTED SERVICES	139,855	125,330	149,054	23,724	18.9

2021 WASTE MANAGEMENT ACTIVITY BUDGET REPORT

	2020 FORECAST	2020 BUDGET	2021 BUDGET	VARIANCE \$	VARIANCE %
TOTAL SOUTH WEST OXFORD	198,555	177,630	206,554	28,924	16.3
COUNTY CONTRACT					
MATERIALS	777,900	613,200	674,500	61,300	10.0%
CONTRACTED SERVICES	1,271,045	1,010,910	1,421,310	410,400	40.6
TOTAL COUNTY	2,048,945	1,624,110	2,095,810	471,700	29.0
WASTE COLLECTION RESEVE (BAG TAG)					
RESERVE TRANSFER	(723,836)	(141,767)	(685,964)	(544,197)	383.9%
WASTE COLLECTION RESERVE	(723,836)	(141,767)	(685,964)	(544,197)	383.9
SUBTOTAL WASTE COLLECTION	(175,716)	(204,617)	(189,910)	14,707	(7.2)
<i>COUNTY WASTE MANAGEMENT ADMIN ALLOCATION (45%)</i>	175,716	204,617	189,910	(14,707)	(7.2)
TOTAL WASTE COLLECTION DEFICIT (SURPLUS)	-	-	-	-	-
TOTAL LANDFILL & WASTE MANAGEMENT	1,972,624	1,919,024	3,043,729	1,124,705	58.6

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 Actual	2020 Forecast	2021 Budget	2022 Budget	Target
Woodlands Conservation: Number of Notices of Intent (harvesting)	99	83	70	35	30	60	N/A
Woodlands Conservation: Number of general tree inquiries	27	80	67	60	80	80	N/A

Goals and Objectives

Description	2021	2022	2023	Strategic Plan	Other Plan Alignment
<p>Ongoing Implementation of Forestry Management Plan</p> <p>Multi-year implementation plan focused on tree planning, wetland rehabilitation, invasive species management and tree salvaging and commercial harvesting.</p>	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	<p><i>FutureOxford</i></p> <p>Community Sustainability Plan</p> <p>Forestry Management Plan</p>
<p>Hodges Wetland Complex (Phase 4)</p> <p>Final phase of wetland construction that includes: 10 additional wetland cells (2021); improving year-round access to the banks of cedar creek in conjunction with trail development (2021); reed canary grass eradication in previously flooded woodland sections (2021); low density tree planting along 2.2 km of wetland edge and in 20 acres of previously flooded woodland section (2022).</p>	●	●		A County that Thinks Ahead and Wisely Shapes the Future	<p><i>FutureOxford</i></p> <p>Community Sustainability Plan</p> <p>Forestry Management Plan</p>
<p>Strik Drain-Wetland</p> <p>Municipal drain improvement from the Western extent of Old Stage Road to the Northwest corner of the Sweaburg Swamp property is currently underway. Part of the plan will be amended through the creation of a wetland on a previously non-forested section along the edge of the County woodland to: improve the conditions of the peat bog immediately adjacent; create a valuable ecological feature containing open water, woodlands and grasslands; and prevent the need to dredge the ditch running through the middle of the county woodland.</p>	●			A County that Thinks Ahead and Wisely Shapes the Future	<p><i>FutureOxford</i></p> <p>Community Sustainability Plan</p>

2021 Woodlands Business Plan and Budget

Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
2020 Approved Budget	174,230	12,500	186,730	27,500	159,230	
Base Budget Changes	15,359	(12,500)	2,859	(12,500)	15,359	9.6%
One-time Items						
WDL-Increased Tree Planting	-	16,250	16,250	16,250	-	0.0%
	-	16,250	16,250	16,250	-	0.0%
2021 Requested Budget	189,589	16,250	205,839	31,250	174,589	9.6%
\$	15,359	3,750	19,109	3,750	15,359	
%	8.8%	30.0%	10.2%	13.6%	9.6%	

WOODLANDS CONSERVATION 2021 BUDGET REPORT

	2020 FORECAST	2020 BUDGET	2021 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES					
GENERAL REVENUES					
OTHER REVENUE	(20,000)	(15,000)	(15,000)	-	-
TOTAL GENERAL REVENUES	(20,000)	(15,000)	(15,000)	-	- %
OTHER REVENUES					
RESERVE TRANSFER	(12,500)	(12,500)	(16,250)	(3,750)	30.0%
TOTAL OTHER REVENUES	(12,500)	(12,500)	(16,250)	(3,750)	30.0%
TOTAL REVENUES	(32,500)	(27,500)	(31,250)	(3,750)	13.6%
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	78,090	79,823	82,207	2,384	3.0%
BENEFITS	23,443	23,289	24,709	1,420	6.1%
TOTAL SALARIES AND BENEFITS	101,533	103,112	106,916	3,804	3.7%
OPERATING EXPENSES					
MATERIALS	12,680	15,070	15,260	190	1.3%
CONTRACTED SERVICES	56,500	59,000	70,750	11,750	19.9%
TOTAL OPERATING EXPENSES	69,180	74,070	86,010	11,940	16.1%
OTHER EXPENSES					
CONTRIBUTIONS TO RESERVES	5,000	-	-	-	-
TOTAL OTHER EXPENSES	5,000	-	-	-	- %
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	8,330	9,548	12,913	3,365	35.2%
TOTAL INTERDEPARTMENTAL CHARGES	8,330	9,548	12,913	3,365	35.2%
TOTAL EXPENSES	184,043	186,730	205,839	19,109	10.2%
TOTAL WOODLANDS CONSERVATION	151,543	159,230	174,589	15,359	9.6%

Services Overview



Key Performance Indicators

	2017 Actual	2018 Actual	2019 Actual	2020 Forecast	2021 Budget	2022 Budget	Target
Mega-litres of drinking water produced	10,707	10,800	10,500	10,700	10,700	10,700	N/A
Mega-litres of wastewater treated	15,001	15,000	15,400	15,100	15,100	15,100	N/A
Number of watermain breaks	29	21	43	30	30	30	0
Number of wastewater overflows/spills	4	5	2	4	4	4	0
Number of boil water advisories issued	3	2	1	2	2	2	0

Goals and Objectives

Description	2021	2022	2023	Strategic Plan	Other Plan Alignment
<p>SCADA Master Plan Implementation</p> <p>Multi-year enhancements to replace and standardize aging/obsolete hardware and software systems, allow for interconnection of remote sites, improve cyber-security and improve data collection, storage and reporting.</p>	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	2017 Asset Management Plan
<p>Continuation of the Preventative Maintenance Water System Valve Turning Program</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	2017 Asset Management Plan
<p>Drinking Water Quality Improvements</p> <p>Evaluation and implementation of treatment technologies at various treatment facilities for parameters such as iron, sodium and manganese.</p>	●	●	●	A County that Performs and Delivers Results	<i>FutureOxford</i> Community Sustainability Plan Health Canada Drinking Water Quality Guidelines
<p>Drumbo Wastewater Treatment Plant Expansion</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	2017 Asset Management Plan
<p>Groundwater Water Modelling</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
<p>Tillsonburg WWTP Upgrades</p> <p>Upgrading both primary and secondary clarifiers and head works to eliminate bottlenecks and optimize performance.</p>	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	2017 Asset Management Plan
<p>Ingersoll WWTP Digester Pilot Project</p> <p>Co-digestion of waste like fats, oil, and grease with wastewater sludge to enhance digester efficiency and biogas yield/quality which can further offset WWTP energy costs and reduced biosolids disposal costs.</p>	●			A County that Thinks Ahead and Wisely Shapes the Future	Long Term Energy Management Plan
<p>Tavistock New Well Supply Class EA Study</p> <p>Schedule C Class Environmental Assessment Study to locate a new well in Tavistock for security of supply.</p>	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	<i>FutureOxford</i> Community Sustainability Plan

2021 Water Business Plan and Budget

Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue		%
2020 Approved Budget	20,452,278	9,568,882	30,021,160	30,021,159	1	
Base Budget Changes	(935,789)	2,856,817	1,921,028	1,921,028	-	0.0%
Service Level						
W-SCADA Technician	10,631	24,800	35,431	35,431	-	0.0%
W-FTE WATOP Contract to Permanent	23,087	-	23,087	23,087	-	0.0%
W-Town of Tillsonburg additional 0.5 FTE	48,500	-	48,500	48,500	-	0.0%
W-Annual Costs-Field Device for Cartegraph Implementation	2,000	-	2,000	2,000	-	0.0%
	84,218	24,800	109,018	109,018	-	0.0%
One-time Items						
W-Embro Fire Hydrants	-	5,000	5,000	5,000	-	0.0%
W-PLATTS Relocation and Conversion of Generator	-	10,000	10,000	10,000	-	0.0%
	-	15,000	15,000	15,000	-	0.0%
2021 Requested Budget	19,600,707	12,465,499	32,066,206	32,066,205	1	0.0%
\$	(851,571)	2,896,617	2,045,046	2,045,046	-	
%	(4.2%)	30.3%	6.8%	6.8%	0.0%	

WATER

2021 BUDGET REPORT

	2020	2020	2021	BUDGET	BUDGET
	FORECAST	BUDGET	REQUESTED	VARIANCE	% VARIANCE
			BUDGET		
REVENUES					
GENERAL REVENUES					
WATER AND WASTEWATER RATES	(18,673,080)	(18,917,720)	(18,857,862)	59,858	(0.3%)
USER FEES AND CHARGES	(537,740)	(371,264)	(411,871)	(40,607)	10.9%
TOTAL GENERAL REVENUES	(19,210,820)	(19,288,984)	(19,269,733)	19,251	(0.1%)
OTHER REVENUES					
RESERVE TRANSFER	(699,747)	(556,552)	(347,275)	209,277	(37.6%)
DEVELOPMENT CHARGES	-	290,000	-	(290,000)	(100.0%)
TOTAL OTHER REVENUES	(699,747)	(266,552)	(347,275)	(80,723)	30.3%
CAPITAL REVENUES					
CAPITAL RESERVE TRANSFER	(5,580,906)	(8,276,336)	(8,475,017)	(198,681)	2.4%
DEVELOPMENT CHARGES	(3,155,824)	(1,288,637)	(3,974,182)	(2,685,545)	208.4%
CAPITAL CONTRIBUTIONS	(610,650)	(610,650)	-	610,650	(100.0%)
TOTAL CAPITAL REVENUES	(9,347,380)	(10,175,623)	(12,449,199)	(2,273,576)	22.3%
TOTAL REVENUES	(29,257,947)	(29,731,159)	(32,066,207)	(2,335,048)	7.9%
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	2,362,967	2,258,059	2,450,196	192,137	8.5%
BENEFITS	768,356	920,486	988,403	67,917	7.4%
TOTAL SALARIES AND BENEFITS	3,131,323	3,178,545	3,438,599	260,054	8.2%
OPERATING EXPENSES					
MATERIALS	1,429,483	1,475,780	1,397,350	(78,430)	(5.3%)
CONTRACTED SERVICES	4,535,555	4,808,630	4,285,950	(522,680)	(10.9%)
RENTS AND FINANCIAL EXPENSES	1,500	3,800	2,000	(1,800)	(47.4%)
TOTAL OPERATING EXPENSES	5,966,538	6,288,210	5,685,300	(602,910)	(9.6%)
DEBT REPAYMENT					
PRINCIPAL REPAYMENT	384,553	384,553	390,748	6,195	1.6%
INTEREST REPAYMENT	155,423	155,423	138,990	(16,433)	(10.6%)
TOTAL DEBT REPAYMENT	539,976	539,976	529,738	(10,238)	(1.9%)
CAPITAL EXPENSES					
MAJOR INFRASTRUCTURE	8,691,899	9,274,973	11,825,699	2,550,726	27.5%
VEHICLES	-	-	22,500	22,500	- %
FURNISHINGS AND EQUIPMENT	355,794	295,000	601,000	306,000	103.7%
TOTAL CAPITAL EXPENSES	9,047,693	9,569,973	12,449,199	2,879,226	30.1%
OTHER EXPENSES					
CONTRIBUTIONS TO RESERVES	914,767	610,650	-	(610,650)	(100.0%)
CONTRIBUTIONS TO CAPITAL RESERVES	6,577,068	6,577,068	6,593,261	16,193	0.2%
TOTAL OTHER EXPENSES	7,491,835	7,187,718	6,593,261	(594,457)	(8.3%)
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	2,909,920	2,797,364	3,188,013	390,649	14.0%
DEPARTMENTAL CHARGES	170,663	169,374	182,096	12,722	7.5%
TOTAL INTERDEPARTMENTAL CHARGES	3,080,583	2,966,738	3,370,109	403,371	13.6%
TOTAL EXPENSES	29,257,948	29,731,160	32,066,206	2,335,046	7.9%

WATER

2021 BUDGET REPORT

	2020	2020	2021	BUDGET	BUDGET
	FORECAST	BUDGET	REQUESTED	VARIANCE	% VARIANCE
			BUDGET		
TOTAL WATER	1	1	(1)	(2)	(200.0%)

WATER GENERAL 2021 BUDGET REPORT

	2020 FORECAST	2020 BUDGET	2021 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES					
GENERAL REVENUES					
USER FEES AND CHARGES	(179,993)	(52,786)	(81,385)	(28,599)	54.2%
TOTAL GENERAL REVENUES	(179,993)	(52,786)	(81,385)	(28,599)	54.2%
OTHER REVENUES					
RESERVE TRANSFER	(513,187)	(556,552)	(347,275)	209,277	(37.6%)
TOTAL OTHER REVENUES	(513,187)	(556,552)	(347,275)	209,277	(37.6%)
CAPITAL REVENUES					
CAPITAL CONTRIBUTIONS	(610,650)	(610,650)	-	610,650	(100.0%)
TOTAL CAPITAL REVENUES	(610,650)	(610,650)	-	610,650	(100.0%)
TOTAL REVENUES	(1,303,830)	(1,219,988)	(428,660)	791,328	(64.9%)
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	1,027,210	969,246	1,094,392	125,146	12.9%
BENEFITS	405,283	597,821	637,787	39,966	6.7%
TOTAL SALARIES AND BENEFITS	1,432,493	1,567,067	1,732,179	165,112	10.5%
OPERATING EXPENSES					
MATERIALS	512,030	534,750	506,475	(28,275)	(5.3%)
CONTRACTED SERVICES	311,500	401,975	265,300	(136,675)	(34.0%)
RENTS AND FINANCIAL EXPENSES	1,500	3,800	2,000	(1,800)	(47.4%)
TOTAL OPERATING EXPENSES	825,030	940,525	773,775	(166,750)	(17.7%)
CAPITAL EXPENSES					
VEHICLES	-	-	22,500	22,500	- %
FURNISHINGS AND EQUIPMENT	11,750	12,000	1,000	(11,000)	(91.7%)
TOTAL CAPITAL EXPENSES	11,750	12,000	23,500	11,500	95.8%
OTHER EXPENSES					
CONTRIBUTIONS TO RESERVES	790,250	610,650	-	(610,650)	(100.0%)
TOTAL OTHER EXPENSES	790,250	610,650	-	(610,650)	(100.0%)
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	977,067	996,719	1,101,021	104,302	10.5%
DEPARTMENTAL CHARGES	(2,732,760)	(2,906,973)	(3,201,815)	(294,842)	10.1%
TOTAL INTERDEPARTMENTAL CHARGES	(1,755,693)	(1,910,254)	(2,100,794)	(190,540)	10.0%
TOTAL EXPENSES	1,303,830	1,219,988	428,660	(791,328)	(64.9%)
TOTAL WATER GENERAL	-	-	-	-	- %

WOODSTOCK WATER

2021 BUDGET REPORT

	2020 FORECAST	2020 BUDGET	2021 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES					
GENERAL REVENUES					
WATER AND WASTEWATER RATES	(7,751,710)	(7,798,960)	(7,783,402)	15,558	(0.2%)
USER FEES AND CHARGES	(46,753)	(38,634)	(35,234)	3,400	(8.8%)
TOTAL GENERAL REVENUES	(7,798,463)	(7,837,594)	(7,818,636)	18,958	(0.2%)
OTHER REVENUES					
RESERVE TRANSFER	(3,894)	-	-	-	-
DEVELOPMENT CHARGES	-	-	-	-	-
TOTAL OTHER REVENUES	(3,894)	-	-	-	- %
CAPITAL REVENUES					
CAPITAL RESERVE TRANSFER	(1,443,389)	(2,050,296)	(4,362,108)	(2,311,812)	112.8%
DEVELOPMENT CHARGES	(909,189)	(577,687)	(3,855,652)	(3,277,965)	567.4%
TOTAL CAPITAL REVENUES	(2,352,578)	(2,627,983)	(8,217,760)	(5,589,777)	212.7%
TOTAL REVENUES	(10,154,935)	(10,465,577)	(16,036,396)	(5,570,819)	53.2%
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	205,271	199,037	212,639	13,602	6.8%
BENEFITS	55,807	51,377	57,090	5,713	11.1%
TOTAL SALARIES AND BENEFITS	261,078	250,414	269,729	19,315	7.7%
OPERATING EXPENSES					
MATERIALS	238,259	213,910	216,140	2,230	1.0%
CONTRACTED SERVICES	2,296,755	2,364,305	1,978,350	(385,955)	(16.3%)
TOTAL OPERATING EXPENSES	2,535,014	2,578,215	2,194,490	(383,725)	(14.9%)
DEBT REPAYMENT					
PRINCIPAL REPAYMENT	183,182	183,181	183,239	58	-
INTEREST REPAYMENT	127,417	127,417	118,436	(8,981)	(7.0%)
TOTAL DEBT REPAYMENT	310,599	310,598	301,675	(8,923)	(2.9%)
CAPITAL EXPENSES					
MAJOR INFRASTRUCTURE	2,384,197	2,627,983	8,162,033	5,534,050	210.6%
FURNISHINGS AND EQUIPMENT	76,000	76,000	45,000	(31,000)	(40.8%)
TOTAL CAPITAL EXPENSES	2,460,197	2,703,983	8,207,033	5,503,050	203.5%
OTHER EXPENSES					
CONTRIBUTIONS TO CAPITAL RESERVES	2,552,886	2,552,886	2,755,244	202,358	7.9%
TOTAL OTHER EXPENSES	2,552,886	2,552,886	2,755,244	202,358	7.9%
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	695,173	649,683	763,602	113,919	17.5%
DEPARTMENTAL CHARGES	1,339,989	1,419,798	1,544,623	124,825	8.8%
TOTAL INTERDEPARTMENTAL CHARGES	2,035,162	2,069,481	2,308,225	238,744	11.5%
TOTAL EXPENSES	10,154,936	10,465,577	16,036,396	5,570,819	53.2%
TOTAL WOODSTOCK WATER	1	-	-	-	- %

TILLSONBURG WATER 2021 BUDGET REPORT

	2020 FORECAST	2020 BUDGET	2021 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES					
GENERAL REVENUES					
WATER AND WASTEWATER RATES	(3,420,775)	(3,473,820)	(3,783,808)	(309,988)	8.9%
USER FEES AND CHARGES	(11,120)	(11,120)	(11,120)	-	-
TOTAL GENERAL REVENUES	(3,431,895)	(3,484,940)	(3,794,928)	(309,988)	8.9%
OTHER REVENUES					
RESERVE TRANSFER	(69,138)	-	-	-	-
DEVELOPMENT CHARGES	-	-	-	-	-
TOTAL OTHER REVENUES	(69,138)	-	-	-	-
CAPITAL REVENUES					
CAPITAL RESERVE TRANSFER	(407,011)	(835,041)	(1,642,914)	(807,873)	96.7%
DEVELOPMENT CHARGES	(161,055)	(138,568)	(7,705)	130,863	(94.4%)
TOTAL CAPITAL REVENUES	(568,066)	(973,609)	(1,650,619)	(677,010)	69.5%
TOTAL REVENUES	(4,069,099)	(4,458,549)	(5,445,547)	(986,998)	22.1%
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	151,165	141,383	152,583	11,200	7.9%
BENEFITS	41,029	37,390	42,057	4,667	12.5%
TOTAL SALARIES AND BENEFITS	192,194	178,773	194,640	15,867	8.9%
OPERATING EXPENSES					
MATERIALS	104,915	87,480	100,910	13,430	15.4%
CONTRACTED SERVICES	1,220,550	1,226,100	1,310,100	84,000	6.9%
TOTAL OPERATING EXPENSES	1,325,465	1,313,580	1,411,010	97,430	7.4%
DEBT REPAYMENT					
PRINCIPAL REPAYMENT	12,934	12,934	13,400	466	3.6%
INTEREST REPAYMENT	2,129	2,129	1,664	(465)	(21.8%)
TOTAL DEBT REPAYMENT	15,063	15,063	15,064	1	-
CAPITAL EXPENSES					
MAJOR INFRASTRUCTURE	567,616	973,609	1,561,206	587,597	60.4%
FURNISHINGS AND EQUIPMENT	65,044	60,000	85,000	25,000	41.7%
TOTAL CAPITAL EXPENSES	632,660	1,033,609	1,646,206	612,597	59.3%
OTHER EXPENSES					
CONTRIBUTIONS TO CAPITAL RESERVES	1,083,336	1,083,336	1,251,818	168,482	15.6%
TOTAL OTHER EXPENSES	1,083,336	1,083,336	1,251,818	168,482	15.6%
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	277,875	259,371	291,347	31,976	12.3%
DEPARTMENTAL CHARGES	542,506	574,817	635,463	60,646	10.6%
TOTAL INTERDEPARTMENTAL CHARGES	820,381	834,188	926,810	92,622	11.1%
TOTAL EXPENSES	4,069,099	4,458,549	5,445,548	986,999	22.1%
TOTAL TILLSONBURG WATER	-	-	1	1	-

INGERSOLL WATER

2021 BUDGET REPORT

	2020	2020	2021	BUDGET	BUDGET
	FORECAST	BUDGET	REQUESTED	VARIANCE	% VARIANCE
			BUDGET		
REVENUES					
GENERAL REVENUES					
WATER AND WASTEWATER RATES	(3,501,185)	(3,706,870)	(3,311,942)	394,928	(10.7%)
USER FEES AND CHARGES	(86,771)	(55,721)	(63,679)	(7,958)	14.3%
TOTAL GENERAL REVENUES	(3,587,956)	(3,762,591)	(3,375,621)	386,970	(10.3%)
OTHER REVENUES					
RESERVE TRANSFER	(113,528)	-	-	-	- %
DEVELOPMENT CHARGES	-	100,000	-	(100,000)	(100.0%)
TOTAL OTHER REVENUES	(113,528)	100,000	-	(100,000)	(100.0%)
CAPITAL REVENUES					
CAPITAL RESERVE TRANSFER	(1,078,774)	(1,433,916)	(1,631,757)	(197,841)	13.8%
DEVELOPMENT CHARGES	(25,733)	(121,073)	(9,477)	111,596	(92.2%)
TOTAL CAPITAL REVENUES	(1,104,507)	(1,554,989)	(1,641,234)	(86,245)	5.5%
TOTAL REVENUES	(4,805,991)	(5,217,580)	(5,016,855)	200,725	(3.8%)
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	376,841	387,258	378,899	(8,359)	(2.2%)
BENEFITS	102,067	106,449	108,035	1,586	1.5%
TOTAL SALARIES AND BENEFITS	478,908	493,707	486,934	(6,773)	(1.4%)
OPERATING EXPENSES					
MATERIALS	194,211	222,380	203,590	(18,790)	(8.4%)
CONTRACTED SERVICES	249,300	294,300	264,450	(29,850)	(10.1%)
TOTAL OPERATING EXPENSES	443,511	516,680	468,040	(48,640)	(9.4%)
DEBT REPAYMENT					
PRINCIPAL REPAYMENT	55,610	55,610	56,304	694	1.2%
INTEREST REPAYMENT	10,251	10,251	8,244	(2,007)	(19.6%)
TOTAL DEBT REPAYMENT	65,861	65,861	64,548	(1,313)	(2.0%)
CAPITAL EXPENSES					
MAJOR INFRASTRUCTURE	1,088,507	1,454,989	1,392,649	(62,340)	(4.3%)
FURNISHINGS AND EQUIPMENT	93,000	42,000	245,000	203,000	483.3%
TOTAL CAPITAL EXPENSES	1,181,507	1,496,989	1,637,649	140,660	9.4%
OTHER EXPENSES					
CONTRIBUTIONS TO CAPITAL RESERVES	1,796,683	1,796,683	1,431,087	(365,596)	(20.3%)
TOTAL OTHER EXPENSES	1,796,683	1,796,683	1,431,087	(365,596)	(20.3%)
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	399,448	381,378	412,359	30,981	8.1%
DEPARTMENTAL CHARGES	440,073	466,282	516,238	49,956	10.7%
TOTAL INTERDEPARTMENTAL CHARGES	839,521	847,660	928,597	80,937	9.5%
TOTAL EXPENSES	4,805,991	5,217,580	5,016,855	(200,725)	(3.8%)
TOTAL INGERSOLL WATER	-	-	-	-	- %

TOWNSHIP WATER 2021 BUDGET REPORT

	2020 FORECAST	2020 BUDGET	2021 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES					
GENERAL REVENUES					
WATER AND WASTEWATER RATES	(3,999,410)	(3,938,070)	(3,978,710)	(40,640)	1.0%
USER FEES AND CHARGES	(213,103)	(213,003)	(220,453)	(7,450)	3.5%
TOTAL GENERAL REVENUES	(4,212,513)	(4,151,073)	(4,199,163)	(48,090)	1.2%
OTHER REVENUES					
DEVELOPMENT CHARGES	-	190,000	-	(190,000)	(100.0%)
TOTAL OTHER REVENUES	-	190,000	-	(190,000)	(100.0%)
CAPITAL REVENUES					
CAPITAL RESERVE TRANSFER	(2,651,732)	(3,957,083)	(838,238)	3,118,845	(78.8%)
DEVELOPMENT CHARGES	(2,059,847)	(451,309)	(101,348)	349,961	(77.5%)
TOTAL CAPITAL REVENUES	(4,711,579)	(4,408,392)	(939,586)	3,468,806	(78.7%)
TOTAL REVENUES	(8,924,092)	(8,369,465)	(5,138,749)	3,230,716	(38.6%)
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	602,480	561,135	611,683	50,548	9.0%
BENEFITS	164,170	127,449	143,434	15,985	12.5%
TOTAL SALARIES AND BENEFITS	766,650	688,584	755,117	66,533	9.7%
OPERATING EXPENSES					
MATERIALS	380,068	417,260	370,235	(47,025)	(11.3%)
CONTRACTED SERVICES	457,450	521,950	467,750	(54,200)	(10.4%)
TOTAL OPERATING EXPENSES	837,518	939,210	837,985	(101,225)	(10.8%)
DEBT REPAYMENT					
PRINCIPAL REPAYMENT	132,827	132,827	137,806	4,979	3.7%
INTEREST REPAYMENT	15,627	15,627	10,647	(4,980)	(31.9%)
TOTAL DEBT REPAYMENT	148,454	148,454	148,453	(1)	- %
CAPITAL EXPENSES					
MAJOR INFRASTRUCTURE	4,651,579	4,218,392	709,811	(3,508,581)	(83.2%)
FURNISHINGS AND EQUIPMENT	110,000	105,000	225,000	120,000	114.3%
TOTAL CAPITAL EXPENSES	4,761,579	4,323,392	934,811	(3,388,581)	(78.4%)
OTHER EXPENSES					
CONTRIBUTIONS TO RESERVES	124,517	-	-	-	- %
CONTRIBUTIONS TO CAPITAL RESERVES	1,144,163	1,144,163	1,155,112	10,949	1.0%
TOTAL OTHER EXPENSES	1,268,680	1,144,163	1,155,112	10,949	1.0%
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	560,357	510,213	619,684	109,471	21.5%
DEPARTMENTAL CHARGES	580,855	615,450	687,587	72,137	11.7%
TOTAL INTERDEPARTMENTAL CHARGES	1,141,212	1,125,663	1,307,271	181,608	16.1%
TOTAL EXPENSES	8,924,093	8,369,466	5,138,749	(3,230,717)	(38.6%)
TOTAL TOWNSHIP WATER	1	1	-	(1)	(100.0%)

Department/Division:	Public Works - Water
Type of FTE request	Service Level
Classification	Full-time - Permanent
Job Title	Water & Wastewater System Operator
FTE	-

PROPOSAL

Conversion of the Contract Full Time FTE Water/Wastewater Distribution Operator to Permanent Full Time

The current 2 year full time contract position in the Water/Wastewater Distribution Department will expire on March 31, 2021. During this time we have experienced steady growth in our water and wastewater systems with added inspection and preventative maintenance tasks. Current Key Performance Indicators (KPI's) have been set and monitoring has demonstrated a steady increase in preventative maintenance tasks. Preventative maintenance activities are tracked and completed using an electronic work order system (Cartegraph) in order to keep our water and wastewater systems in a state of good repair and within regulatory compliance requirements.

Increased maintenance tasks in the water system include exercising and maintaining critical valves in our operating systems on a yearly basis and operation and maintenance of all watermain valves on a 4 year cycle. Watermain flushing and fire hydrant maintenance is completed twice per year and flow testing of all fire hydrants is on a 5 year cycle. In the wastewater systems, the desired level of service is to inspect and maintain sanitary manholes on a 5 year cycle and grinder pumps and STEP/STEG systems on a yearly basis. Flushing and CCTV inspection of our sanitary systems is gradually increasing to meet our desired level of service and KPI's.

System inspection and maintenance workload will continue to increase as the size of the water and wastewater systems expand to service Oxford County's population (47,000 residents) and economic (21,000 employees) growth over the next 30 years as per the 2020 Phase One Comprehensive Review Study.

Conversion of the current full-time contract position to full-time permanent recognizes the on-going need for the position. The increased annual cost to the County of approximately \$23,087 (benefits) can be accommodated within the existing water and wastewater approved rates.

IMPLICATIONS IF NOT APPROVED

According to Oxford County Policy No. 5.03, *Temporary (Contract) Employees*, item no. 7, when a non-union temporary (contract) employee is nearing completion of two (2) years' employment, a decision should be made to either conclude the arrangement at the end of the term or a report should be taken to Council to recommend permanent employment status.

If the contract were not renewed, there would be a reduction in the service level that the water distribution and wastewater collection staff would be able to provide in terms of infrastructure asset maintenance.

BUDGET REQUIREMENTS

	One-time	Base	Total 2021 Budget
Salaries and Benefits			
Full Time Position		\$87,039	\$87,039
Contract Position		(63,952)	(63,952)
Total Salaries and Benefits		23,087	23,087
Net Water and Wastewater Rate Funding Requirement	-	\$23,087	\$23,087

Department/Division:	Public Works - Water and Wastewater
Type of FTE request	Service Level
Classification	Full-time - Permanent
Job Title	SCADA Technician
FTE	1.0

PROPOSAL

The 2019 SCADA Master Plan received by Oxford County Council (PW 2019-43) is a ten year project involving the development of water and wastewater standards and their implementation across all these system with the development of a SCADA network fully supported by Oxford County’s IT department. This project develops the standards and then established the hardware and software platform that is best suited for the County’s needs.

SCADA systems are essential to the 24/7 operation of critical infrastructure such as water and wastewater systems. The key outcome of the multi-year SCADA Master Plan is to *“Build a fully integrated, high-availability, and uniform SCADA system that provides enterprise-wide control and the information necessary to optimize operations and enhance business decisions based on economic needs while implementing cost-effective solutions to drive the County’s future SCADA operation.”*

The 2019 SCADA Master Plan identified the need for additional staff to support and execute the ongoing implementation plan, including the requirement for a dedicated SCADA Technician FTE (1.0). Reporting to the Supervisor of Technical Services, this new position will assume the following responsibilities:

- The required SCADA Technician forms a vital part of the governance structure of the system having responsibilities for document control, upgrades, and data validation and management;
- Roll out of the SCADA hardware and software upgrades by participating in the purchasing and installation and insuring compliance to the Oxford County standards; and
- Ongoing troubleshooting and maintenance of the SCADA system for the water and wastewater services division.

Responsibility for SCADA System Governance

As per the 2019 SCADA Master Plan, “SCADA Governance is the oversight of the organization, policies and principles, practices, and strategies required to optimize the life cycle and performance of the SCADA system. A creation of a standard SCADA Governance guidelines and a governance committee is essential for Oxford County. As identified in the SCADA Master Plan, this document has been developed to identify the roles and responsibilities of the SCADA Governance Committee and associated procedures for analyzing and prioritizing change requests for SCADA enhancements and capital projects required to renew or expand the SCADA system.”

The required SCADA Technician forms a vital part of the governance structure of the system, having responsibilities for document control, upgrades, and data validation and management as follows:

- Document control is critical for the proper control, implementation, and maintenance of the system using documents such as the SCADA standards, process control narratives, piping and instrumentation drawings, control panel layouts and O&M manuals.
- Implementing upgrades when there is new updates of software or new initiatives required across the Counties SCADA network.
- Data validation and management is crucial for regulatory compliance and reporting requirements for various stakeholders.

SCADA System Implementation

Implementation of the hardware and software upgrades is a multi-year approach with a priority to address critical issues first. Initially, a pilot system will be started to trial all upgrades in one system prior to expanding it to other sites in a manner which will reduce risk to SCADA implementation and conversion to other water and wastewater system areas during their subsequent implementation.

Accordingly, a SCADA Technician is required to undertake the following tasks:

- Validate the design and software modules of the new SCADA system prior to it being rolled out across the County.
- Project manage the installation and setup of the new SCADA network across all water and wastewater facilities.
- Automate remote facilities not currently automated.
- Build the SCADA and automation infrastructure to support reliable operations and enable the optimization of operations.

The changes will need to be supported and co-ordinated with the County’s IT group and, as such, requires co-ordination of the effort.

Troubleshooting and Maintenance

The County currently contracts out repair and maintenance and operating costs for SCADA work for both the water and wastewater systems. The addition of this FTE would reduce the amount of work required to be contracted externally to third party vendors. The anticipated combined budget savings from moving this work in house is included in the budget table below.

Fleet Requirement

A service vehicle would be required as the SCADA technician would be attending to all County water and wastewater sites on any given day to test, maintain and troubleshoot the current SCADA systems in place and to oversee the installation and implementation of the new systems. The requested vehicle would need to be outfitted with shelving to allow for the transportation of specialised tools, equipment and replacement parts that would be needed to test, maintain and troubleshoot the County's SCADA systems.

Conclusions

The Water and Wastewater Services Division would benefit immediately from an in-house SCADA Technician that would be able to troubleshoot and maintain current and future systems. In doing so, higher costs related to the contracted third party SCADA services can be notably offset, SCADA service continuity throughout the multi-year implementation of the SCADA Master Plan can be achieved, and subsequent long term troubleshooting and maintenance of the SCADA system can be effectively managed.

IMPLICATIONS IF NOT APPROVED

Without the required position, the SCADA implementation plan would need to be fully contracted out to external service providers at a higher cost and ongoing post-implementation troubleshooting and maintenance would require a service contract with an external service provider.

This undesirable approach introduces levels of risk given SCADA service delivery is maintained externally to the Water and Wastewater Services Division's direct authority and external responsiveness would be based on contractual terms. The costs of contracting out these services and associated risk are higher than providing this service in-house with a dedicated SCADA Technician.

BUDGET REQUIREMENTS

	One-time	Base	Total 2021 Budget
Salaries and Benefits	-	\$105,038	\$105,038
Operating Expenses			
Annual vehicle capital charge		3,750	3,750
Operating fleet costs ¹	4,200	3,062	7,262
Telecommunications		625	625
Purchased Services Savings		(76,000)	(76,000)
Total Operating Expenses	4,200	(68,563)	(64,363)
Capital			
Capital cost of vehicle ²	45,000	-	45,000
Laptop	2,000	-	2,000
Total Capital	47,000	-	47,000
Net Water and Wastewater Rate Funding Requirement	\$51,200	\$36,475	\$87,675

¹ A rental vehicle will be temporarily needed to allow time to purchase the new vehicle and outfit it as required.

² Future replacements will be funded from Fleet Reserve

2021 Wastewater Business Plan and Budget

Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue		%
2020 Approved Budget	22,526,241	17,275,648	39,801,889	39,801,889	-	
Base Budget Changes	(1,247,373)	3,919,257	2,671,884	2,671,884	-	0.0%
Service Level						
WW-SCADA Technician	26,544	24,800	51,344	51,344	-	0.0%
WW-Flushing and CCTV - KPI Increase	16,900	-	16,900	16,900	-	0.0%
WW-TBURG Sewer I&I and Flushing Programs (KPI)	162,500	-	162,500	162,500	-	0.0%
WW-Annual Costs-Field Device for Cartegraph Implementation	2,500	-	2,500	2,500	-	0.0%
	208,444	24,800	233,244	233,244	-	0.0%
2021 Requested Budget	21,487,312	21,219,705	42,707,017	42,707,017	-	0.0%
\$	(1,038,929)	3,944,057	2,905,128	2,905,128	-	
%	(4.6%)	22.8%	7.3%	7.3%	0.0%	

WASTEWATER 2021 BUDGET REPORT

	2020	2020	2021	BUDGET	BUDGET
	FORECAST	BUDGET	REQUESTED	VARIANCE	% VARIANCE
			BUDGET		
REVENUES					
GENERAL REVENUES					
PROVINCIAL GRANTS	(18,000)	-	-	-	- %
WATER AND WASTEWATER RATES	(18,893,035)	(19,093,180)	(19,235,025)	(141,845)	0.7%
USER FEES AND CHARGES	(2,575,064)	(2,242,781)	(1,720,692)	522,089	(23.3%)
TOTAL GENERAL REVENUES	(21,486,099)	(21,335,961)	(20,955,717)	380,244	(1.8%)
OTHER REVENUES					
RESERVE TRANSFER	(349,430)	(130,650)	(14,959)	115,691	(88.6%)
DEVELOPMENT CHARGES	(532,657)	17,343	(517,937)	(535,280)	(3,086.4%)
TOTAL OTHER REVENUES	(882,087)	(113,307)	(532,896)	(419,589)	370.3%
CAPITAL REVENUES					
CAPITAL RESERVE TRANSFER	(8,267,576)	(10,732,033)	(12,354,465)	(1,622,432)	15.1%
PROCEEDS FROM DEBENTURES	-	-	(3,250,000)	(3,250,000)	- %
DEVELOPMENT CHARGES	(1,820,018)	(6,518,088)	(4,710,395)	1,807,693	(27.7%)
CAPITAL CONTRIBUTIONS	(600,000)	(552,500)	(903,545)	(351,045)	63.5%
TOTAL CAPITAL REVENUES	(10,687,594)	(17,802,621)	(21,218,405)	(3,415,784)	19.2%
TOTAL REVENUES	(33,055,780)	(39,251,889)	(42,707,018)	(3,455,129)	8.8%
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	1,829,005	2,138,538	2,109,332	(29,206)	(1.4%)
BENEFITS	565,179	874,538	912,260	37,722	4.3%
TOTAL SALARIES AND BENEFITS	2,394,184	3,013,076	3,021,592	8,516	0.3%
OPERATING EXPENSES					
MATERIALS	2,196,589	2,030,112	1,654,050	(376,062)	(18.5%)
CONTRACTED SERVICES	2,761,660	2,774,025	2,895,475	121,450	4.4%
RENTS AND FINANCIAL EXPENSES	15,230	2,550	2,550	-	- %
TOTAL OPERATING EXPENSES	4,973,479	4,806,687	4,552,075	(254,612)	(5.3%)
DEBT REPAYMENT					
PRINCIPAL REPAYMENT	2,326,875	2,326,875	2,277,040	(49,835)	(2.1%)
INTEREST REPAYMENT	763,509	763,509	671,277	(92,232)	(12.1%)
TOTAL DEBT REPAYMENT	3,090,384	3,090,384	2,948,317	(142,067)	(4.6%)
CAPITAL EXPENSES					
MAJOR INFRASTRUCTURE	10,636,043	17,252,621	20,534,905	3,282,284	19.0%
VEHICLES	-	-	22,500	22,500	- %
BUILDING	75,000	75,000	-	(75,000)	(100.0%)
FURNISHINGS AND EQUIPMENT	446,177	288,900	661,000	372,100	128.8%
TOTAL CAPITAL EXPENSES	11,157,220	17,616,521	21,218,405	3,601,884	20.4%
OTHER EXPENSES					
CONTRIBUTIONS TO RESERVES	638,402	53,000	-	(53,000)	(100.0%)
CONTRIBUTIONS TO CAPITAL RESERVES	7,479,424	7,479,424	7,363,279	(116,145)	(1.6%)
TOTAL OTHER EXPENSES	8,117,826	7,532,424	7,363,279	(169,145)	(2.2%)
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	3,152,023	3,023,422	3,421,251	397,829	13.2%

WASTEWATER 2021 BUDGET REPORT

	2020	2020	2021	BUDGET	BUDGET
	FORECAST	BUDGET	REQUESTED BUDGET	VARIANCE	% VARIANCE
DEPARTMENTAL CHARGES	170,664	169,375	182,098	12,723	7.5%
TOTAL INTERDEPARTMENTAL CHARGES	3,322,687	3,192,797	3,603,349	410,552	12.9%
TOTAL EXPENSES	33,055,780	39,251,889	42,707,017	3,455,128	8.8%
TOTAL WASTEWATER	-	-	(1)	(1)	- %

WASTEWATER GENERAL

2021 BUDGET REPORT

	2020 FORECAST	2020 BUDGET	2021 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES					
GENERAL REVENUES					
USER FEES AND CHARGES	(187,874)	(8,680)	(7,750)	930	(10.7%)
TOTAL GENERAL REVENUES	(187,874)	(8,680)	(7,750)	930	(10.7%)
OTHER REVENUES					
RESERVE TRANSFER	(135,840)	(130,650)	-	130,650	(100.0%)
TOTAL OTHER REVENUES	(135,840)	(130,650)	-	130,650	(100.0%)
TOTAL REVENUES	(323,714)	(139,330)	(7,750)	131,580	(94.4%)
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	292,199	478,652	422,413	(56,239)	(11.7%)
BENEFITS	150,918	444,579	440,338	(4,241)	(1.0%)
TOTAL SALARIES AND BENEFITS	443,117	923,231	862,751	(60,480)	(6.6%)
OPERATING EXPENSES					
MATERIALS	232,958	223,267	160,690	(62,577)	(28.0%)
CONTRACTED SERVICES	99,000	138,050	70,950	(67,100)	(48.6%)
TOTAL OPERATING EXPENSES	331,958	361,317	231,640	(129,677)	(35.9%)
CAPITAL EXPENSES					
VEHICLES	-	-	22,500	22,500	-
FURNISHINGS AND EQUIPMENT	3,900	3,900	28,000	24,100	617.9%
TOTAL CAPITAL EXPENSES	3,900	3,900	50,500	46,600	1,194.9%
OTHER EXPENSES					
CONTRIBUTIONS TO RESERVES	179,600	-	-	-	-
TOTAL OTHER EXPENSES	179,600	-	-	-	-
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	648,855	624,073	826,756	202,683	32.5%
DEPARTMENTAL CHARGES	(1,283,716)	(1,773,191)	(1,963,897)	(190,706)	10.8%
TOTAL INTERDEPARTMENTAL CHARGES	(634,861)	(1,149,118)	(1,137,141)	11,977	(1.0%)
TOTAL EXPENSES	323,714	139,330	7,750	(131,580)	(94.4%)
TOTAL WASTEWATER GENERAL	-	-	-	-	-

WOODSTOCK WASTEWATER 2021 BUDGET REPORT

	2020 FORECAST	2020 BUDGET	2021 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES					
GENERAL REVENUES					
WATER AND WASTEWATER RATES	(6,635,780)	(6,661,090)	(6,589,289)	71,801	(1.1%)
USER FEES AND CHARGES	(384,583)	(250,994)	(261,090)	(10,096)	4.0%
TOTAL GENERAL REVENUES	(7,020,363)	(6,912,084)	(6,850,379)	61,705	(0.9%)
CAPITAL REVENUES					
CAPITAL RESERVE TRANSFER	(2,074,097)	(3,043,360)	(4,243,218)	(1,199,858)	39.4%
DEVELOPMENT CHARGES	(1,337,679)	(2,156,626)	(70,278)	2,086,348	(96.7%)
TOTAL CAPITAL REVENUES	(3,411,776)	(5,199,986)	(4,313,496)	886,490	(17.0%)
TOTAL REVENUES	(10,432,139)	(12,112,070)	(11,163,875)	948,195	(7.8%)
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	550,064	613,951	629,135	15,184	2.5%
BENEFITS	147,203	154,354	181,143	26,789	17.4%
TOTAL SALARIES AND BENEFITS	697,267	768,305	810,278	41,973	5.5%
OPERATING EXPENSES					
MATERIALS	750,112	715,425	515,040	(200,385)	(28.0%)
CONTRACTED SERVICES	1,206,135	1,185,435	1,110,800	(74,635)	(6.3%)
TOTAL OPERATING EXPENSES	1,956,247	1,900,860	1,625,840	(275,020)	(14.5%)
DEBT REPAYMENT					
PRINCIPAL REPAYMENT	376,731	376,731	370,214	(6,517)	(1.7%)
INTEREST REPAYMENT	181,251	181,251	165,022	(16,229)	(9.0%)
TOTAL DEBT REPAYMENT	557,982	557,982	535,236	(22,746)	(4.1%)
CAPITAL EXPENSES					
MAJOR INFRASTRUCTURE	3,360,225	5,199,986	4,093,157	(1,106,829)	(21.3%)
FURNISHINGS AND EQUIPMENT	308,825	160,000	196,000	36,000	22.5%
TOTAL CAPITAL EXPENSES	3,669,050	5,359,986	4,289,157	(1,070,829)	(20.0%)
OTHER EXPENSES					
CONTRIBUTIONS TO RESERVES	238,328	-	-	-	- %
CONTRIBUTIONS TO CAPITAL RESERVES	1,669,284	1,669,284	1,888,771	219,487	13.1%
TOTAL OTHER EXPENSES	1,907,612	1,669,284	1,888,771	219,487	13.1%
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	983,704	909,231	1,028,008	118,777	13.1%
DEPARTMENTAL CHARGES	660,277	946,422	986,585	40,163	4.2%
TOTAL INTERDEPARTMENTAL CHARGES	1,643,981	1,855,653	2,014,593	158,940	8.6%
TOTAL EXPENSES	10,432,139	12,112,070	11,163,875	(948,195)	(7.8%)
TOTAL WOODSTOCK WASTEWATER	-	-	-	-	- %

TILLSONBURG WASTEWATER 2021 BUDGET REPORT

	2020 FORECAST	2020 BUDGET	2021 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES					
GENERAL REVENUES					
PROVINCIAL GRANTS	(18,000)	-	-	-	-
WATER AND WASTEWATER RATES	(3,211,780)	(3,243,790)	(3,422,515)	(178,725)	5.5%
USER FEES AND CHARGES	(559,059)	(561,059)	(116,059)	445,000	(79.3%)
TOTAL GENERAL REVENUES	(3,788,839)	(3,804,849)	(3,538,574)	266,275	(7.0%)
CAPITAL REVENUES					
CAPITAL RESERVE TRANSFER	(1,139,364)	(2,185,856)	(4,859,972)	(2,674,116)	122.3%
DEVELOPMENT CHARGES	(50,892)	(3,443,065)	(1,603,705)	1,839,360	(53.4%)
CAPITAL CONTRIBUTIONS	-	(240,000)	(591,045)	(351,045)	146.3%
TOTAL CAPITAL REVENUES	(1,190,256)	(5,868,921)	(7,054,722)	(1,185,801)	20.2%
TOTAL REVENUES	(4,979,095)	(9,673,770)	(10,593,296)	(919,526)	9.5%
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	287,531	324,234	291,049	(33,185)	(10.2%)
BENEFITS	78,820	86,852	79,834	(7,018)	(8.1%)
TOTAL SALARIES AND BENEFITS	366,351	411,086	370,883	(40,203)	(9.8%)
OPERATING EXPENSES					
MATERIALS	270,255	241,930	231,170	(10,760)	(4.4%)
CONTRACTED SERVICES	717,750	696,100	947,800	251,700	36.2%
RENTS AND FINANCIAL EXPENSES	800	800	800	-	-
TOTAL OPERATING EXPENSES	988,805	938,830	1,179,770	240,940	25.7%
DEBT REPAYMENT					
PRINCIPAL REPAYMENT	37,260	37,260	37,904	644	1.7%
INTEREST REPAYMENT	17,925	17,925	16,334	(1,591)	(8.9%)
TOTAL DEBT REPAYMENT	55,185	55,185	54,238	(947)	(1.7%)
CAPITAL EXPENSES					
MAJOR INFRASTRUCTURE	1,190,256	5,868,921	6,940,533	1,071,612	18.3%
BUILDING	75,000	75,000	-	(75,000)	(100.0%)
FURNISHINGS AND EQUIPMENT	832	-	104,000	104,000	-
TOTAL CAPITAL EXPENSES	1,266,088	5,943,921	7,044,533	1,100,612	18.5%
OTHER EXPENSES					
CONTRIBUTIONS TO RESERVES	30,318	-	-	-	-
CONTRIBUTIONS TO CAPITAL RESERVES	1,604,141	1,604,141	1,109,607	(494,534)	(30.8%)
TOTAL OTHER EXPENSES	1,634,459	1,604,141	1,109,607	(494,534)	(30.8%)
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	376,405	330,857	401,283	70,426	21.3%
DEPARTMENTAL CHARGES	291,802	389,750	432,982	43,232	11.1%
TOTAL INTERDEPARTMENTAL CHARGES	668,207	720,607	834,265	113,658	15.8%
TOTAL EXPENSES	4,979,095	9,673,770	10,593,296	919,526	9.5%
TOTAL TILLSONBURG WASTEWATER	-	-	-	-	- %

INGERSOLL WASTEWATER

2021 BUDGET REPORT

	2020 FORECAST	2020 BUDGET	2021 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES					
GENERAL REVENUES					
WATER AND WASTEWATER RATES	(4,283,580)	(4,469,970)	(4,545,387)	(75,417)	1.7%
USER FEES AND CHARGES	(189,252)	(161,752)	(148,476)	13,276	(8.2%)
TOTAL GENERAL REVENUES	(4,472,832)	(4,631,722)	(4,693,863)	(62,141)	1.3%
OTHER REVENUES					
RESERVE TRANSFER	(39,519)	-	-	-	- %
DEVELOPMENT CHARGES	(324,988)	(74,988)	(317,746)	(242,758)	323.7%
TOTAL OTHER REVENUES	(364,507)	(74,988)	(317,746)	(242,758)	323.7%
CAPITAL REVENUES					
CAPITAL RESERVE TRANSFER	(1,259,290)	(1,347,052)	(1,015,260)	331,792	(24.6%)
DEVELOPMENT CHARGES	(2,282)	(266,069)	(9,477)	256,592	(96.4%)
CAPITAL CONTRIBUTIONS	-	(45,000)	(45,000)	-	- %
TOTAL CAPITAL REVENUES	(1,261,572)	(1,658,121)	(1,069,737)	588,384	(35.5%)
TOTAL REVENUES	(6,098,911)	(6,364,831)	(6,081,346)	283,485	(4.5%)
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	345,714	359,805	367,719	7,914	2.2%
BENEFITS	94,102	90,779	96,960	6,181	6.8%
TOTAL SALARIES AND BENEFITS	439,816	450,584	464,679	14,095	3.1%
OPERATING EXPENSES					
MATERIALS	419,503	402,860	267,160	(135,700)	(33.7%)
CONTRACTED SERVICES	299,852	332,320	324,250	(8,070)	(2.4%)
RENTS AND FINANCIAL EXPENSES	1,750	1,750	1,750	-	- %
TOTAL OPERATING EXPENSES	721,105	736,930	593,160	(143,770)	(19.5%)
DEBT REPAYMENT					
PRINCIPAL REPAYMENT	559,090	559,090	550,542	(8,548)	(1.5%)
INTEREST REPAYMENT	293,650	293,650	272,756	(20,894)	(7.1%)
TOTAL DEBT REPAYMENT	852,740	852,740	823,298	(29,442)	(3.5%)
CAPITAL EXPENSES					
MAJOR INFRASTRUCTURE	1,261,572	1,408,121	964,821	(443,300)	(31.5%)
FURNISHINGS AND EQUIPMENT	75,000	75,000	97,000	22,000	29.3%
TOTAL CAPITAL EXPENSES	1,336,572	1,483,121	1,061,821	(421,300)	(28.4%)
OTHER EXPENSES					
CONTRIBUTIONS TO CAPITAL RESERVES	2,151,583	2,151,583	2,416,068	264,485	12.3%
TOTAL OTHER EXPENSES	2,151,583	2,151,583	2,416,068	264,485	12.3%
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	371,126	388,055	385,949	(2,106)	(0.5%)
DEPARTMENTAL CHARGES	225,969	301,818	336,371	34,553	11.4%
TOTAL INTERDEPARTMENTAL CHARGES	597,095	689,873	722,320	32,447	4.7%
TOTAL EXPENSES	6,098,911	6,364,831	6,081,346	(283,485)	(4.5%)
TOTAL INGERSOLL WASTEWATER	-	-	-	-	- %

NORWICH WASTEWATER

2021 BUDGET REPORT

	2020 FORECAST	2020 BUDGET	2021 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES					
GENERAL REVENUES					
WATER AND WASTEWATER RATES	(815,320)	(790,770)	(811,860)	(21,090)	2.7%
USER FEES AND CHARGES	(126,928)	(126,928)	(126,928)	-	- %
TOTAL GENERAL REVENUES	(942,248)	(917,698)	(938,788)	(21,090)	2.3%
OTHER REVENUES					
RESERVE TRANSFER	(4,192)	-	-	-	- %
TOTAL OTHER REVENUES	(4,192)	-	-	-	- %
CAPITAL REVENUES					
CAPITAL RESERVE TRANSFER	(745,345)	(1,052,080)	(214,153)	837,927	(79.6%)
DEVELOPMENT CHARGES	(316)	(2,223)	(101,311)	(99,088)	4,457.4%
TOTAL CAPITAL REVENUES	(745,661)	(1,054,303)	(315,464)	738,839	(70.1%)
TOTAL REVENUES	(1,692,101)	(1,972,001)	(1,254,252)	717,749	(36.4%)
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	56,759	54,075	69,915	15,840	29.3%
BENEFITS	15,664	14,895	20,340	5,445	36.6%
TOTAL SALARIES AND BENEFITS	72,423	68,970	90,255	21,285	30.9%
OPERATING EXPENSES					
MATERIALS	54,250	51,330	53,140	1,810	3.5%
CONTRACTED SERVICES	94,710	91,650	92,700	1,050	1.1%
TOTAL OPERATING EXPENSES	148,960	142,980	145,840	2,860	2.0%
DEBT REPAYMENT					
PRINCIPAL REPAYMENT	95,424	95,424	99,998	4,574	4.8%
INTEREST REPAYMENT	9,504	9,504	4,930	(4,574)	(48.1%)
TOTAL DEBT REPAYMENT	104,928	104,928	104,928	-	- %
CAPITAL EXPENSES					
MAJOR INFRASTRUCTURE	745,661	1,054,303	254,429	(799,874)	(75.9%)
FURNISHINGS AND EQUIPMENT	7,620	-	59,000	59,000	- %
TOTAL CAPITAL EXPENSES	753,281	1,054,303	313,429	(740,874)	(70.3%)
OTHER EXPENSES					
CONTRIBUTIONS TO CAPITAL RESERVES	436,155	436,155	405,085	(31,070)	(7.1%)
TOTAL OTHER EXPENSES	436,155	436,155	405,085	(31,070)	(7.1%)
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	118,039	86,775	108,241	21,466	24.7%
DEPARTMENTAL CHARGES	58,315	77,890	86,474	8,584	11.0%
TOTAL INTERDEPARTMENTAL CHARGES	176,354	164,665	194,715	30,050	18.2%
TOTAL EXPENSES	1,692,101	1,972,001	1,254,252	(717,749)	(36.4%)
TOTAL NORWICH WASTEWATER	-	-	-	-	- %

TAVISTOCK WASTEWATER 2021 BUDGET REPORT

	2020 FORECAST	2020 BUDGET	2021 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES					
GENERAL REVENUES					
WATER AND WASTEWATER RATES	(1,423,050)	(1,450,400)	(1,349,549)	100,851	(7.0%)
USER FEES AND CHARGES	(426,000)	(426,000)	(436,000)	(10,000)	2.3%
TOTAL GENERAL REVENUES	(1,849,050)	(1,876,400)	(1,785,549)	90,851	(4.8%)
OTHER REVENUES					
RESERVE TRANSFER	(153,872)	-	-	-	- %
DEVELOPMENT CHARGES	(167,171)	(17,171)	(167,171)	(150,000)	873.6%
TOTAL OTHER REVENUES	(321,043)	(17,171)	(167,171)	(150,000)	873.6%
CAPITAL REVENUES					
CAPITAL RESERVE TRANSFER	(2,533,571)	(1,687,665)	(191,052)	1,496,613	(88.7%)
PROCEEDS FROM DEBENTURES	-	-	(3,250,000)	(3,250,000)	- %
DEVELOPMENT CHARGES	(632)	(154,449)	(2,624)	151,825	(98.3%)
TOTAL CAPITAL REVENUES	(2,534,203)	(1,842,114)	(3,443,676)	(1,601,562)	86.9%
TOTAL REVENUES	(4,704,296)	(3,735,685)	(5,396,396)	(1,660,711)	44.5%
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	83,718	51,322	79,994	28,672	55.9%
BENEFITS	21,898	14,100	23,763	9,663	68.5%
TOTAL SALARIES AND BENEFITS	105,616	65,422	103,757	38,335	58.6%
OPERATING EXPENSES					
MATERIALS	183,326	126,690	137,590	10,900	8.6%
CONTRACTED SERVICES	97,600	84,750	89,750	5,000	5.9%
RENTS AND FINANCIAL EXPENSES	12,680	-	-	-	- %
TOTAL OPERATING EXPENSES	293,606	211,440	227,340	15,900	7.5%
DEBT REPAYMENT					
PRINCIPAL REPAYMENT	375,085	375,085	384,887	9,802	2.6%
INTEREST REPAYMENT	108,810	108,810	95,124	(13,686)	(12.6%)
TOTAL DEBT REPAYMENT	483,895	483,895	480,011	(3,884)	(0.8%)
CAPITAL EXPENSES					
MAJOR INFRASTRUCTURE	2,534,203	1,692,114	3,397,883	1,705,769	100.8%
FURNISHINGS AND EQUIPMENT	-	-	44,000	44,000	- %
TOTAL CAPITAL EXPENSES	2,534,203	1,692,114	3,441,883	1,749,769	103.4%
OTHER EXPENSES					
CONTRIBUTIONS TO CAPITAL RESERVES	902,292	902,292	716,053	(186,239)	(20.6%)
TOTAL OTHER EXPENSES	902,292	902,292	716,053	(186,239)	(20.6%)
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	333,705	312,430	351,152	38,722	12.4%
DEPARTMENTAL CHARGES	50,979	68,092	76,200	8,108	11.9%
TOTAL INTERDEPARTMENTAL CHARGES	384,684	380,522	427,352	46,830	12.3%
TOTAL EXPENSES	4,704,296	3,735,685	5,396,396	1,660,711	44.5%
TOTAL TAVISTOCK WASTEWATER	-	-	-	-	- %

PLATTSVILLE WASTEWATER

2021 BUDGET REPORT

	2020	2020	2021	BUDGET	BUDGET
	FORECAST	BUDGET	REQUESTED	VARIANCE	% VARIANCE
			BUDGET		
REVENUES					
GENERAL REVENUES					
WATER AND WASTEWATER RATES	(570,560)	(552,250)	(544,845)	7,405	(1.3%)
USER FEES AND CHARGES	(10,000)	(10,000)	(10,000)	-	- %
TOTAL GENERAL REVENUES	(580,560)	(562,250)	(554,845)	7,405	(1.3%)
OTHER REVENUES					
RESERVE TRANSFER	-	-	(14,959)	(14,959)	- %
DEVELOPMENT CHARGES	(40,498)	109,502	(33,020)	(142,522)	(130.2%)
TOTAL OTHER REVENUES	(40,498)	109,502	(47,979)	(157,481)	(143.8%)
CAPITAL REVENUES					
CAPITAL RESERVE TRANSFER	(16,667)	(29,513)	(193,534)	(164,021)	555.8%
DEVELOPMENT CHARGES	(313)	(152,202)	(1,299)	150,903	(99.1%)
TOTAL CAPITAL REVENUES	(16,980)	(181,715)	(194,833)	(13,118)	7.2%
TOTAL REVENUES	(638,038)	(634,463)	(797,657)	(163,194)	25.7%
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	30,326	50,501	37,405	(13,096)	(25.9%)
BENEFITS	7,891	13,704	10,763	(2,941)	(21.5%)
TOTAL SALARIES AND BENEFITS	38,217	64,205	48,168	(16,037)	(25.0%)
OPERATING EXPENSES					
MATERIALS	63,694	50,880	65,220	14,340	28.2%
CONTRACTED SERVICES	40,060	45,560	44,475	(1,085)	(2.4%)
TOTAL OPERATING EXPENSES	103,754	96,440	109,695	13,255	13.7%
DEBT REPAYMENT					
PRINCIPAL REPAYMENT	234,291	234,291	243,639	9,348	4.0%
INTEREST REPAYMENT	50,623	50,623	41,275	(9,348)	(18.5%)
TOTAL DEBT REPAYMENT	284,914	284,914	284,914	-	- %
CAPITAL EXPENSES					
MAJOR INFRASTRUCTURE	16,980	31,715	167,935	136,220	429.5%
FURNISHINGS AND EQUIPMENT	-	-	26,000	26,000	- %
TOTAL CAPITAL EXPENSES	16,980	31,715	193,935	162,220	511.5%
OTHER EXPENSES					
CONTRIBUTIONS TO RESERVES	21,725	-	-	-	- %
CONTRIBUTIONS TO CAPITAL RESERVES	30,444	30,444	-	(30,444)	(100.0%)
TOTAL OTHER EXPENSES	52,169	30,444	-	(30,444)	(100.0%)
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	115,872	91,842	122,777	30,935	33.7%
DEPARTMENTAL CHARGES	26,132	34,903	38,168	3,265	9.4%
TOTAL INTERDEPARTMENTAL CHARGES	142,004	126,745	160,945	34,200	27.0%
TOTAL EXPENSES	638,038	634,463	797,657	163,194	25.7%
TOTAL PLATTSVILLE WASTEWATER	-	-	-	-	- %

THAMESFORD WASTEWATER

2021 BUDGET REPORT

	2020 FORECAST	2020 BUDGET	2021 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES					
GENERAL REVENUES					
WATER AND WASTEWATER RATES	(792,560)	(781,360)	(838,984)	(57,624)	7.4%
USER FEES AND CHARGES	(86,878)	(87,378)	(4,399)	82,979	(95.0%)
TOTAL GENERAL REVENUES	(879,438)	(868,738)	(843,383)	25,355	(2.9%)
CAPITAL REVENUES					
CAPITAL RESERVE TRANSFER	(54,992)	(58,870)	(100,300)	(41,430)	70.4%
DEVELOPMENT CHARGES	(209)	(1,471)	(867)	604	(41.1%)
TOTAL CAPITAL REVENUES	(55,201)	(60,341)	(101,167)	(40,826)	67.7%
TOTAL REVENUES	(934,639)	(929,079)	(944,550)	(15,471)	1.7%
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	69,353	80,936	78,697	(2,239)	(2.8%)
BENEFITS	18,248	20,216	20,605	389	1.9%
TOTAL SALARIES AND BENEFITS	87,601	101,152	99,302	(1,850)	(1.8%)
OPERATING EXPENSES					
MATERIALS	85,277	80,780	84,200	3,420	4.2%
CONTRACTED SERVICES	68,000	67,800	79,500	11,700	17.3%
TOTAL OPERATING EXPENSES	153,277	148,580	163,700	15,120	10.2%
DEBT REPAYMENT					
PRINCIPAL REPAYMENT	121,556	121,556	42,754	(78,802)	(64.8%)
INTEREST REPAYMENT	33,693	33,693	27,448	(6,245)	(18.5%)
TOTAL DEBT REPAYMENT	155,249	155,249	70,202	(85,047)	(54.8%)
CAPITAL EXPENSES					
MAJOR INFRASTRUCTURE	55,201	60,341	61,771	1,430	2.4%
FURNISHINGS AND EQUIPMENT	50,000	50,000	38,000	(12,000)	(24.0%)
TOTAL CAPITAL EXPENSES	105,201	110,341	99,771	(10,570)	(9.6%)
OTHER EXPENSES					
CONTRIBUTIONS TO RESERVES	92,907	-	-	-	-
CONTRIBUTIONS TO CAPITAL RESERVES	238,252	238,252	390,128	151,876	63.7%
TOTAL OTHER EXPENSES	331,159	238,252	390,128	151,876	63.7%
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	58,553	117,270	62,119	(55,151)	(47.0%)
DEPARTMENTAL CHARGES	43,598	58,234	59,327	1,093	1.9%
TOTAL INTERDEPARTMENTAL CHARGES	102,151	175,504	121,446	(54,058)	(30.8%)
TOTAL EXPENSES	934,638	929,078	944,549	15,471	1.7%
TOTAL THAMESFORD WASTEWATER	(1)	(1)	(1)	-	- %

DRUMBO WASTEWATER 2021 BUDGET REPORT

	2020 FORECAST	2020 BUDGET	2021 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES					
GENERAL REVENUES					
WATER AND WASTEWATER RATES	(367,645)	(362,950)	(363,378)	(428)	0.1%
USER FEES AND CHARGES	(3,000)	(6,000)	(6,000)	-	- %
TOTAL GENERAL REVENUES	(370,645)	(368,950)	(369,378)	(428)	0.1%
CAPITAL REVENUES					
CAPITAL RESERVE TRANSFER	(363,607)	(1,212,725)	(1,308,635)	(95,910)	7.9%
DEVELOPMENT CHARGES	(427,509)	(341,233)	(2,920,064)	(2,578,831)	755.7%
TOTAL CAPITAL REVENUES	(791,116)	(1,553,958)	(4,228,699)	(2,674,741)	172.1%
TOTAL REVENUES	(1,161,761)	(1,922,908)	(4,598,077)	(2,675,169)	139.1%
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	52,884	53,493	58,015	4,522	8.5%
BENEFITS	14,058	15,292	17,252	1,960	12.8%
TOTAL SALARIES AND BENEFITS	66,942	68,785	75,267	6,482	9.4%
OPERATING EXPENSES					
MATERIALS	43,854	44,210	44,130	(80)	(0.2%)
CONTRACTED SERVICES	60,500	51,800	52,250	450	0.9%
TOTAL OPERATING EXPENSES	104,354	96,010	96,380	370	0.4%
CAPITAL EXPENSES					
MAJOR INFRASTRUCTURE	791,116	1,553,958	4,189,169	2,635,211	169.6%
FURNISHINGS AND EQUIPMENT	-	-	39,000	39,000	- %
TOTAL CAPITAL EXPENSES	791,116	1,553,958	4,228,169	2,674,211	172.1%
OTHER EXPENSES					
CONTRIBUTIONS TO RESERVES	1,301	-	-	-	- %
CONTRIBUTIONS TO CAPITAL RESERVES	149,762	149,762	139,164	(10,598)	(7.1%)
TOTAL OTHER EXPENSES	151,063	149,762	139,164	(10,598)	(7.1%)
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	33,478	34,615	36,577	1,962	5.7%
DEPARTMENTAL CHARGES	14,808	19,778	22,520	2,742	13.9%
TOTAL INTERDEPARTMENTAL CHARGES	48,286	54,393	59,097	4,704	8.6%
TOTAL EXPENSES	1,161,761	1,922,908	4,598,077	2,675,169	139.1%
TOTAL DRUMBO WASTEWATER	-	-	-	-	- %

MT ELGIN WASTEWATER

2021 BUDGET REPORT

	2020	2020	2021	BUDGET	BUDGET
	FORECAST	BUDGET	REQUESTED	VARIANCE	% VARIANCE
			BUDGET		
REVENUES					
GENERAL REVENUES					
WATER AND WASTEWATER RATES	(197,555)	(197,890)	(188,403)	9,487	(4.8%)
USER FEES AND CHARGES	(82,641)	(85,141)	(85,141)	-	- %
TOTAL GENERAL REVENUES	(280,196)	(283,031)	(273,544)	9,487	(3.4%)
OTHER REVENUES					
DEVELOPMENT CHARGES	-	-	-	-	- %
TOTAL OTHER REVENUES	-	-	-	-	- %
CAPITAL REVENUES					
CAPITAL RESERVE TRANSFER	(53,521)	(51,263)	(80,953)	(29,690)	57.9%
DEVELOPMENT CHARGES	(186)	(750)	(770)	(20)	2.7%
CAPITAL CONTRIBUTIONS	-	(130,000)	(130,000)	-	- %
TOTAL CAPITAL REVENUES	(53,707)	(182,013)	(211,723)	(29,710)	16.3%
TOTAL REVENUES	(333,903)	(465,044)	(485,267)	(20,223)	4.3%
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	19,554	27,320	28,256	936	3.4%
BENEFITS	5,287	7,727	8,169	442	5.7%
TOTAL SALARIES AND BENEFITS	24,841	35,047	36,425	1,378	3.9%
OPERATING EXPENSES					
MATERIALS	16,593	17,890	19,200	1,310	7.3%
CONTRACTED SERVICES	18,130	20,000	21,000	1,000	5.0%
TOTAL OPERATING EXPENSES	34,723	37,890	40,200	2,310	6.1%
DEBT REPAYMENT					
PRINCIPAL REPAYMENT	65,839	65,839	68,214	2,375	3.6%
INTEREST REPAYMENT	13,802	13,802	11,427	(2,375)	(17.2%)
TOTAL DEBT REPAYMENT	79,641	79,641	79,641	-	- %
CAPITAL EXPENSES					
MAJOR INFRASTRUCTURE	53,707	182,013	201,459	19,446	10.7%
FURNISHINGS AND EQUIPMENT	-	-	10,000	10,000	- %
TOTAL CAPITAL EXPENSES	53,707	182,013	211,459	29,446	16.2%
OTHER EXPENSES					
CONTRIBUTIONS TO RESERVES	15,581	-	-	-	- %
CONTRIBUTIONS TO CAPITAL RESERVES	78,527	78,527	80,877	2,350	3.0%
TOTAL OTHER EXPENSES	94,108	78,527	80,877	2,350	3.0%
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	43,903	47,946	25,438	(22,508)	(46.9%)
DEPARTMENTAL CHARGES	2,980	3,980	11,227	7,247	182.1%
TOTAL INTERDEPARTMENTAL CHARGES	46,883	51,926	36,665	(15,261)	(29.4%)
TOTAL EXPENSES	333,903	465,044	485,267	20,223	4.3%
TOTAL MT ELGIN WASTEWATER	-	-	-	-	- %

EMBRO WASTEWATER 2021 BUDGET REPORT

	2020 FORECAST	2020 BUDGET	2021 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES					
GENERAL REVENUES					
WATER AND WASTEWATER RATES	(272,735)	(278,320)	(272,428)	5,892	(2.1%)
USER FEES AND CHARGES	(247,413)	(247,413)	(247,413)	-	- %
TOTAL GENERAL REVENUES	(520,148)	(525,733)	(519,841)	5,892	(1.1%)
OTHER REVENUES					
RESERVE TRANSFER	(16,007)	-	-	-	- %
TOTAL OTHER REVENUES	(16,007)	-	-	-	- %
CAPITAL REVENUES					
CAPITAL RESERVE TRANSFER	(2,881)	(1,476)	(12,980)	(11,504)	779.4%
CAPITAL CONTRIBUTIONS	(250,000)	(62,500)	(62,500)	-	- %
TOTAL CAPITAL REVENUES	(252,881)	(63,976)	(75,480)	(11,504)	18.0%
TOTAL REVENUES	(789,036)	(589,709)	(595,321)	(5,612)	1.0%
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	21,626	20,933	22,100	1,167	5.6%
BENEFITS	6,012	5,676	6,171	495	8.7%
TOTAL SALARIES AND BENEFITS	27,638	26,609	28,271	1,662	6.2%
OPERATING EXPENSES					
MATERIALS	29,643	27,790	27,920	130	0.5%
CONTRACTED SERVICES	27,723	27,560	27,650	90	0.3%
TOTAL OPERATING EXPENSES	57,366	55,350	55,570	220	0.4%
DEBT REPAYMENT					
PRINCIPAL REPAYMENT	220,018	220,018	228,245	8,227	3.7%
INTEREST REPAYMENT	25,895	25,895	17,668	(8,227)	(31.8%)
TOTAL DEBT REPAYMENT	245,913	245,913	245,913	-	- %
CAPITAL EXPENSES					
MAJOR INFRASTRUCTURE	252,881	63,976	65,024	1,048	1.6%
FURNISHINGS AND EQUIPMENT	-	-	10,000	10,000	- %
TOTAL CAPITAL EXPENSES	252,881	63,976	75,024	11,048	17.3%
OTHER EXPENSES					
CONTRIBUTIONS TO RESERVES	27,500	27,500	-	(27,500)	(100.0%)
CONTRIBUTIONS TO CAPITAL RESERVES	113,382	113,382	117,509	4,127	3.6%
TOTAL OTHER EXPENSES	140,882	140,882	117,509	(23,373)	(16.6%)
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	32,103	40,079	34,344	(5,735)	(14.3%)
DEPARTMENTAL CHARGES	32,253	16,900	38,690	21,790	128.9%
TOTAL INTERDEPARTMENTAL CHARGES	64,356	56,979	73,034	16,055	28.2%
TOTAL EXPENSES	789,036	589,709	595,321	5,612	1.0%
TOTAL EMBRO WASTEWATER	-	-	-	-	- %

INNERKIP WASTEWATER

2021 BUDGET REPORT

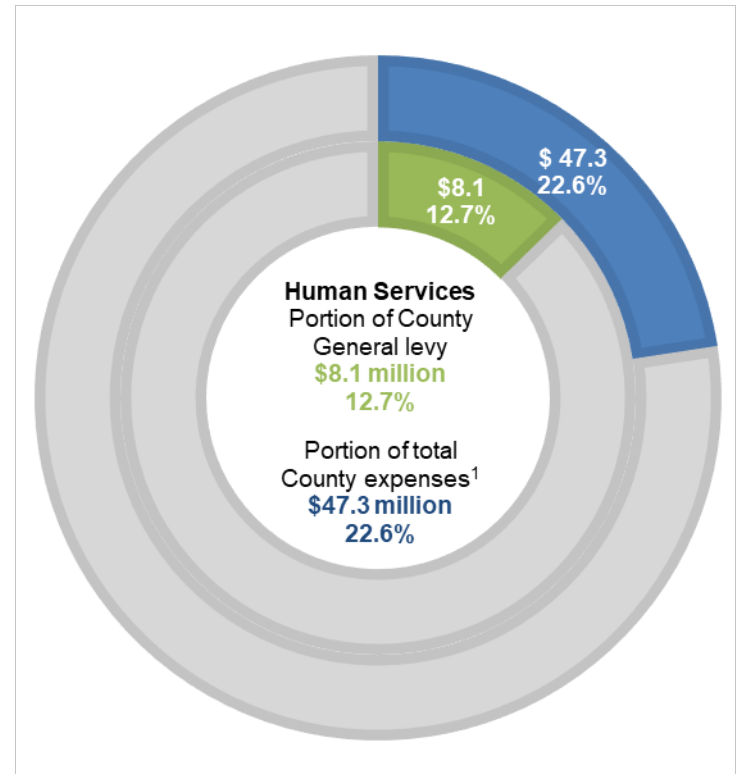
	2020 FORECAST	2020 BUDGET	2021 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES					
GENERAL REVENUES					
WATER AND WASTEWATER RATES	(322,470)	(304,390)	(308,387)	(3,997)	1.3%
USER FEES AND CHARGES	(271,436)	(271,436)	(271,436)	-	-
TOTAL GENERAL REVENUES	(593,906)	(575,826)	(579,823)	(3,997)	0.7%
CAPITAL REVENUES					
CAPITAL RESERVE TRANSFER	(24,241)	(62,173)	(134,408)	(72,235)	116.2%
CAPITAL CONTRIBUTIONS	(350,000)	(75,000)	(75,000)	-	-
TOTAL CAPITAL REVENUES	(374,241)	(137,173)	(209,408)	(72,235)	52.7%
TOTAL REVENUES	(968,147)	(712,999)	(789,231)	(76,232)	10.7%
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	19,277	23,316	24,634	1,318	5.7%
BENEFITS	5,078	6,364	6,922	558	8.8%
TOTAL SALARIES AND BENEFITS	24,355	29,680	31,556	1,876	6.3%
OPERATING EXPENSES					
MATERIALS	47,124	47,060	48,590	1,530	3.3%
CONTRACTED SERVICES	32,200	33,000	34,350	1,350	4.1%
TOTAL OPERATING EXPENSES	79,324	80,060	82,940	2,880	3.6%
DEBT REPAYMENT					
PRINCIPAL REPAYMENT	241,581	241,581	250,643	9,062	3.8%
INTEREST REPAYMENT	28,355	28,355	19,293	(9,062)	(32.0%)
TOTAL DEBT REPAYMENT	269,936	269,936	269,936	-	- %
CAPITAL EXPENSES					
MAJOR INFRASTRUCTURE	374,241	137,173	198,724	61,551	44.9%
FURNISHINGS AND EQUIPMENT	-	-	10,000	10,000	-
TOTAL CAPITAL EXPENSES	374,241	137,173	208,724	71,551	52.2%
OTHER EXPENSES					
CONTRIBUTIONS TO RESERVES	31,142	25,500	-	(25,500)	(100.0%)
CONTRIBUTIONS TO CAPITAL RESERVES	105,602	105,602	100,017	(5,585)	(5.3%)
TOTAL OTHER EXPENSES	136,744	131,102	100,017	(31,085)	(23.7%)
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	36,280	40,249	38,607	(1,642)	(4.1%)
DEPARTMENTAL CHARGES	47,267	24,799	57,451	32,652	131.7%
TOTAL INTERDEPARTMENTAL CHARGES	83,547	65,048	96,058	31,010	47.7%
TOTAL EXPENSES	968,147	712,999	789,231	76,232	10.7%
TOTAL INNERKIP WASTEWATER	-	-	-	-	- %



2021 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.

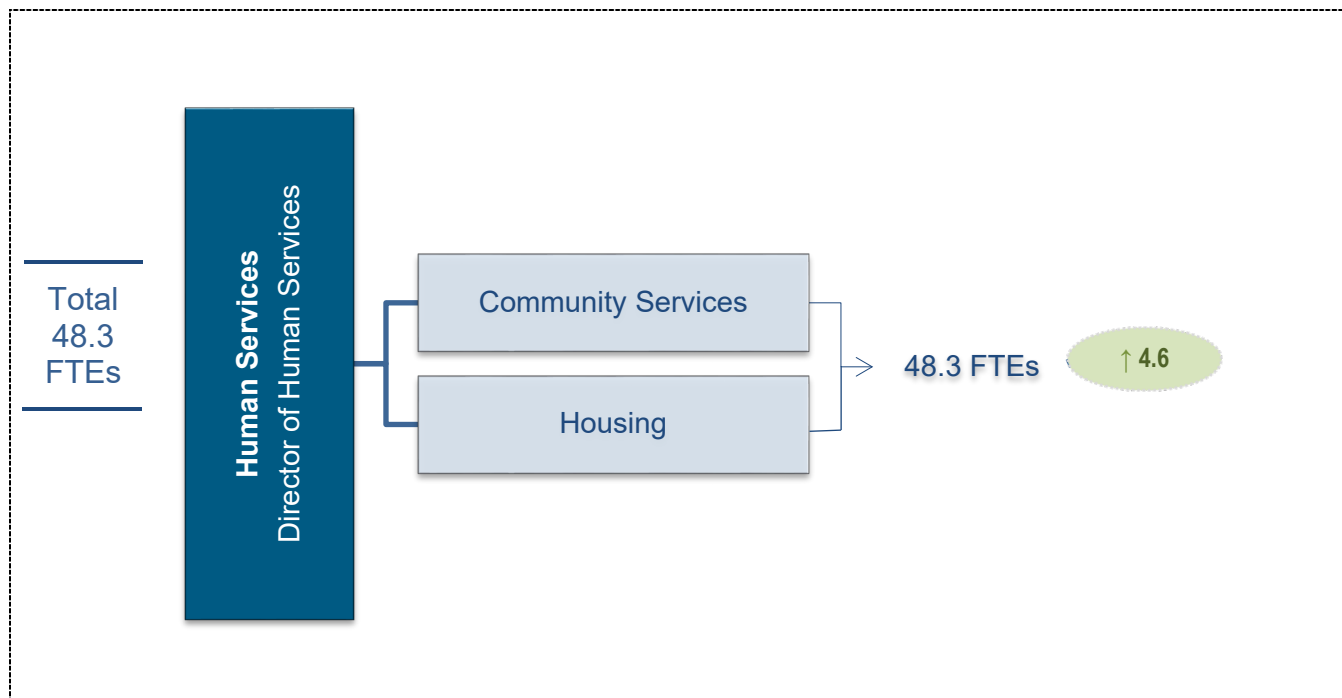


¹ Includes salaries & benefits, operating & program expenses, debt repayment, capital

Services we provide

Services Provided	2019 Service Level Output	
Community Services		
- Child Care Subsidy	→ 2577	Child Care Spaces
- Financial Assistance	→ \$11,850,961	Payment (\$ of financial assistance)
Housing		
- Shelter (Direct Delivered)	→ 628	Housing units
- Shelter (Subsidy)	→ \$2,402,626	Housing Subsidy payment
- Shelter (Financial Support)	→ 403	Support 403 Affordable Housing Units

How are we Organized?



Reason for change

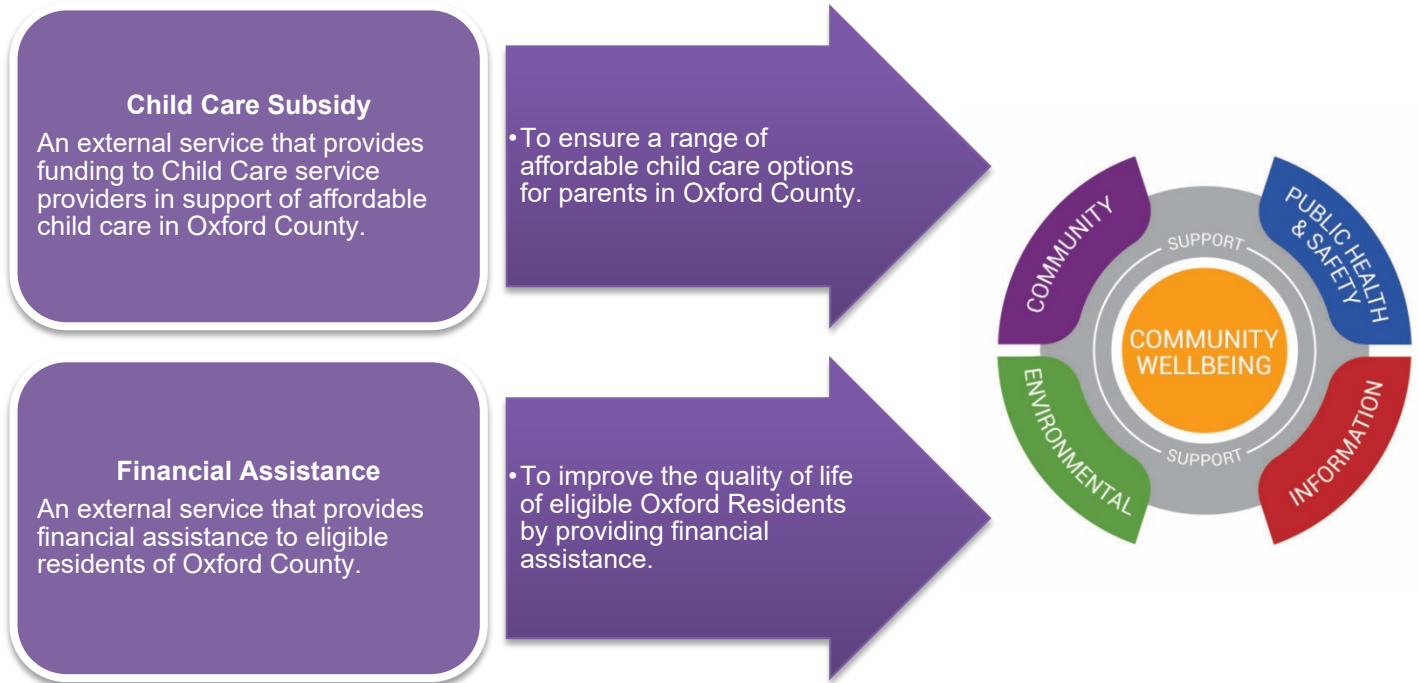
Community Services:

- **7.0 FTE Facilitators Full-time** - New program delivery of EarlyON, in-house, requires additional program staff. **[HS 2020-09]**
- **1.0 FTE Administrative Assistant Full-time** - Required to maintain a variety of functions such as electronic document management, Ministry reporting requirements and internal functions related to attendance management. **[FTE Change Report]**
- **(3.4) FTE Full-time** - Not replacing retirement and resignation vacancies of Support Clerk and Client Service Workers.

HUMAN SERVICES PROJECTED 5 YEAR BUDGET

	2021 REQUESTED BUDGET	2022 PROJECTED BUDGET	2023 PROJECTED BUDGET	2024 PROJECTED BUDGET	2025 PROJECTED BUDGET
REVENUES					
GENERAL REVENUES	(33,938,107)	(31,465,718)	(31,815,816)	(31,679,451)	(31,523,983)
OTHER REVENUES	(4,085,888)	-	-	-	-
CAPITAL REVENUES	(1,195,500)	(1,592,200)	(1,241,200)	(1,328,000)	(1,326,500)
TOTAL REVENUES	(39,219,495)	(33,057,918)	(33,057,016)	(33,007,451)	(32,850,483)
EXPENSES					
SALARIES AND BENEFITS	4,473,080	4,543,811	4,624,776	4,701,883	4,776,576
OPERATING EXPENSES	38,924,111	32,660,616	32,871,066	33,166,774	33,351,837
DEBT REPAYMENT	294,183	275,818	276,273	179,198	179,197
CAPITAL EXPENSES	1,229,300	1,626,500	1,276,000	1,363,300	1,362,300
OTHER EXPENSES	1,250,000	1,350,000	1,450,000	1,500,000	1,550,000
INTERDEPARTMENTAL CHARGES	1,128,523	1,181,972	1,214,014	1,231,439	1,226,071
TOTAL EXPENSES	47,299,197	41,638,717	41,712,129	42,142,594	42,445,981
TOTAL HUMAN SERVICES	8,079,702	8,580,799	8,655,113	9,135,143	9,595,498

Services Overview



Key Performance Indicators

	2018 Actual	2019 Actual	2020 Forecast	2021 Forecast	2022 Budget	2023 Budget	Target
Average employment earnings per case	\$746.33	\$829.00	\$845.00	\$864.00	\$890.00	\$895.00	↑
% of cases with earnings	16.95%	17.88%	11.99%	15.22%	16.96%	17.00%	↑
# of Ontario Works cases	1,384	1,355	1,385	1,360	1,362	1,345	N/A
% of terminations exiting to employment	16.16%	28.52%	26.64%	27%	29%	30%	↑
% of licensed child care spaces occupied 0-4 years of age	78%	78%	70%	78%	80%	82%	↑
% of licensed child care spaces occupied 5-12 years of age	38%	37%	38%	40%	42%	44%	↑
Total # of children served with Fee Subsidy	712	746	580	635	685	725	↑

Goals and Objectives

Description	2021	2022	2023	Strategic Plan	Other Plan Alignment
<p>Development of Child Care Support the development of child care in Norwich Township and any other municipality in Oxford that is interested.</p>	●			A County that Works Together	Child Care
<p>EarlyON Programs and Activities Ensure the effective delivery of EarlyON programs and activities.</p>	●			A County that Works Together	Child Care
<p>Full time Shelter Options Explore all full time shelter options for Oxford County</p>	●			A County that Thinks Ahead and Wisely Shapes the Future	Ten Year Housing and Homelessness Plan
<p>Virtual Service Delivery Continue to offer virtual human services to all clients, reviewing services that can be delivered remotely including EarlyON programs.</p>	●			A County that Works Together	
<p>Local Community Health Care Integration Advance opportunities to deliver more comprehensive community health care through partnership with local health care and social service providers.</p>	●	●		A County that Works Together	
<p>Post-COVID Support/Service Support the community post COVID-19 to allow agencies who support the most vulnerable to maintain financial sustainability.</p>	●			A County that Works Together	
<p>Support the Development of the Community Safety and Well Being Plan Advance and support the multi-sectoral collaboration to create a safe and well community through this plan as legislated under the Police Services Act.</p>	●			A County that Works Together	

2021 Community Services Business Plan and Budget

Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
2020 Approved Budget	18,514,924	-	18,514,924	16,516,337	1,998,587	
Base Budget Changes	260,533	-	260,533	185,592	74,941	3.7%
Service Level						
HS-Human Services Administrative Assistant	23,560	-	23,560	11,780	11,780	0.6%
HS-Reduction in staff due to attrition	(185,387)	-	(185,387)	(92,694)	(92,693)	(4.6%)
	(161,827)	-	(161,827)	(80,914)	(80,913)	(4.0%)
One-time Items						
HS-Reduction due to COVID (travel)	-	(5,950)	(5,950)	-	(5,950)	(0.3%)
	-	(5,950)	(5,950)	-	(5,950)	(0.3%)
2021 Requested Budget	18,613,630	(5,950)	18,607,680	16,621,015	1,986,665	(0.6%)
\$	98,706	(5,950)	92,756	104,678	(11,922)	
%	0.5%	0.0%	0.5%	0.6%	(0.6%)	

COMMUNITY SERVICES 2021 BUDGET REPORT

	2020 FORECAST	2020 BUDGET	2021 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES					
GENERAL REVENUES					
PROVINCIAL GRANTS	(16,112,437)	(16,193,537)	(16,323,615)	(130,078)	0.8%
USER FEES AND CHARGES	(282,900)	(322,800)	(297,400)	25,400	(7.9%)
TOTAL GENERAL REVENUES	(16,395,337)	(16,516,337)	(16,621,015)	(104,678)	0.6%
TOTAL REVENUES	(16,395,337)	(16,516,337)	(16,621,015)	(104,678)	0.6%
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	2,607,879	2,609,684	2,496,418	(113,266)	(4.3%)
BENEFITS	744,653	744,649	798,138	53,489	7.2%
TOTAL SALARIES AND BENEFITS	3,352,532	3,354,333	3,294,556	(59,777)	(1.8%)
OPERATING EXPENSES					
MATERIALS	934,214	922,850	954,968	32,118	3.5%
CONTRACTED SERVICES	8,000	9,000	8,000	(1,000)	(11.1%)
RENTS AND FINANCIAL EXPENSES	45,000	46,000	46,000	-	-
EXTERNAL TRANSFERS	13,313,600	13,445,100	13,561,700	116,600	0.9%
TOTAL OPERATING EXPENSES	14,300,814	14,422,950	14,570,668	147,718	1.0%
CAPITAL EXPENSES					
FURNISHINGS AND EQUIPMENT	384	-	-	-	-
TOTAL CAPITAL EXPENSES	384	-	-	-	-
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	737,648	737,641	742,456	4,815	0.7%
TOTAL INTERDEPARTMENTAL CHARGES	737,648	737,641	742,456	4,815	0.7%
TOTAL EXPENSES	18,391,378	18,514,924	18,607,680	92,756	0.5%
TOTAL COMMUNITY SERVICES	1,996,041	1,998,587	1,986,665	(11,922)	(0.6%)

2021 Child Care Business Plan and Budget

Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
2020 Approved Budget	10,466,635	-	10,466,635	9,451,930	1,014,705	
Base Budget Changes	(30,530)	-	(30,530)	213,367	(243,897)	(24.0%)
Service Level						
CC-Human Services Administrative Assistant	54,973	-	54,973	51,046	3,927	0.4%
CC-Reduction in staff due to attrition	(112,997)	-	(112,997)	(56,499)	(56,498)	(5.6%)
	(58,024)	-	(58,024)	(5,453)	(52,571)	(5.2%)
Provincial Funding						
CC-Administration Funding Cost Shared (100% to 50%)	-	-	-	(296,904)	296,904	29.3%
	-	-	-	(296,904)	296,904	29.3%
2021 Requested Budget	10,378,081	-	10,378,081	9,362,940	1,015,141	0.0%
\$	(88,554)	-	(88,554)	(88,990)	436	
%	(0.8%)	0.0%	(0.8%)	(0.9%)	0.0%	

CHILD CARE 2021 BUDGET REPORT

	2020 FORECAST	2020 BUDGET	2021 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES					
GENERAL REVENUES					
PROVINCIAL GRANTS	(6,869,127)	(9,451,930)	(9,362,940)	88,990	(0.9%)
TOTAL GENERAL REVENUES	(6,869,127)	(9,451,930)	(9,362,940)	88,990	(0.9%)
TOTAL REVENUES	(6,869,127)	(9,451,930)	(9,362,940)	88,990	(0.9%)
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	604,895	604,895	875,904	271,009	44.8%
BENEFITS	182,265	182,265	302,620	120,355	66.0%
TOTAL SALARIES AND BENEFITS	787,160	787,160	1,178,524	391,364	49.7%
OPERATING EXPENSES					
MATERIALS	66,629	44,100	427,518	383,418	869.4%
EXTERNAL TRANSFERS	6,799,221	9,499,577	8,661,822	(837,755)	(8.8%)
TOTAL OPERATING EXPENSES	6,865,850	9,543,677	9,089,340	(454,337)	(4.8%)
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	135,799	135,799	110,217	(25,582)	(18.8%)
DEPARTMENTAL CHARGES	-	(1)	-	1	(100.0%)
TOTAL INTERDEPARTMENTAL CHARGES	135,799	135,798	110,217	(25,581)	(18.8%)
TOTAL EXPENSES	7,788,809	10,466,635	10,378,081	(88,554)	(0.8%)
TOTAL CHILD CARE	919,682	1,014,705	1,015,141	436	- %

Department/Division:	Human Services - Community Services
Type of FTE request	Service Level
Classification	Full-time - Permanent
Job Title	Administrative Assistant
FTE	1.0

PROPOSAL

Required to maintain a variety of functions including but not limited to:

- Electronic document management
- Ministry reporting requirements
- Internal functions related to attendance management

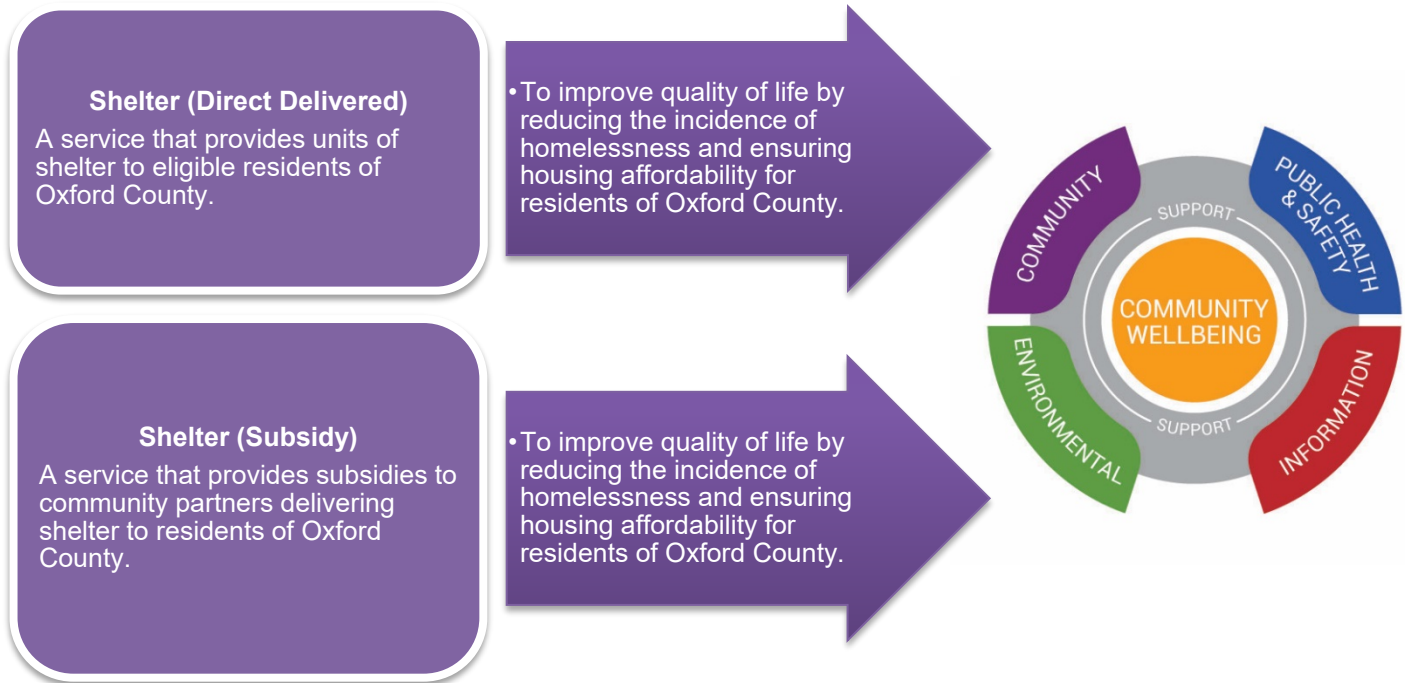
IMPLICATIONS IF NOT APPROVED

Failure to meet reporting requirements will result in lost funding opportunities

BUDGET REQUIREMENTS

	One-time	Base	Total 2021 Budget
Revenues			
Provincial Funding	-	\$51,046	\$51,046
Total Revenue	-	51,046	51,046
Salaries and Benefits	-	78,532	78,532
County Levy	-	\$15,706	\$15,706

Services Overview



Key Performance Indicators

	2017 Actual	2018 Actual	2019 Actual	2020 Forecast	2021 Budget	2022 Budget	Target
# of clients served through Consolidated Homelessness Prevention Initiative	1,203	1,311	875	900	955	1,010	1,325
# of new clients housed (RGI, Rent Supplement Programs)	162	270	175	161	225	300	300
# of new Affordable Housing units (rental, ownership)	35	0	72	120	82	50	50
% of clients served / housed from waitlist	13%	10%	7%	10%	10%	10%	15%

Goals and Objectives

Description	2021	2022	2023	Strategic Plan	Other Plan Alignment
<p>Complete 24 Affordable Housing Units Complete 24 affordable housing units at 786 Southwood Way, Woodstock (formerly known as 300 Juliana Drive) Parcel A.</p>	●			A County that Thinks Ahead and Wisely Shapes the Future	10 Year Shelter Plan Housing First Policy
<p>Support Affordable Housing Development at Nellis Street Continue to support the development of 90 affordable housing units at 1235 Nellis Street, Woodstock.</p>	●	●		A County that Thinks Ahead and Wisely Shapes the Future	10 Year Shelter Plan Housing First Policy
<p>Plan for Parcel B at Woodingford Lodge Develop a housing plan for the Parcel B lands at Woodingford Lodge.</p>	●			A County that Thinks Ahead and Wisely Shapes the Future	10 Year Shelter Plan Housing First Policy
<p>County Wide RFP Release a RFP in 2020 to expend \$2M (\$615,904 OPHI-COCHI funding and \$1,384,096 County Funding).</p>	●			A County that Thinks Ahead and Wisely Shapes the Future	10 Year Shelter Plan Housing First Policy
<p>Support Habitat for Humanity Support the development of Habitat of Humanity homes throughout the County, specifically two new builds in Drumbo in 2021.</p>	●			A County that Thinks Ahead and Wisely Shapes the Future	10 Year Shelter Plan Housing First Policy
<p>Support Plattsville Affordable Housing Project Support and facilitate the development of 16 Affordable Housing units in Plattsville, Township of Blandford-Blenheim.</p>	●	●		A County that Thinks Ahead and Wisely Shapes the Future	10 Year Shelter Plan Housing First Policy
<p>Rent Supplement Budget Increase rent supplement budget by an additional \$25,000.</p>		●		A County that Thinks Ahead and Wisely Shapes the Future	10 Year Shelter Plan Housing First Policy
<p>Social Housing Regeneration Initiate Social Housing Regeneration Pilot.</p>	●			A County that Thinks Ahead and Wisely Shapes the Future	10 Year Shelter Plan Housing First Policy

Description	2021	2022	2023	Strategic Plan	Other Plan Alignment
<p>Explore Redevelopment Opportunities</p> <p>Continue to review existing operating agreements with social housing providers who are nearing the expiry date, with the goal to explore re-development opportunities and expand the portfolio.</p>	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	10 Year Shelter Plan Housing First Policy
<p>Foster Community Partnerships</p> <p>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 Housing First Policy
<p>Support Emergency Housing</p> <p>Continue to support the Emergency Housing system in Oxford County.</p>	●			A County that Thinks Ahead and Wisely Shapes the Future	10 Year Shelter Plan Housing First Policy
<p>Housing Initiative</p> <p>Continue working with Planning and other departments in the development and implementation 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	

2021 Housing Business Plan and Budget

Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
2020 Approved Budget	14,868,723	1,329,200	16,197,923	10,846,554	5,351,369	
Base Budget Changes	2,090,413	(99,900)	1,990,513	2,288,986	(298,473)	(5.6%)
Service Level						
HS-Social Housing Facilities Capital Increase (AMP)	25,000	-	25,000	-	25,000	0.5%
	25,000	-	25,000	-	25,000	0.5%
One-time Items						
HSG-Habitat for Humanity	-	100,000	100,000	100,000	-	0.0%
	-	100,000	100,000	100,000	-	0.0%
2021 Requested Budget	16,984,136	1,329,300	18,313,436	13,235,540	5,077,896	(5.1%)
\$	2,115,413	100	2,115,513	2,388,986	(273,473)	
%	14.2%	0.0%	13.1%	22.0%	(5.1%)	

HOUSING

2021 BUDGET REPORT

	2020	2020	2021	BUDGET	BUDGET
	FORECAST	BUDGET	REQUESTED	VARIANCE	% VARIANCE
			BUDGET		
REVENUES					
GENERAL REVENUES					
PROVINCIAL GRANTS	(5,928,913)	(3,630,263)	(4,316,931)	(686,668)	18.9%
FEDERAL GRANTS	(1,358,783)	(1,313,643)	(1,129,501)	184,142	(14.0%)
USER FEES AND CHARGES	(271,450)	(271,450)	(271,650)	(200)	0.1%
OTHER REVENUE	(2,198,210)	(2,198,210)	(2,236,070)	(37,860)	1.7%
TOTAL GENERAL REVENUES	(9,757,356)	(7,413,566)	(7,954,152)	(540,586)	7.3%
OTHER REVENUES					
RESERVE TRANSFER	(1,267,470)	(2,218,788)	(4,085,888)	(1,867,100)	84.1%
TOTAL OTHER REVENUES	(1,267,470)	(2,218,788)	(4,085,888)	(1,867,100)	84.1%
CAPITAL REVENUES					
CAPITAL RESERVE TRANSFER	(1,150,640)	(1,214,200)	(1,195,500)	18,700	(1.5%)
TOTAL CAPITAL REVENUES	(1,150,640)	(1,214,200)	(1,195,500)	18,700	(1.5%)
TOTAL REVENUES	(12,175,466)	(10,846,554)	(13,235,540)	(2,388,986)	22.0%
EXPENSES					
OPERATING EXPENSES					
MATERIALS	2,951,574	2,903,545	3,371,521	467,976	16.1%
CONTRACTED SERVICES	982,711	1,005,150	694,220	(310,930)	(30.9%)
EXTERNAL TRANSFERS	10,169,574	8,995,964	11,198,362	2,202,398	24.5%
TOTAL OPERATING EXPENSES	14,103,859	12,904,659	15,264,103	2,359,444	18.3%
DEBT REPAYMENT					
PRINCIPAL REPAYMENT	277,692	277,692	230,537	(47,155)	(17.0%)
INTEREST REPAYMENT	81,808	81,808	63,646	(18,162)	(22.2%)
TOTAL DEBT REPAYMENT	359,500	359,500	294,183	(65,317)	(18.2%)
CAPITAL EXPENSES					
BUILDING	1,150,640	1,214,200	1,100,500	(113,700)	(9.4%)
FURNISHINGS AND EQUIPMENT	40,000	-	128,800	128,800	- %
TOTAL CAPITAL EXPENSES	1,190,640	1,214,200	1,229,300	15,100	1.2%
OTHER EXPENSES					
CONTRIBUTIONS TO RESERVES	921,347	750,000	500,000	(250,000)	(33.3%)
CONTRIBUTIONS TO CAPITAL RESERVES	725,000	725,000	750,000	25,000	3.4%
TOTAL OTHER EXPENSES	1,646,347	1,475,000	1,250,000	(225,000)	(15.3%)
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	226,489	244,564	275,850	31,286	12.8%
TOTAL INTERDEPARTMENTAL CHARGES	226,489	244,564	275,850	31,286	12.8%
TOTAL EXPENSES	17,526,835	16,197,923	18,313,436	2,115,513	13.1%
TOTAL HOUSING	5,351,369	5,351,369	5,077,896	(273,473)	(5.1%)

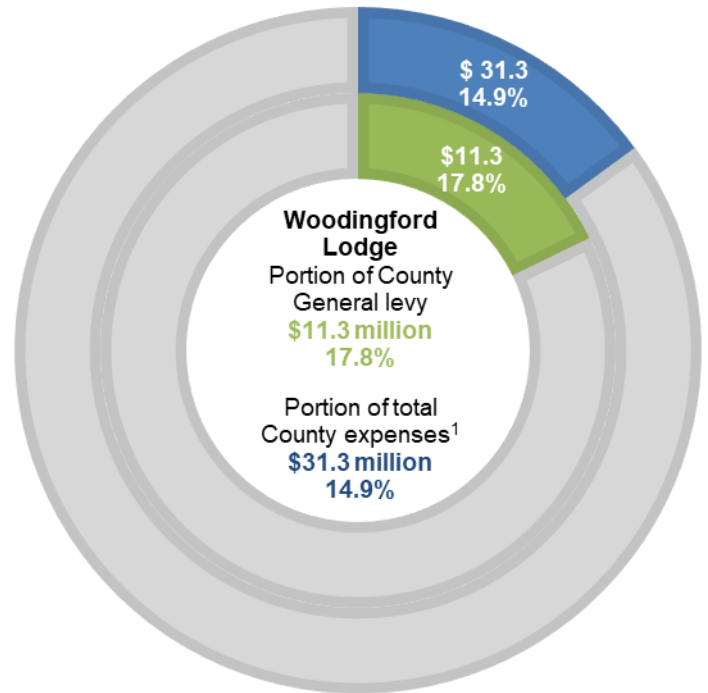


2021 Woodingford Lodge Business Plan and Budget

Department Overview

A trio of long term care homes that continually engage in innovation for the benefit of residents, staff and the community of Oxford County. We are aligning with community partners and stakeholders to enhance service delivery.

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

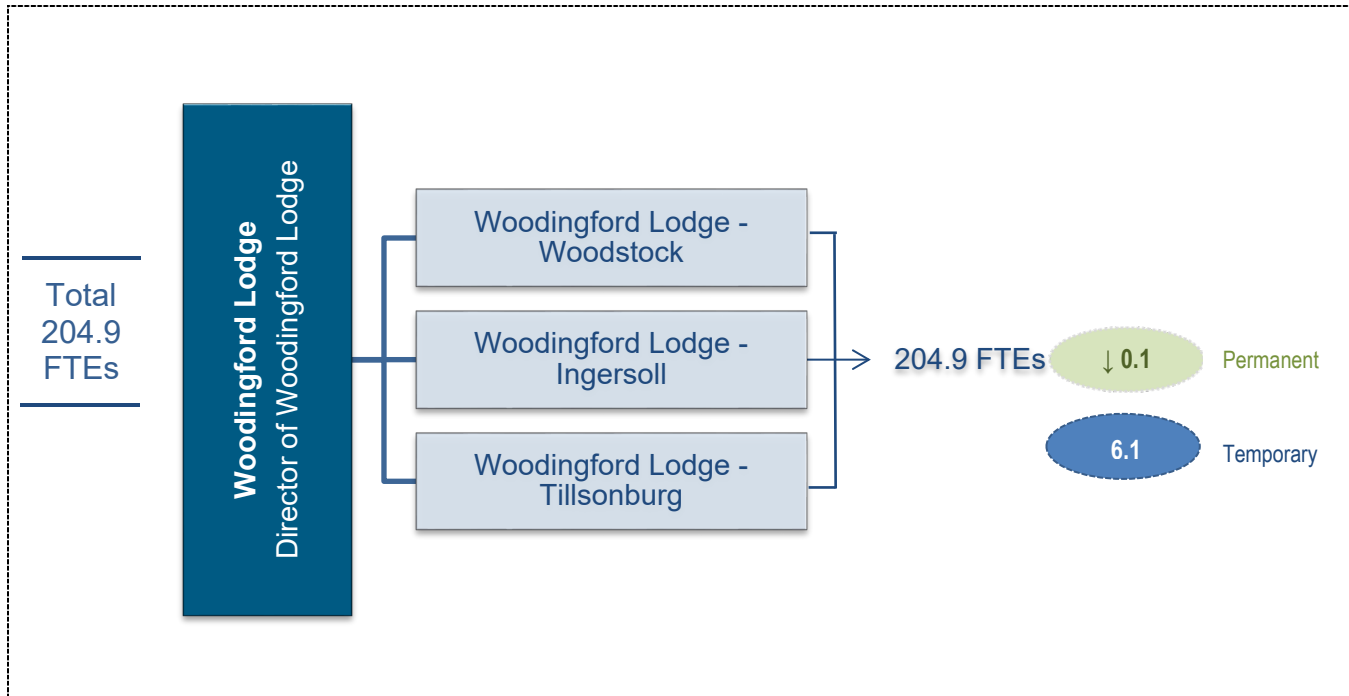


¹ Includes salaries & benefits, operating & program expenses, debt repayment, capital

Services we provide

Services Provided	2019 Service Level Output
Woodingford Lodge	
- Long Term Care	→ 228 # of long term and short stay beds

How are we Organized?



Reason for change

Woodingford Lodge:

- **0.2 FTE Registered Practical Nursing Part-time** - With the goal to provide holistic support to the resident by increasing hours to front line care, a restructuring and realignment of services has permitted 84 more hours of part-time registered practical nurse care per week at a differential of 0.85 of an FTE. The Additional front line staff will assist in overall well-being, reduction in mental strain and enhance resident satisfaction in a resident centered approach of care. **[FTE Change Report]**
- **(1.0) FTE Social Worker Full-time** - Employee resigned and will not be replaced.
- **0.7 FTE Recreation Aid Part-time** - Increase in FTE to match actual historical scheduling.

Temporary:

- **6.1 FTE Temporary COVID-19 Response Employee Part-time** - Additional FTE's anticipated for extra cleaning, screening and nursing in 2021 to keep fully staffed while anticipating COVID-19 to continue. These FTE increases will be removed when the COVID-19 Pandemic is resolved.
- **(1.2) FTE Family Transition Support Worker Full-time** - In the prior year, funding for the trial program included 1.2 temporary FTEs.

Project # and Name	Description	Asset Activity	Asset Rating	Total	2021 Request	2022	2023-2030
981230 – Computer Equipment	Tablets, Smart TV's, Dining room touchscreens	Expansion	N/A	\$68,630	\$68,630	-	-
983950 – Woodingford Lodge Equipment	Sanitizer, various dietary equipment, lifts, scrubbers, steam cleaner	Replacement	Fair	\$98,500	\$98,500	-	-
983960 – Woodingford Lodge Furnishings	Various furnishings including chairs, bed & mattress replacements, and bath furniture at all 3 sites	Replacement	Fair	\$187,433	\$187,433	-	-

WOODINGFORD LODGE PROJECTED 5 YEAR BUDGET

	2021 REQUESTED BUDGET	2022 PROJECTED BUDGET	2023 PROJECTED BUDGET	2024 PROJECTED BUDGET	2025 PROJECTED BUDGET
REVENUES					
GENERAL REVENUES	(19,059,869)	(18,304,664)	(18,365,655)	(18,427,257)	(18,489,477)
CAPITAL REVENUES	(902,893)	(795,169)	(2,580,177)	(479,589)	(303,303)
TOTAL REVENUES	(19,962,762)	(19,099,833)	(20,945,832)	(18,906,846)	(18,792,780)
EXPENSES					
SALARIES AND BENEFITS	21,400,614	21,780,932	21,996,362	22,290,594	22,575,229
OPERATING EXPENSES	4,901,663	4,704,352	4,772,885	4,843,414	4,230,524
DEBT REPAYMENT	2,122,713	2,086,186	2,049,558	776,033	740,857
CAPITAL EXPENSES	912,863	798,259	2,586,315	486,301	303,703
OTHER EXPENSES	583,576	578,848	604,074	636,500	661,500
INTERDEPARTMENTAL CHARGES	1,386,426	1,435,387	1,466,932	1,492,255	1,489,996
TOTAL EXPENSES	31,307,855	31,383,964	33,476,126	30,525,097	30,001,809
TOTAL WOODINGFORD LODGE	11,345,093	12,284,131	12,530,294	11,618,251	11,209,029

Services Overview



Key Performance Indicators

	2017 Actual	2018 Actual	2019 Actual	2020 Forecast	2021 Budget	2022 Budget	Target
% of Resident and Family Global Satisfaction	86.0%	90.0%	90.0%	90.2%	90.4%	90.5%	100%
% of Residents and Families who would recommend living at Woodingford Lodge to others	88.0%	90.0%	91%	91.1%	91.2%	91.4%	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%	76.4%	100%

Goals and Objectives

Description	2021	2022	2023	Strategic Plan	Other Plan Alignment
<p>Policy Changes to Increase Flexibility and Funding Meet or exceed ministerial benchmarks for Effective Transitions; Resident Experience; Medication Safety and Safe Care.</p>	●	●	●	A County that Performs and Delivers Results	<p>2017/18 Quality Improvement Plan for Ontario Long Term Care Homes</p> <p>Ministry of Long-Term Care Flexibility Initiative</p>
<p>Environmental Sustainability Initiatives 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>Paramedic and Human Services Partnership Identify and build on opportunities to formulate a partnership in the development of enhanced mobile healthcare services to the County of Oxford. Improve connectivity to developing Ontario Health Team</p>	●	●		A County that Works Together	Community Sustainability Plan
<p>Logistics and Fiscal Responsibility Implement and maintain an enhanced system of monitoring, distribution and procurement of all operational needs with support from the Manager of Strategic Initiative Advancement for departmental collaboration.</p>	●	●		A County that Thinks Ahead and Wisely Shapes the Future	Directive #3 for Long-Term Care Homes under the Long-Term Care Homes Act, 2007
<p>Address Hallway Medicine in Geriatric Care Reduce avoidable emergency department visits by increased facility collaboration with the multi-disciplinary team inclusive of Medical Director and Nurse Practitioner.</p>	●	●	●	A County that Performs and Delivers Results	2020/21 HQO Quality Improvement Plan
<p>Long Term Care Bed Allocation in Oxford County Review the current number of Long Term Care Home beds in Oxford County inclusive of the Woodingford Lodge homes to ensure the needs of the community are met and the location of beds service well.</p>	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	Community Sustainability Plan

2021 Woodingford Lodge Business Plan and Budget

Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
2020 Approved Budget	28,922,039	761,333	29,683,372	18,845,004	10,838,368	
Base Budget Changes	860,002	92,870	952,872	246,447	706,425	6.5%
Service Level						
WFL-Nurse Staffing Change	(125,299)	-	(125,299)	-	(125,299)	(1.2%)
WFL-Social Worker Position Reduction	(89,019)	-	(89,019)	-	(89,019)	(0.8%)
WFL-Secure Conversations Set Up Fee	5,124	2,036	7,160	-	7,160	0.1%
	(209,194)	2,036	(207,158)	-	(207,158)	(1.9%)
One-time Items						
WFL-Reduction due to COVID (travel)	-	(1,060)	(1,060)	-	(1,060)	(0.0%)
	-	(1,060)	(1,060)	-	(1,060)	(0.0%)
Modernization Funding						
WFL-Dietary Visual Enhancement	8,520	58,660	67,180	58,660	8,520	0.1%
	8,520	58,660	67,180	58,660	8,520	0.1%
COVID						
WFL-COVID Funding and Recoveries; Salaries, Benefits, Building Alterations, Security Screening, PPE, Medical Supplies	-	812,651	812,651	812,651	-	0.0%
	-	812,651	812,651	812,651	-	0.0%
2021 Requested Budget	29,581,367	1,726,490	31,307,857	19,962,762	11,345,095	4.7%
\$	659,328	965,157	1,624,485	1,117,758	506,727	
%	2.3%	126.8%	5.5%	5.9%	4.7%	

WOODINGFORD LODGE 2021 BUDGET REPORT

	2020 FORECAST	2020 BUDGET	2021 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES					
GENERAL REVENUES					
PROVINCIAL GRANTS	(13,518,208)	(12,194,228)	(12,946,628)	(752,400)	6.2%
USER FEES AND CHARGES	(6,000,038)	(5,996,943)	(6,113,241)	(116,298)	1.9%
TOTAL GENERAL REVENUES	(19,518,246)	(18,191,171)	(19,059,869)	(868,698)	4.8%
CAPITAL REVENUES					
PROVINCIAL GRANTS	(5,155)	-	(58,660)	(58,660)	- %
CAPITAL RESERVE TRANSFER	(516,367)	(653,833)	(844,233)	(190,400)	29.1%
TOTAL CAPITAL REVENUES	(521,522)	(653,833)	(902,893)	(249,060)	38.1%
TOTAL REVENUES	(20,039,768)	(18,845,004)	(19,962,762)	(1,117,758)	5.9%
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	17,351,299	16,274,458	16,942,819	668,361	4.1%
BENEFITS	3,847,660	4,146,486	4,457,795	311,309	7.5%
TOTAL SALARIES AND BENEFITS	21,198,959	20,420,944	21,400,614	979,670	4.8%
OPERATING EXPENSES					
MATERIALS	3,205,853	2,803,572	3,133,981	330,409	11.8%
CONTRACTED SERVICES	1,635,286	1,693,368	1,767,682	74,314	4.4%
EXTERNAL TRANSFERS	5,877	-	-	-	- %
TOTAL OPERATING EXPENSES	4,847,016	4,496,940	4,901,663	404,723	9.0%
DEBT REPAYMENT					
PRINCIPAL REPAYMENT	1,689,292	1,689,292	1,749,231	59,939	3.5%
INTEREST REPAYMENT	470,574	470,574	373,482	(97,092)	(20.6%)
TOTAL DEBT REPAYMENT	2,159,866	2,159,866	2,122,713	(37,153)	(1.7%)
CAPITAL EXPENSES					
BUILDING	177,558	261,700	558,300	296,600	113.3%
FURNISHINGS AND EQUIPMENT	417,071	397,533	354,563	(42,970)	(10.8%)
TOTAL CAPITAL EXPENSES	594,629	659,233	912,863	253,630	38.5%
OTHER EXPENSES					
CONTRIBUTIONS TO CAPITAL RESERVES	598,465	598,465	583,576	(14,889)	(2.5%)
TOTAL OTHER EXPENSES	598,465	598,465	583,576	(14,889)	(2.5%)
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	1,348,648	1,347,924	1,386,426	38,502	2.9%
TOTAL INTERDEPARTMENTAL CHARGES	1,348,648	1,347,924	1,386,426	38,502	2.9%
TOTAL EXPENSES	30,747,583	29,683,372	31,307,855	1,624,483	5.5%
TOTAL WOODINGFORD LODGE	10,707,815	10,838,368	11,345,093	506,725	4.7%

WOODINGFORD LODGE

2021 SUMMARY PER DIEM REPORT

	2020 FORECAST	2020 BUDGET	2021 BUDGET	PER DIEM 2020 FORECAST (1)	PER DIEM 2020 BUDGET (1)	PER DIEM 2021 BUDGET
NURSING AND PERSONAL						
FUNDING						
MINISTRY	(9,274,379)	(9,204,152)	(9,370,269)	(111.14)	(110.30)	(112.60)
OTHER	(45,000)		(40,000)	(0.54)		(0.48)
TOTAL FUNDING	(9,319,379)	(9,204,152)	(9,410,269)	(111.68)	(110.30)	(113.08)
EXPENSES						
OPERATING EXPENSES	15,138,385	15,677,853	15,983,960	181.41	187.88	192.07
TOTAL EXPENSES	15,138,385	15,677,853	15,983,960	181.41	187.88	192.07
TOTAL	5,819,006	6,473,701	6,573,691	69.73	77.58	78.99
PROGRAM SUPPORT AND SERVICES						
FUNDING						
MINISTRY	(1,016,227)	(1,013,460)	(1,013,460)	(12.18)	(12.14)	(12.18)
OTHER	(35,400)		(30,900)	(0.42)		(0.37)
TOTAL FUNDING	(1,051,627)	(1,013,460)	(1,044,360)	(12.60)	(12.14)	(12.55)
EXPENSES						
OPERATING EXPENSES	1,142,354	1,119,425	1,215,935	13.69	13.41	14.61
TOTAL EXPENSES	1,142,354	1,119,425	1,215,935	13.69	13.41	14.61
TOTAL	90,727	105,965	171,575	1.09	1.27	2.06
RAW FOOD						
FUNDING						
MINISTRY	(796,082)	(793,908)	(793,908)	(9.54)	(9.51)	(9.54)
TOTAL FUNDING	(796,082)	(793,908)	(793,908)	(9.54)	(9.51)	(9.54)
EXPENSES						
OPERATING EXPENSES	825,252	821,277	840,322	9.89	9.84	10.10
TOTAL EXPENSES	825,252	821,277	840,322	9.89	9.84	10.10
TOTAL	29,170	27,369	46,414	0.35	0.33	0.56
OTHER ACCOMMODATIONS						
FUNDING						
MINISTRY	(64,675)	(185,687)	(153,700)	(0.78)	(2.23)	(1.85)
RESIDENT	(5,911,374)	(5,996,943)	(6,038,841)	(70.84)	(71.86)	(72.56)
OTHER	(32,201)	(135,721)	(3,500)	(0.39)	(1.63)	(0.04)
TOTAL FUNDING	(6,008,250)	(6,318,351)	(6,196,041)	(72.00)	(75.72)	(74.45)
EXPENSES						
OPERATING EXPENSES	9,270,555	9,251,118	9,488,041	111.09	110.86	114.01
TOTAL EXPENSES	9,270,555	9,251,118	9,488,041	111.09	110.86	114.01
TOTAL	3,262,305	2,932,767	3,292,000	39.09	35.14	39.56
DEBT REPAYMENT						
FUNDING						
MINISTRY	(861,300)	(861,300)	(861,300)	(10.32)	(10.32)	(10.35)
TOTAL FUNDING	(861,300)	(861,300)	(861,300)	(10.32)	(10.32)	(10.35)
EXPENSES						
OPERATING EXPENSES	2,159,866	2,159,866	2,122,713	25.88	25.88	25.51

Note 1: 2020 is a leap year; per diem is calculated on 366 days

WOODINGFORD LODGE

2021 SUMMARY PER DIEM REPORT

	2020 FORECAST	2020 BUDGET	2021 BUDGET	PER DIEM 2020 FORECAST (1)	PER DIEM 2020 BUDGET (1)	PER DIEM 2021 BUDGET
TOTAL EXPENSES	2,159,866	2,159,866	2,122,713	25.88	25.88	25.51
TOTAL	1,298,566	1,298,566	1,261,413	15.56	15.56	15.16
TOTAL (REGULAR OPERATIONS)	10,499,774	10,838,368	11,345,093	125.82	129.88	136.33
PANDEMIC						
FUNDING						
MINISTRY	(1,482,299)		(812,651)	(17.76)		(9.77)
RESIDENT	(4,464)			(0.05)		
TOTAL FUNDING	(1,486,763)		(812,651)	(17.82)		(9.77)
EXPENSES						
OPERATING EXPENSES	1,694,804		812,651	20.31		9.77
TOTAL EXPENSES	1,694,804		812,651	20.31		9.77
TOTAL	208,041			2.49		
GRAND TOTAL	10,707,815	10,838,368	11,345,093	128.32	129.88	136.33

Note 1: 2020 is a leap year; per diem is calculated on 366 days

Department/Division:	Woodingford Lodge - Woodingford Lodge
Type of FTE request	Service Level
Classification	Part-time - Permanent
Job Title	Registered Practical Nursing
FTE	0.2

PROPOSAL

To increase the FTE request of 0.2 for Woodingford Lodge Woodstock with the goal to provide support to the resident by increasing hours to front line care. A restructuring and realignment of services has permitted 84 more hours of part-time registered practical nurse care per week at a differential of 0.2 of an FTE and creating a reduction in Salaries and Benefits.

IMPLICATIONS IF NOT APPROVED

If FTE increase is not approved, front line care could be compromised and potentially effect adherence to ministerial standards directives and legislation that has been initiated by the Ministry of Long Term Care. These changes mitigate the risks to the deliverable of health care services provided within the home.

BUDGET REQUIREMENTS

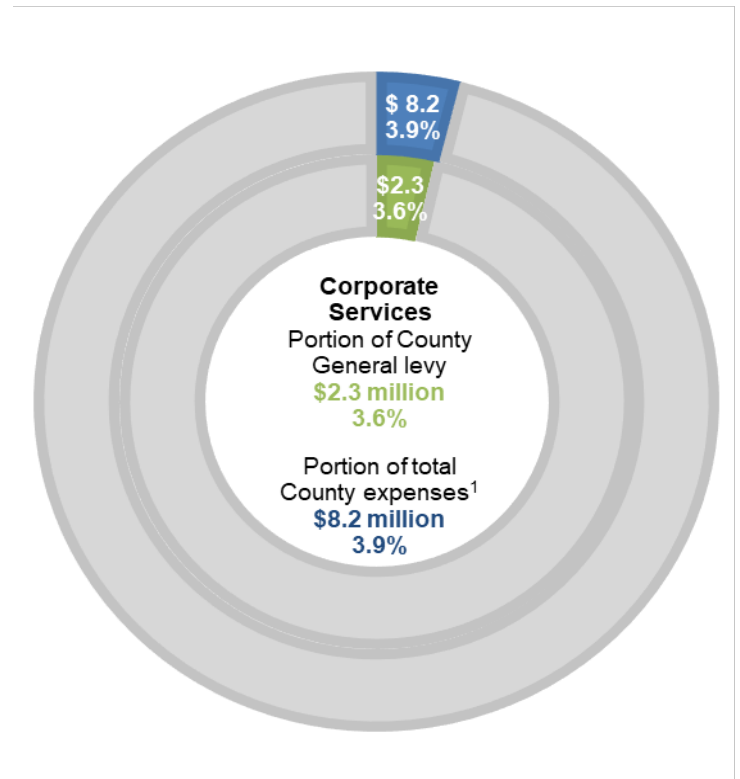
	One-time	Base	Total 2021 Budget
Salaries and Benefits			
PSW hours decrease (-0.5 FTE)	-	(\$57,257)	(\$57,257)
RN hours decrease (-3.3 FTE)	-	(495,017)	(495,017)
RPN hours decrease (+4.0 FTE)	-	426,975	426,975
Total Salaries and Benefits	-	(125,299)	(125,299)
General Levy	-	(\$125,299)	(\$125,299)



2021 Corporate Services Business Plan and Budget

Department Overview

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



¹ 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 provides 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*.

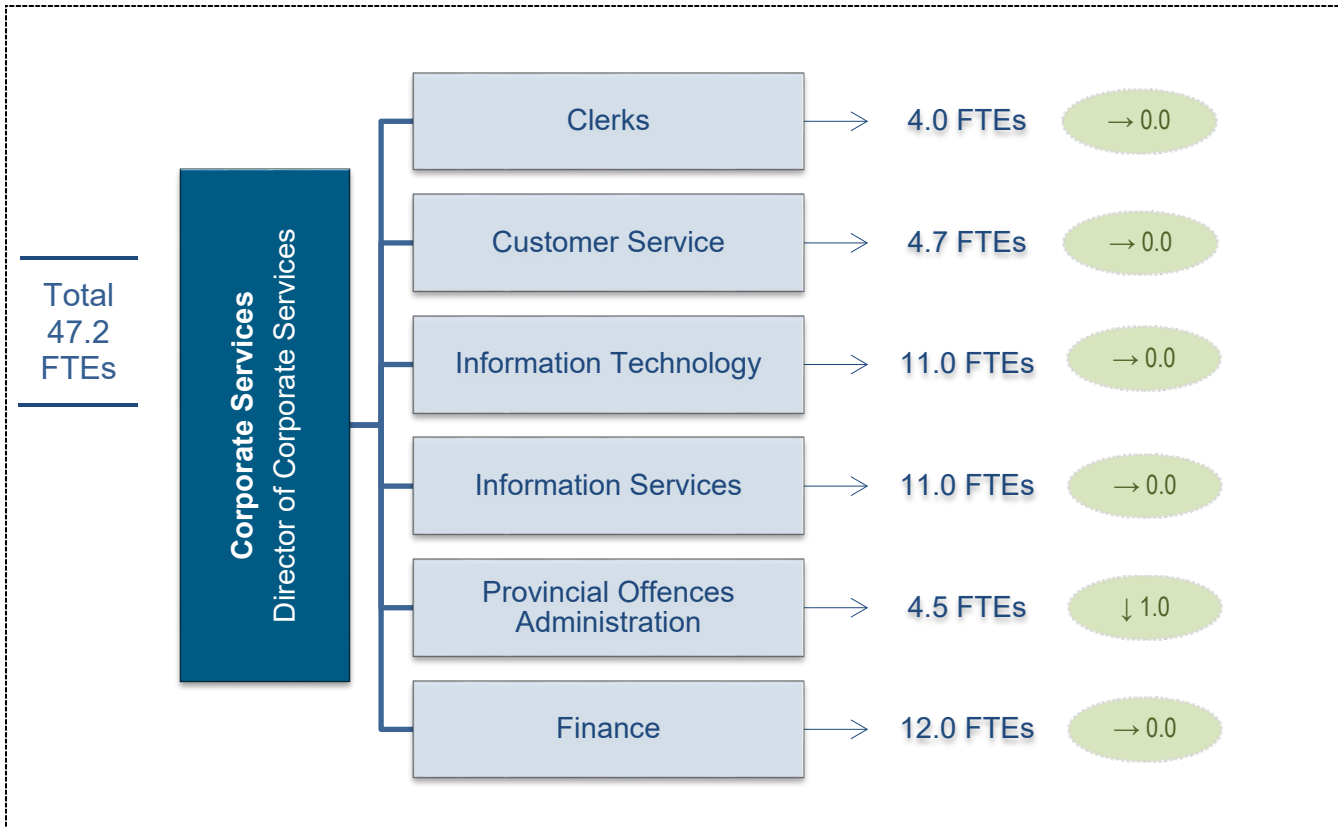
Finance provides professional support services including: payroll, accounts receivable, accounts payable, budgeting, financial analysis, financial reporting and financial statement preparation.

Services we provide

Services Provided	2019 Service Level Output	
Clerks		
- Archives Outreach and Programming	→	26 Programmed activities
- Archives Reference and Information	→	680 Information requests
- Archives Collections and Resource Management	→	1,646 Records managed (sq. ft.)
- Council Support	→	23 Council meetings
- Records Management	→	1,779 and 544,806 Records managed (sq. ft and # of electronic)
- Risk Management	→	4 Claims resolved
Customer Service		
- Administrative Support	→	2,215 Service requests initiated
Information Technology		
- IT Infrastructure	→	460 Municipal shared network devices
Information Services		
- Business Applications	→	31 Business applications provided
POA		
- Court Administration and Prosecution	→	8,185 Charges received
Finance		
- Accounting	→	50,474 Transactions processed
- Fiscal Management	→	98 Financial reports completed
- Treasury	→	18 Accounts managed
Assessment Management		
- Assessment Base Management	→	\$166 New and retained assessment annualized tax dollars (\$000) (County and Are Municipal)

¹ Service requests initiated includes Cityworks, Cartegraph and WorxHub

How are we Organized?



Reason for change

Provincial Offences:

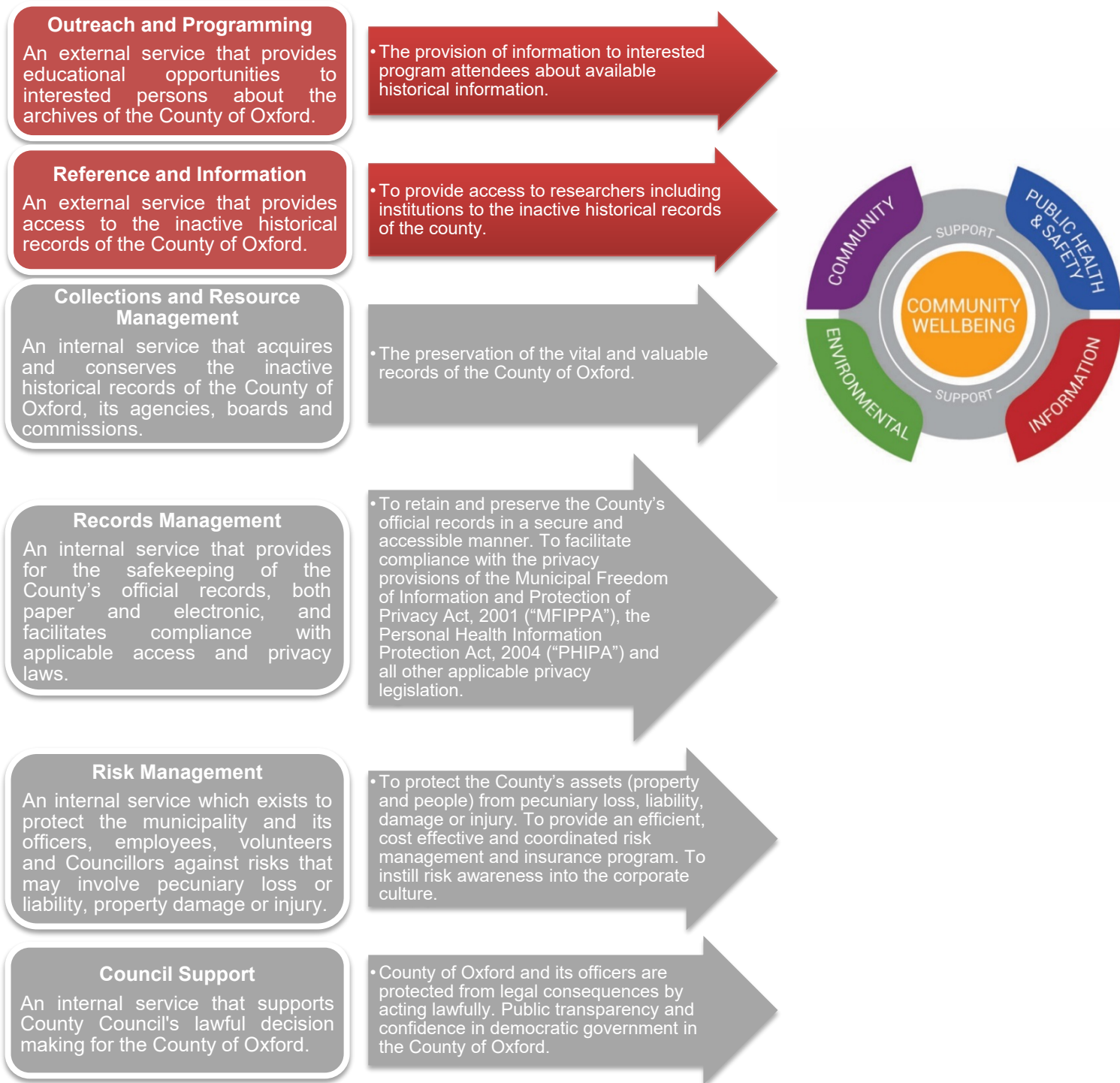
- **(1.0) FTE Provincial Offences Assistant Full-time** - Not replacing retirement vacancy.

Project # and Name	Description	Asset Activity	Asset Rating	Total	2021 Request	2022	2023-2030
981230 – Computer Equipment	IT Replacement of computer equipment across the County	Replacement	Poor	\$180,970	\$180,970	-	-
981230 – Computer Equipment	IT Handsets for phone system	Replacement	Poor	\$5,000	\$5,000	-	-

CORPORATE SERVICES PROJECTED 5 YEAR BUDGET

	2021 REQUESTED BUDGET	2022 PROJECTED BUDGET	2023 PROJECTED BUDGET	2024 PROJECTED BUDGET	2025 PROJECTED BUDGET
REVENUES					
GENERAL REVENUES	(1,439,220)	(1,152,020)	(1,152,020)	(1,152,020)	(1,152,020)
OTHER REVENUES	(225,000)	(105,000)	(66,000)	(105,000)	(30,000)
INTERDEPARTMENTAL RECOVERIES	(4,114,090)	(4,249,050)	(4,352,821)	(4,386,345)	(4,411,633)
CAPITAL REVENUES	(180,970)	(263,110)	(276,290)	(215,220)	(177,610)
TOTAL REVENUES	(5,959,280)	(5,769,180)	(5,847,131)	(5,858,585)	(5,771,263)
EXPENSES					
SALARIES AND BENEFITS	4,666,752	4,866,301	5,000,291	5,054,945	5,140,961
OPERATING EXPENSES	2,642,711	2,235,517	2,209,972	2,354,662	2,161,757
CAPITAL EXPENSES	185,970	268,110	281,290	220,220	182,610
OTHER EXPENSES	207,405	207,405	207,405	207,405	207,405
INTERDEPARTMENTAL CHARGES	539,322	546,572	552,108	555,473	557,489
TOTAL EXPENSES	8,242,160	8,123,905	8,251,066	8,392,705	8,250,222
TOTAL CORPORATE SERVICES	2,282,880	2,354,725	2,403,935	2,534,120	2,478,959

Services Overview



Key Performance Indicators

	2017 Actual	2018 Actual	2019 Actual	2020 Forecast	2021 Budget	2022 Budget	Target
Total funds in ARCHEION	52	56	70	73	77	81	↑
Presentations:							
- Education/youth groups	1	7	8	0	0	4	↑
- Misc. service clubs / organizations	0	8	18	11	0	9	↑
Special projects:							
- Conservation and preservation of paper documents, photographs, and other media	4	1	3	3	3	3	↑
- Transcriptions/digitization	1	2	6	3	6	10	↑
- Preparation of special displays / online content	2	4	5	30	35	40	↑
Research inquiries:							
- Internal	140	125	150	100	125	150	↑
- Telephone	80	63	80	60	60	60	↑
- Mail/Email	145	262	250	150	200	250	↑
- Research	161	165	200	85	125	150	↑
- Visitors	230	242	250	105	25	50	↑
- Social Media	N/A	N/A	20	30	40	50	↑
Instagram Followers	N/A	N/A	510	800	1,000	1,200	↑
Claims against the Municipality	5	5	5	8	5	5	↓
Claims Closed	4	4	4	1	7	4	↑
Total MFIPPA requests for reporting year	15	17	25	14	17	17	N/A
Total PHIPA requests for reporting year	24	36	45	53	60	65	N/A
Percentage of MFIPPA responses within 30 day statutory time frame year	100%	100%	100%	91%	100%	100%	100%
Records Managed (sq. ft)	1,421	1,499	1,779	1,818	1,800	1,700	↓
Records Managed (electronic)	474,866	520,163	544,806	606,839	670,000	730,000	↑

Goals and Objectives

Description	2021	2022	2023	Strategic Plan	Other Plan Alignment
Update Public Notice Policy Include Public Notice procedures for emergency situations.	●			A County that Informs and Engages	
Records Management Where Corporate Records are not otherwise stored in an application (such as Cartegraph, Kronos etc.) work with departments across the organization to utilize Laserfiche as the primary Electronic Document Management System. Develop training and provide support and work plans.	●	●		A County that Works Together	
Online exhibit The History of Tillsonburg in honour of its 125 th Anniversary.	●			A County that Informs and Engages	

2021 Clerks Business Plan and Budget

Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
2020 Approved Budget	622,290	22,025	644,315	4,300	640,015	
Base Budget Changes	(3,410)	(22,025)	(25,435)	(800)	(24,635)	(3.8%)
Reorganization						
CLK-EACAO Reorganization	(92,980)	-	(92,980)	-	(92,980)	(14.5%)
	(92,980)	-	(92,980)	-	(92,980)	(14.5%)
2021 Requested Budget	525,900	-	525,900	3,500	522,400	(18.4%)
\$	(96,390)	(22,025)	(118,415)	(800)	(117,615)	
%	(15.5%)	(100.0%)	(18.4%)	(18.6%)	(18.4%)	

CLERKS 2021 BUDGET REPORT

	2020 FORECAST	2020 BUDGET	2021 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES					
GENERAL REVENUES					
USER FEES AND CHARGES	(3,350)	(4,300)	(3,500)	800	(18.6%)
TOTAL GENERAL REVENUES	(3,350)	(4,300)	(3,500)	800	(18.6%)
TOTAL REVENUES	(3,350)	(4,300)	(3,500)	800	(18.6%)
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	356,954	356,920	300,185	(56,735)	(15.9%)
BENEFITS	103,714	100,070	85,083	(14,987)	(15.0%)
TOTAL SALARIES AND BENEFITS	460,668	456,990	385,268	(71,722)	(15.7%)
OPERATING EXPENSES					
MATERIALS	34,583	38,626	16,837	(21,789)	(56.4%)
CONTRACTED SERVICES	2,000	2,700	2,000	(700)	(25.9%)
TOTAL OPERATING EXPENSES	36,583	41,326	18,837	(22,489)	(54.4%)
CAPITAL EXPENSES					
FURNISHINGS AND EQUIPMENT	20,000	20,000	-	(20,000)	(100.0%)
TOTAL CAPITAL EXPENSES	20,000	20,000	-	(20,000)	(100.0%)
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	125,999	125,999	121,795	(4,204)	(3.3%)
TOTAL INTERDEPARTMENTAL CHARGES	125,999	125,999	121,795	(4,204)	(3.3%)
TOTAL EXPENSES	643,250	644,315	525,900	(118,415)	(18.4%)
TOTAL CLERKS	639,900	640,015	522,400	(117,615)	(18.4%)

Services Overview



Key Performance Indicators

	2017 Actual	2018 Actual	2019 Actual	2020 Forecast	2021 Budget	2022 Budget	Target
Service Requests initiated at Customer Service ¹	2,505	2,389	2,215	2,000	2,300	2,500	N/A

¹ Includes Cityworks, Cartegraph and WorxHub

2021 Customer Service Business Plan and Budget

Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
2020 Approved Budget	642,891	-	642,891	642,891	-	
Base Budget Changes	26,579	-	26,579	26,579	-	0.0%
Reorganization						
CS-CS/FIN AA FTE Reorganization	(76,948)	-	(76,948)	(76,948)	-	0.0%
	(76,948)	-	(76,948)	(76,948)	-	0.0%
COVID						
CS-COVID Legal Expenses	-	3,000	3,000	3,000	-	0.0%
	-	3,000	3,000	3,000	-	0.0%
2021 Requested Budget	592,522	3,000	595,522	595,522	-	0.0%
\$	(50,369)	3,000	(47,369)	(47,369)	-	
%	(7.8%)	0.0%	(7.4%)	(7.4%)	0.0%	

CUSTOMER SERVICE 2021 BUDGET REPORT

	2020 FORECAST	2020 BUDGET	2021 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES					
GENERAL REVENUES					
PROVINCIAL GRANTS	-	-	(3,000)	(3,000)	- %
USER FEES AND CHARGES	(250)	(75)	(120)	(45)	60.0%
TOTAL GENERAL REVENUES	(250)	(75)	(3,120)	(3,045)	4,060.0%
INTERDEPARTMENTAL RECOVERIES					
INTERDEPARTMENTAL RECOVERIES	(642,816)	(642,816)	(592,402)	50,414	(7.8%)
TOTAL INTERDEPARTMENTAL RECOVERIES	(642,816)	(642,816)	(592,402)	50,414	(7.8%)
TOTAL REVENUES	(643,066)	(642,891)	(595,522)	47,369	(7.4%)
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	387,020	442,337	394,198	(48,139)	(10.9%)
BENEFITS	99,906	124,220	111,986	(12,234)	(9.8%)
TOTAL SALARIES AND BENEFITS	486,926	566,557	506,184	(60,373)	(10.7%)
OPERATING EXPENSES					
MATERIALS	16,191	16,828	16,632	(196)	(1.2%)
CONTRACTED SERVICES	11,106	6,106	9,106	3,000	49.1%
RENTS AND FINANCIAL EXPENSES	29,000	18,000	28,000	10,000	55.6%
TOTAL OPERATING EXPENSES	56,297	40,934	53,738	12,804	31.3%
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	35,400	35,400	35,600	200	0.6%
TOTAL INTERDEPARTMENTAL CHARGES	35,400	35,400	35,600	200	0.6%
TOTAL EXPENSES	578,623	642,891	595,522	(47,369)	(7.4%)
TOTAL CUSTOMER SERVICE	(64,443)	-	-	-	- %

Services Overview



Key Performance Indicators

	2017 Actual	2018 Actual	2019 Actual	2020 Forecast	2021 Budget	2022 Budget	Target
Network Connections – Municipal Shared Network	128	128	138	142	150	160	NA
Network Devices – Municipal Shared Network	435	450	460	470	478	488	NA
Email accounts hosted	1,400	1,263	1,263	1,211	1,225	1,225	NA
Email messages (average/day)	12,129 ¹	4,734	6,134	10,546	11,000	11,000	NA
SPAM Rejected (average/day)	31,454 ¹	9,128	10,256	12,000	13,000	14,000	NA
Help desk support tickets	4,531	4,424	3,625	4,205	4,300	4,300	NA
IT cost per multi-function copier/printer	\$5,378	\$5,460	\$5,220	\$5,467	\$5,144	\$5,144	NA
IT operating cost per computer device	\$2,038	\$2,141	\$2,084	\$2,316	\$2,217	\$2,297	NA

Note 1: Monitoring device replaced in 2018 uses different tracking method – multiple recipients vs single email.

Goals and Objectives

Description	2021	2022	2023	Strategic Plan	Other Plan Alignment
VoIP Deployment Continued deployment of new system to end points.	●			A County that is Well Connected	
Cyber Security Policy Concurrent development and implementation.	●	●	●	A County that is Well Connected	Risk Management Plan No. 6.17
Upgrade Cisco Wireless Controller and Access Points Wireless Controller and AP's (99) close to end of life.		●	●	A County that is Well Connected	

2021 Information Technology Business Plan and Budget

Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
2020 Approved Budget	2,245,607	487,050	2,732,657	2,732,657	-	
Base Budget Changes	73,441	(301,080)	(227,639)	(227,639)	-	0.0%
Reorganization						
IT-Cartegraph moved from IT to PW Admin	(50,636)	-	(50,636)	(50,636)	-	0.0%
	(50,636)	-	(50,636)	(50,636)	-	0.0%
Service Level						
IT-Escribe software enhancement	6,767	2,750	9,517	9,517	-	0.0%
	6,767	2,750	9,517	9,517	-	0.0%
One-time Items						
IT-Reduction due to COVID (photocopying)	-	(4,000)	(4,000)	(4,000)	-	0.0%
	-	(4,000)	(4,000)	(4,000)	-	0.0%
2021 Requested Budget	2,275,179	184,720	2,459,899	2,459,899	-	0.0%
\$	29,572	(302,330)	(272,758)	(272,758)	-	
%	1.3%	(62.1%)	(10.0%)	(10.0%)	0.0%	

INFORMATION TECHNOLOGY 2021 BUDGET REPORT

	2020 FORECAST	2020 BUDGET	2021 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES					
GENERAL REVENUES					
PROVINCIAL GRANTS	(104,685)	-	(108,300)	(108,300)	- %
USER FEES AND CHARGES	(15,000)	(125,000)	(15,000)	110,000	(88.0%)
TOTAL GENERAL REVENUES	(119,685)	(125,000)	(123,300)	1,700	(1.4%)
OTHER REVENUES					
RESERVE TRANSFER	(115,000)	(115,000)	(115,000)	-	- %
TOTAL OTHER REVENUES	(115,000)	(115,000)	(115,000)	-	- %
INTERDEPARTMENTAL RECOVERIES					
INTERDEPARTMENTAL RECOVERIES	(2,050,607)	(2,050,607)	(2,040,629)	9,978	(0.5%)
TOTAL INTERDEPARTMENTAL RECOVERIES	(2,050,607)	(2,050,607)	(2,040,629)	9,978	(0.5%)
CAPITAL REVENUES					
CAPITAL RESERVE TRANSFER	(393,907)	(442,050)	(180,970)	261,080	(59.1%)
TOTAL CAPITAL REVENUES	(393,907)	(442,050)	(180,970)	261,080	(59.1%)
TOTAL REVENUES	(2,679,199)	(2,732,657)	(2,459,899)	272,758	(10.0%)
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	841,027	845,836	866,151	20,315	2.4%
BENEFITS	236,715	232,547	245,963	13,416	5.8%
TOTAL SALARIES AND BENEFITS	1,077,742	1,078,383	1,112,114	33,731	3.1%
OPERATING EXPENSES					
MATERIALS	683,576	700,904	659,189	(41,715)	(6.0%)
CONTRACTED SERVICES	235,505	239,056	243,519	4,463	1.9%
RENTS AND FINANCIAL EXPENSES	16,302	16,476	16,302	(174)	(1.1%)
TOTAL OPERATING EXPENSES	935,383	956,436	919,010	(37,426)	(3.9%)
CAPITAL EXPENSES					
FURNISHINGS AND EQUIPMENT	395,907	447,050	185,970	(261,080)	(58.4%)
TOTAL CAPITAL EXPENSES	395,907	447,050	185,970	(261,080)	(58.4%)
OTHER EXPENSES					
CONTRIBUTIONS TO CAPITAL RESERVES	215,488	215,488	207,405	(8,083)	(3.8%)
TOTAL OTHER EXPENSES	215,488	215,488	207,405	(8,083)	(3.8%)
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	35,300	35,300	35,400	100	0.3%
TOTAL INTERDEPARTMENTAL CHARGES	35,300	35,300	35,400	100	0.3%
TOTAL EXPENSES	2,659,820	2,732,657	2,459,899	(272,758)	(10.0%)
TOTAL INFORMATION TECHNOLOGY	(19,379)	-	-	-	- %

Services Overview



Key Performance Indicators

	2017 Actual	2018 Actual	2019 Actual	2020 Forecast	2021 Budget	2022 Budget	Target
Total website visits (County)	337,967	362,238	325,614	492,684	486,508	529,260	↑
Mobile website visits (County)	120,819	142,997	140,758	221,056	215,883	239,673	↑
211 listings	632	441	445	528	435	404	↔
Information Oxford – business listings	4,300	4,024	4,050	3,552	3,427	3,205	↔

Goals and Objectives

Description	2021	2022	2023	Strategic Plan	Other Plan Alignment
<p>Support implementation on Asset Management Systems Enhancement project</p> <p>Mobile workforce - Increased visibility, compliance and streamlined workflow.</p>	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	
<p>Implementation of mobile solution for AMANDA</p> <p>Support area municipalities with the implementation of mobile AMANDA for Building Permit Inspections.</p>	●			A County that is Well Connected	Modernization Funding
<p>AMANDA – Community Planning requirements</p> <p>Business process review, recommendations and generate functional specification document.</p>	●			A County that Performs and Delivers Results	Modernization Funding
<p>Tourism website upgrades</p> <p>Work with Tourism staff to establish website strategies to engage visitors in market, replacing the visitor’s guide and visitor’s kiosk. Optimize website to better serve visitors.</p>	●			A County that Informs and Engages	

2021 Information Services Business Plan and Budget

Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
2020 Approved Budget	1,599,305	15,000	1,614,305	30,300	1,584,005	
Base Budget Changes	44,108	(15,000)	29,108	40,000	(10,892)	(0.7%)
Modernization Funding						
IS-Mobile Solution for AMANDA	46,700	164,000	210,700	164,000	46,700	2.9%
IS-Requirements-AMANDA - Community Planning	-	75,000	75,000	75,000	-	0.0%
IS-Drone	-	6,000	6,000	6,000	-	0.0%
	46,700	245,000	291,700	245,000	46,700	2.9%
2021 Requested Budget	1,690,113	245,000	1,935,113	315,300	1,619,813	2.3%
\$	90,808	230,000	320,808	285,000	35,808	
%	5.7%	1533.3%	19.9%	940.6%	2.3%	

INFORMATION SERVICES 2021 BUDGET REPORT

	2020 FORECAST	2020 BUDGET	2021 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES					
GENERAL REVENUES					
PROVINCIAL GRANTS	(40,000)	-	(285,000)	(285,000)	- %
USER FEES AND CHARGES	(294)	(300)	(300)	-	- %
TOTAL GENERAL REVENUES	(40,294)	(300)	(285,300)	(285,000)	95,000.0%
OTHER REVENUES					
RESERVE TRANSFER	(30,000)	(30,000)	(30,000)	-	- %
TOTAL OTHER REVENUES	(30,000)	(30,000)	(30,000)	-	- %
TOTAL REVENUES	(70,294)	(30,300)	(315,300)	(285,000)	940.6%
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	775,018	836,653	857,465	20,812	2.5%
BENEFITS	210,212	235,845	249,873	14,028	5.9%
TOTAL SALARIES AND BENEFITS	985,230	1,072,498	1,107,338	34,840	3.2%
OPERATING EXPENSES					
MATERIALS	363,213	367,211	371,092	3,881	1.1%
CONTRACTED SERVICES	65,000	50,000	335,700	285,700	571.4%
TOTAL OPERATING EXPENSES	428,213	417,211	706,792	289,581	69.4%
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	124,596	124,596	120,983	(3,613)	(2.9%)
TOTAL INTERDEPARTMENTAL CHARGES	124,596	124,596	120,983	(3,613)	(2.9%)
TOTAL EXPENSES	1,538,039	1,614,305	1,935,113	320,808	19.9%
TOTAL INFORMATION SERVICES	1,467,745	1,584,005	1,619,813	35,808	2.3%

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 Actual	2020 Forecast	2021 Budget	2022 Budget	Target
Number of Charges Filed – (Part I and Part III)	12,697	10,518	8,185	8,000	8,000	8,000	N/A
Courtroom Operating Hours	296	315	328	180	325	325	325
Disclosure Requests Processed	567	550	521	400	750	850	N/A
Avg. Days to Disposition at Trial – Part I	226	219	202	350	300	200	185
Early Resolution Events	2,020	1,735	2,075	1,500	2,500	3,000	N/A

Goals and Objectives

Description	2021	2022	2023	Strategic Plan	Other Plan Alignment
<p>Provincial Legislation Updates Administer changes to POA procedures as outlined in Bill 177 Stronger, Fairer Ontario Act (Budget Measures) and Bill 197 COVID-19 Economic Recovery Act that addresses POA streamlining measures.</p>	●			A County that Performs and Delivers Results	
<p>Prosecution Model 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	
<p>Technology in the Courtroom Implement the use of video conference technology in the courtroom to allow for remote appearances as outlined in Bill 197 COVID-19 Economic Recovery Act.</p>	●			A County that Performs and Delivers Results	

2021 POA Business Plan and Budget

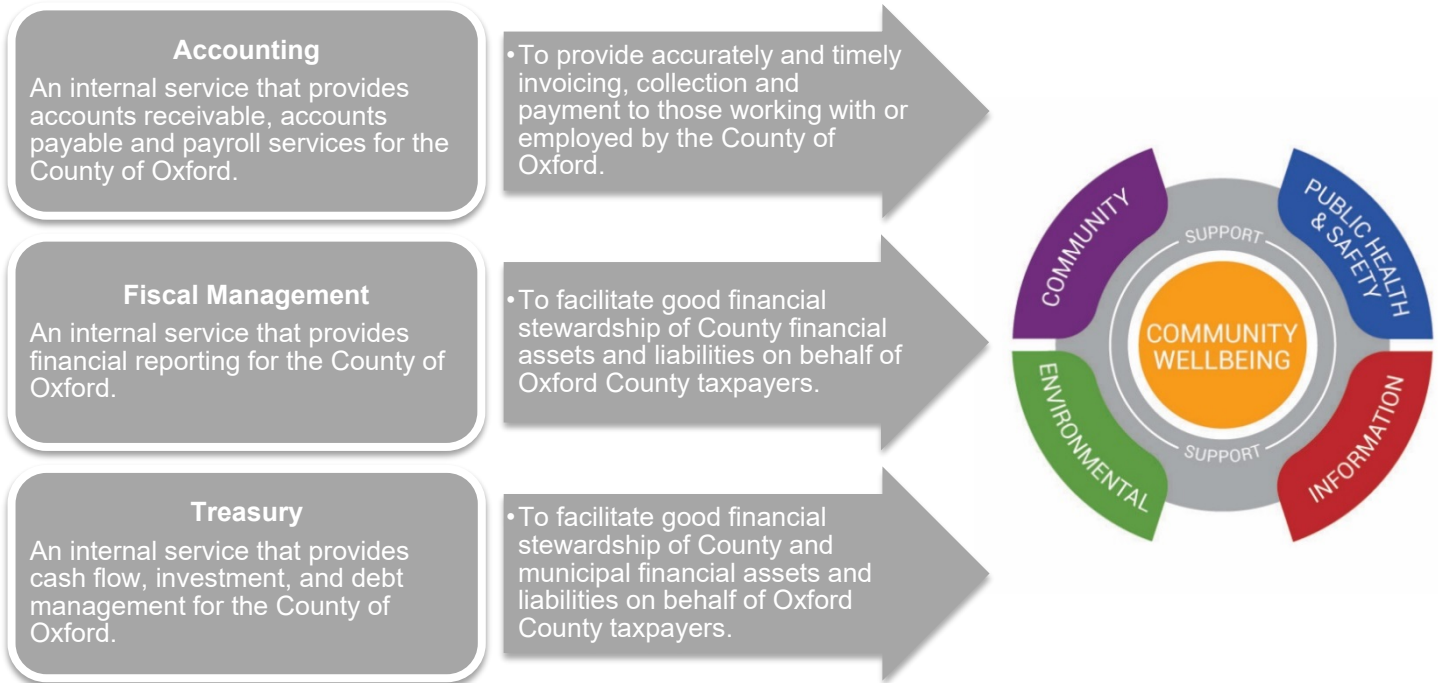
Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
2020 Approved Budget	1,135,144	700	1,135,844	1,440,000	(304,156)	
Base Budget Changes	(27,717)	(700)	(28,417)	(440,000)	411,583	(135.3%)
Service Level						
POA-Provincial Offences Assistant	(66,760)	-	(66,760)	-	(66,760)	21.9%
	(66,760)	-	(66,760)	-	(66,760)	21.9%
2021 Requested Budget	1,040,667	-	1,040,667	1,000,000	40,667	(113.4%)
\$	(94,477)	(700)	(95,177)	(440,000)	344,823	
%	(8.3%)	(100.0%)	(8.4%)	(30.6%)	(113.4%)	

POA
2021 BUDGET REPORT

	2020 FORECAST	2020 BUDGET	2021 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES					
GENERAL REVENUES					
PROVINCIAL GRANTS	(99,911)	-	-	-	-
USER FEES AND CHARGES	(1,430,000)	(1,440,000)	(1,000,000)	440,000	(30.6%)
TOTAL GENERAL REVENUES	(1,529,911)	(1,440,000)	(1,000,000)	440,000	(30.6%)
TOTAL REVENUES	(1,529,911)	(1,440,000)	(1,000,000)	440,000	(30.6%)
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	243,294	342,360	288,975	(53,385)	(15.6%)
BENEFITS	69,371	102,764	92,389	(10,375)	(10.1%)
TOTAL SALARIES AND BENEFITS	312,665	445,124	381,364	(63,760)	(14.3%)
OPERATING EXPENSES					
MATERIALS	43,123	69,911	70,355	444	0.6%
CONTRACTED SERVICES	206,348	410,000	379,504	(30,496)	(7.4%)
RENTS AND FINANCIAL EXPENSES	15,000	18,000	18,000	-	-
TOTAL OPERATING EXPENSES	264,471	497,911	467,859	(30,052)	(6.0%)
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	192,809	192,809	191,444	(1,365)	(0.7%)
TOTAL INTERDEPARTMENTAL CHARGES	192,809	192,809	191,444	(1,365)	(0.7%)
TOTAL EXPENSES	769,945	1,135,844	1,040,667	(95,177)	(8.4%)
TOTAL POA	(759,966)	(304,156)	40,667	344,823	(113.4%)

Services Overview



Key Performance Indicators

	2017 Actual	2018 Actual	2019 Actual	2020 Forecast	2021 Budget	2022 Budget	Target
Number of invoices paid	37,232	36,668	36,256	36,200	36,200	36,200	↔
Percent of invoices paid within 30 days	90.3%	92.0%	90.5%	90.0%	90.0%	90.0%	↑
Number of payroll deposits	21,336	20,311	19,771	19,500	20,000	20,000	↔
Bad debt write off as a percentage of billed revenue	0.3%	0.2%	0.2%	0.3%	0.3%	0.2%	0.1%
Date budget approved	Dec	Dec	Jan	Dec	Dec	Dec	Dec
Number of financial reports prepared	61	76	98	113	100	100	N/A
S&P credit rating	AA+/Stable	AA+/Stable	AA+/Stable	AA+/Stable	AA+/Stable	AA+/Stable	AA+/Stable

Goals and Objectives

Description	2021	2022	2023	Strategic Plan	Other Plan Alignment
<p>Update Asset Management Plan O. Reg 588/2017 enacted to help municipalities improve the way they plan for their infrastructure needs over the long term, while identifying challenges and opportunities, and finding innovative solutions. The regulation requires municipalities to implement and update asset management plans for core assets (roads, bridge and culverts, water, wastewater and stormwater management systems) including current levels of service and the cost of maintaining those levels of services by July 1, 2021.</p>	●			A County that Thinks Ahead and Wisely Shapes the Future	Asset Management Plan
<p>Asset Retirement Obligations Section PS 3280, Asset Retirement Obligation is a new public accounting standard that is effective for fiscal years beginning on or after April 1, 2022. The standard provides guidance on how to account for and report a liability for asset retirement.</p>	●	●		A County that Performs and Delivers Results	
<p>Budget Engagement in Collaboration with Area Municipalities Enhance the public engagement process for 2022 budget development with the use of informative and engaging videos.</p>	●			A County that Informs and Engages	

2021 Finance Business Plan and Budget

Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
2020 Approved Budget	1,380,858	8,375	1,389,233	1,389,233	-	
Base Budget Changes	18,753	(8,375)	10,378	10,379	(1)	0.0%
Reorganization						
FIN-CS/FIN AA FTE Reorganization	76,947	-	76,947	76,947	-	0.0%
	76,947	-	76,947	76,947	-	0.0%
One-time Items						
FIN-GP Software Update	-	10,000	10,000	10,000	-	0.0%
FIN-Tri-annual WSIB Actuarial Report	-	10,000	10,000	10,000	-	0.0%
FIN-Increase Budget Engagement	-	8,000	8,000	8,000	-	0.0%
FIN-Asset Management Plan Update	-	2,000	2,000	2,000	-	0.0%
FIN-Reduction due to COVID (training, travel, office supplies)	-	(1,500)	(1,500)	(1,500)	-	0.0%
	-	28,500	28,500	28,500	-	0.0%
2021 Requested Budget	1,476,558	28,500	1,505,058	1,505,059	(1)	0.0%
\$	95,700	20,125	115,825	115,826	(1)	
%	6.9%	240.3%	8.3%	8.3%	0.0%	

FINANCE

2021 BUDGET REPORT

	2020 FORECAST	2020 BUDGET	2021 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES					
GENERAL REVENUES					
PROVINCIAL GRANTS	(21,267)	-	(20,000)	(20,000)	- %
USER FEES AND CHARGES	(3,877,810)	(19,500)	(4,000)	15,500	(79.5%)
TOTAL GENERAL REVENUES	(3,899,077)	(19,500)	(24,000)	(4,500)	23.1%
OTHER REVENUES					
DEVELOPMENT CHARGES	(12,500)	-	-	-	- %
TOTAL OTHER REVENUES	(12,500)	-	-	-	- %
INTERDEPARTMENTAL RECOVERIES					
INTERDEPARTMENTAL RECOVERIES	(1,369,733)	(1,369,733)	(1,481,059)	(111,326)	8.1%
TOTAL INTERDEPARTMENTAL RECOVERIES	(1,369,733)	(1,369,733)	(1,481,059)	(111,326)	8.1%
CAPITAL REVENUES					
DEVELOPMENT CHARGES	-	-	-	-	- %
TOTAL CAPITAL REVENUES	-	-	-	-	- %
TOTAL REVENUES	(5,281,310)	(1,389,233)	(1,505,059)	(115,826)	8.3%
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	810,006	810,006	904,956	94,950	11.7%
BENEFITS	235,707	235,707	269,528	33,821	14.3%
TOTAL SALARIES AND BENEFITS	1,045,713	1,045,713	1,174,484	128,771	12.3%
OPERATING EXPENSES					
MATERIALS	4,079,828	212,920	187,375	(25,545)	(12.0%)
CONTRACTED SERVICES	108,600	96,600	109,100	12,500	12.9%
TOTAL OPERATING EXPENSES	4,188,428	309,520	296,475	(13,045)	(4.2%)
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	34,000	34,000	34,100	100	0.3%
TOTAL INTERDEPARTMENTAL CHARGES	34,000	34,000	34,100	100	0.3%
TOTAL EXPENSES	5,268,141	1,389,233	1,505,059	115,826	8.3%
TOTAL FINANCE	(13,169)	-	-	-	- %

ASSESSMENT MANAGEMENT 2021 BUDGET REPORT

	2020 FORECAST	2020 BUDGET	2021 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES					
OTHER REVENUES					
RESERVE TRANSFER	-	-	(80,000)	(80,000)	- %
TOTAL OTHER REVENUES	-	-	(80,000)	(80,000)	- %
TOTAL REVENUES	-	-	(80,000)	(80,000)	- %
EXPENSES					
OPERATING EXPENSES					
CONTRACTED SERVICES	100,000	180,000	180,000	-	- %
TOTAL OPERATING EXPENSES	100,000	180,000	180,000	-	- %
OTHER EXPENSES					
CONTRIBUTIONS TO RESERVES	80,000	-	-	-	- %
TOTAL OTHER EXPENSES	80,000	-	-	-	- %
TOTAL EXPENSES	180,000	180,000	180,000	-	- %
TOTAL ASSESSMENT MANAGEMENT	180,000	180,000	100,000	(80,000)	(44.4%)



2021 General Budget

GENERAL PROJECTED 5 YEAR BUDGET

	2021 REQUESTED BUDGET	2022 PROJECTED BUDGET	2023 PROJECTED BUDGET	2024 PROJECTED BUDGET	2025 PROJECTED BUDGET
REVENUES					
PROPERTY TAXATION	(1,716,500)	(1,716,500)	(1,716,500)	(1,716,500)	(1,716,500)
GENERAL REVENUES	(7,899,028)	(7,494,918)	(7,194,573)	(6,326,446)	(5,686,685)
OTHER REVENUES	(5,320,000)	-	-	-	-
TOTAL REVENUES	(14,935,528)	(9,211,418)	(8,911,073)	(8,042,946)	(7,403,185)
EXPENSES					
OPERATING EXPENSES	12,103,782	7,724,189	8,079,234	8,400,194	8,747,459
DEBT REPAYMENT	6,799,487	6,360,838	5,930,942	4,974,950	4,310,340
TOTAL EXPENSES	18,903,269	14,085,027	14,010,176	13,375,144	13,057,799
TOTAL GENERAL	3,967,741	4,873,609	5,099,103	5,332,198	5,654,614

2021 General Taxation Business Plan and Budget

Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
2020 Approved Budget	10,047,725	5,000,000	15,047,725	14,027,714	1,020,011	
Base Budget Changes	(232,818)	(5,000,000)	(5,232,818)	(4,457,186)	(775,632)	(76.0%)
One-time Items						
GN-Significant Tax Write-offs	-	5,000,000	5,000,000	5,000,000	-	0.0%
GN-2020 Surplus - Grants	-	-	-	200,000	(200,000)	(19.6%)
	-	5,120,000	5,120,000	5,320,000	(200,000)	(19.6%)
COVID						
GN-Community Futures Oxford Grant Administration	-	45,000	45,000	45,000	-	0.0%
	-	45,000	45,000	45,000	-	0.0%
2021 Requested Budget	9,814,907	5,165,000	14,979,907	14,935,528	44,379	(95.6%)
\$	(232,818)	165,000	(67,818)	907,814	(975,632)	
%	(2.3%)	3.3%	(0.5%)	6.5%	(95.6%)	

GENERAL TAXATION 2021 BUDGET REPORT

	2020 FORECAST	2020 BUDGET	2021 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES					
PROPERTY TAXATION					
IN LIEU AND SUPPS	(1,760,500)	(1,760,500)	(1,716,500)	44,000	(2.5%)
TOTAL PROPERTY TAXATION	(1,760,500)	(1,760,500)	(1,716,500)	44,000	(2.5%)
GENERAL REVENUES					
PROVINCIAL GRANTS	(1,562,735)	-	(45,000)	(45,000)	- %
USER FEES AND CHARGES	(7,057,221)	(6,749,324)	(6,799,487)	(50,163)	0.7%
NET INVESTMENT INCOME	(912,399)	(514,890)	(926,441)	(411,551)	79.9%
OTHER REVENUE	(222,054)	(3,000)	(128,100)	(125,100)	4,170.0%
TOTAL GENERAL REVENUES	(9,754,409)	(7,267,214)	(7,899,028)	(631,814)	8.7%
OTHER REVENUES					
RESERVE TRANSFER	(1,045,000)	(5,000,000)	(5,320,000)	(320,000)	6.4%
TOTAL OTHER REVENUES	(1,045,000)	(5,000,000)	(5,320,000)	(320,000)	6.4%
TOTAL REVENUES	(12,559,909)	(14,027,714)	(14,935,528)	(907,814)	6.5%
EXPENSES					
OPERATING EXPENSES					
MATERIALS	1,007,600	6,007,600	5,937,100	(70,500)	(1.2%)
CONTRACTED SERVICES	1,756,320	1,764,300	1,756,320	(7,980)	(0.5%)
EXTERNAL TRANSFERS	1,349,720	326,500	487,000	160,500	49.2%
TOTAL OPERATING EXPENSES	4,113,640	8,098,400	8,180,420	82,020	1.0%
DEBT REPAYMENT					
PRINCIPAL REPAYMENT	5,517,850	5,265,979	5,419,208	153,229	2.9%
INTEREST REPAYMENT	1,539,372	1,483,346	1,380,279	(103,067)	(6.9%)
TOTAL DEBT REPAYMENT	7,057,222	6,749,325	6,799,487	50,162	0.7%
OTHER EXPENSES					
CONTRIBUTIONS TO RESERVES	1,762,735	200,000	-	(200,000)	(100.0%)
TOTAL OTHER EXPENSES	1,762,735	200,000	-	(200,000)	(100.0%)
TOTAL EXPENSES	12,933,597	15,047,725	14,979,907	(67,818)	(0.5%)
TOTAL GENERAL TAXATION	373,688	1,020,011	44,379	(975,632)	(95.6%)

GRANTS 2021 BUDGET REPORT

	2020 FORECAST	2020 BUDGET	2021		
			REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
GENERAL					
GRANTS					(55.15%)
Creative Connections	60,000	60,000	60,000	-	- %
Immigration Oxford Sustainability Plan	12,720	24,500	-	(24,500)	(100.00%)
Oxford County Youth Initiatives	15,000	25,000	15,000	(10,000)	(40.00%)
Social Planning Council Oxford	55,000	55,000	65,000	10,000	18.18%
Agricultural Award of Excellence	2,000	2,000	2,000	-	- %
Economic Development [Oxford Connection]	50,000	50,000	50,000	-	- %
Physician Recruitment	30,000	30,000	30,000	-	- %
Small Business Centre	50,000	50,000	50,000	-	- %
Tillsonburg Airport	30,000	30,000	50,000	20,000	66.67%
North Oxford Intercommunity Bus Transit	-	-	120,000	120,000	- %
TOTAL GRANTS	304,720	326,500	442,000	115,500	35.38%

CONSERVATION AUTHORITIES 2021 BUDGET REPORT

	2020 FORECAST	2020 BUDGET	2021		
			REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
OPERATING AND PROGRAM EXPENSES					
UPPER THAMES	1,033,636	1,033,636	1,073,370	39,734	3.8%
GRAND RIVER	134,440	134,440	141,160	6,720	5.0%
LONG POINT	431,908	431,908	440,771	8,863	2.1%
CATFISH CREEK	13,336	13,336	14,770	1,434	10.8%
TOTAL OPERATING AND PROGRAM EXPENSES	1,613,320	1,613,320	1,670,071	56,751	3.5%
DEBT REPAYMENT					
DEBT REPAYMENT - UPPER THAMES	201,301	201,301	-	(201,301)	(100.0%)
TOTAL DEBT REPAYMENT	201,301	201,301	-	(201,301)	(100.0%)
TOTAL CONSERVATION AUTHORITIES	1,814,621	1,814,621	1,670,071	(144,550)	(8.0%)

PUBLIC HEALTH 2021 BUDGET REPORT

	2020 FORECAST	2020 BUDGET	2021 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
EXPENSES					
OPERATING EXPENSES					
EXTERNAL TRANSFERS	2,545,281	2,251,966	2,253,291	1,325	0.1%
TOTAL OPERATING EXPENSES	2,545,281	2,251,966	2,253,291	1,325	0.1%
TOTAL EXPENSES	2,545,281	2,251,966	2,253,291	1,325	0.1%
TOTAL PUBLIC HEALTH	2,545,281	2,251,966	2,253,291	1,325	0.1%



2021 Council Budget

COUNCIL PROJECTED 5 YEAR BUDGET

	2021 REQUESTED BUDGET	2022 PROJECTED BUDGET	2023 PROJECTED BUDGET	2024 PROJECTED BUDGET	2025 PROJECTED BUDGET
REVENUES					
OTHER REVENUES	(1,274,487)	(1,379,477)	-	-	-
TOTAL REVENUES	(1,274,487)	(1,379,477)	-	-	-
EXPENSES					
SALARIES AND BENEFITS	413,260	420,469	427,804	435,266	442,861
OPERATING EXPENSES	52,200	61,030	76,880	59,740	60,110
OTHER EXPENSES	1,274,487	1,379,477	-	-	-
INTERDEPARTMENTAL CHARGES	99,416	100,136	100,871	101,202	101,580
TOTAL EXPENSES	1,839,363	1,961,112	605,555	596,208	604,551
TOTAL COUNCIL	564,876	581,635	605,555	596,208	604,551

2021 Council Business Plan and Budget

Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
2020 Approved Budget	1,849,423	-	1,849,423	1,265,872	583,551	
Base Budget Changes	(1,284,547)	-	(1,284,547)	(1,265,872)	(18,675)	(3.2%)
One-time Items						
COU-2% Swift Plus	-	1,274,487	1,274,487	1,274,487	-	0.0%
	-	1,274,487	1,274,487	1,274,487	-	0.0%
2021 Requested Budget	564,876	1,274,487	1,839,363	1,274,487	564,876	(3.2%)
\$	(1,284,547)	1,274,487	(10,060)	8,615	(18,675)	
%	(69.5%)	0.0%	(0.5%)	0.7%	(3.2%)	

COUNCIL
2021 BUDGET REPORT

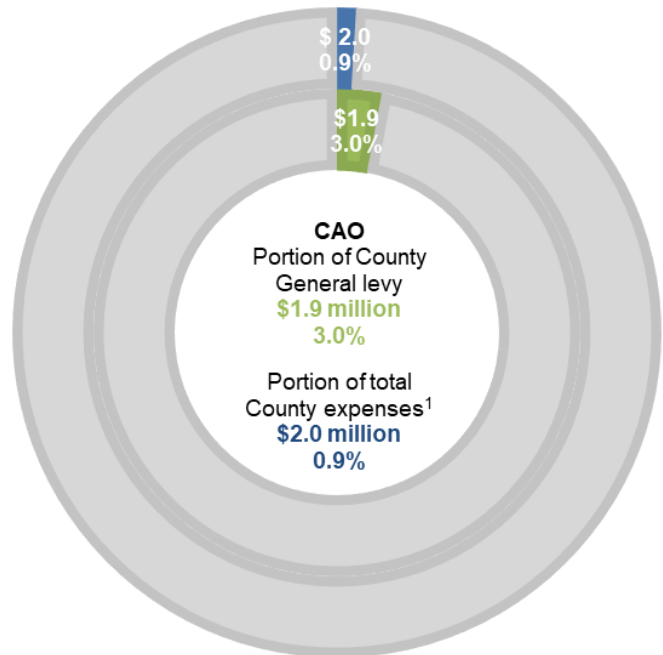
	2020 FORECAST	2020 BUDGET	2021 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES					
GENERAL REVENUES					
PROVINCIAL GRANTS	(2,000)	-	-	-	- %
TOTAL GENERAL REVENUES	(2,000)	-	-	-	- %
OTHER REVENUES					
RESERVE TRANSFER	(1,275,872)	(1,265,872)	(1,274,487)	(8,615)	0.7%
TOTAL OTHER REVENUES	(1,275,872)	(1,265,872)	(1,274,487)	(8,615)	0.7%
TOTAL REVENUES	(1,277,872)	(1,265,872)	(1,274,487)	(8,615)	0.7%
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	385,062	382,353	389,044	6,691	1.7%
BENEFITS	22,114	23,165	24,216	1,051	4.5%
TOTAL SALARIES AND BENEFITS	407,176	405,518	413,260	7,742	1.9%
OPERATING EXPENSES					
MATERIALS	38,544	63,150	50,200	(12,950)	(20.5%)
CONTRACTED SERVICES	25,500	15,500	2,000	(13,500)	(87.1%)
EXTERNAL TRANSFERS	1,265,872	1,265,872	-	(1,265,872)	(100.0%)
TOTAL OPERATING EXPENSES	1,329,916	1,344,522	52,200	(1,292,322)	(96.1%)
CAPITAL EXPENSES					
FURNISHINGS AND EQUIPMENT	2,000	-	-	-	- %
TOTAL CAPITAL EXPENSES	2,000	-	-	-	- %
OTHER EXPENSES					
CONTRIBUTIONS TO RESERVES	-	-	1,274,487	1,274,487	- %
TOTAL OTHER EXPENSES	-	-	1,274,487	1,274,487	- %
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	99,383	99,383	99,416	33	- %
TOTAL INTERDEPARTMENTAL CHARGES	99,383	99,383	99,416	33	- %
TOTAL EXPENSES	1,838,475	1,849,423	1,839,363	(10,060)	(0.5%)
TOTAL COUNCIL	560,603	583,551	564,876	(18,675)	(3.2%)



2021 CAO's Office Business Plan and Budget

Department Overview

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



¹ 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. Also 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.

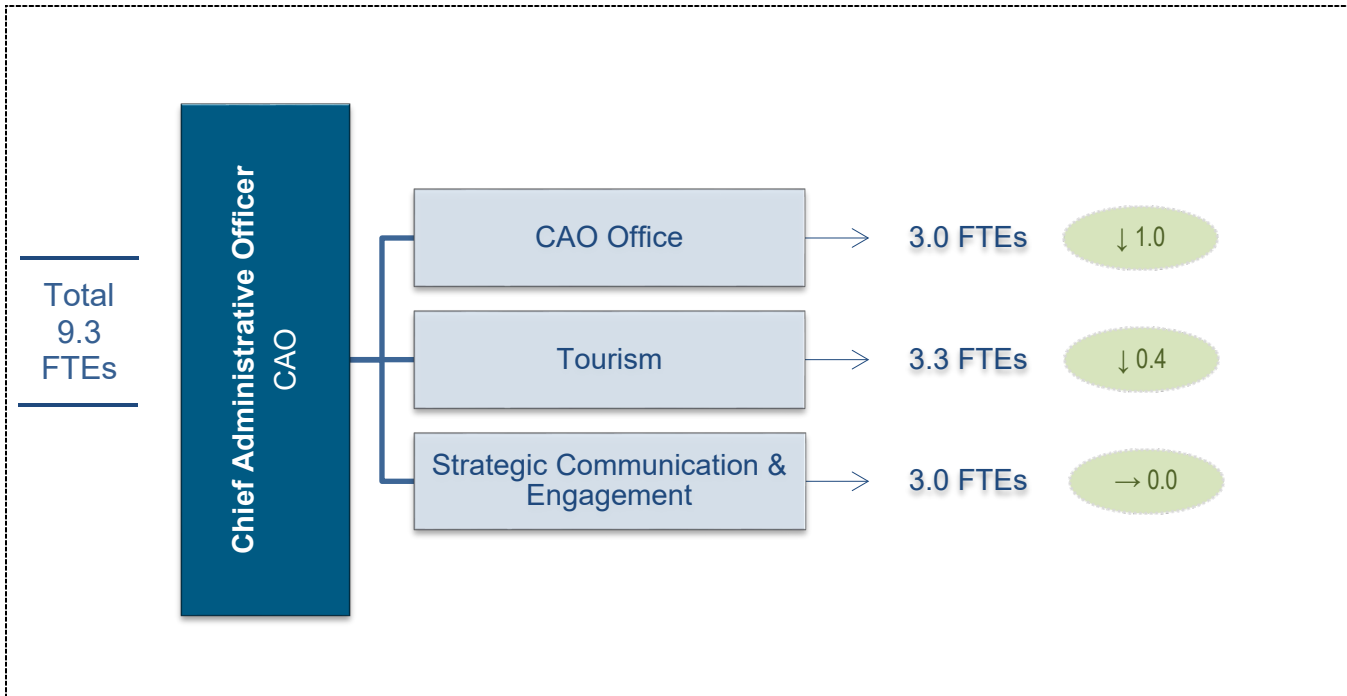
Tourism is an external service that develops and coordinates strategies and marketing to support the growth of the tourism industry in Oxford County. It also is an external service that provides information to tourists.

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.

Services we provide

Services Provided	2019 Service Level Output	
CAO		
- Emergency Management	→	Emergency Ready
- Corporate Leadership	→	Deliver today, Plan for tomorrow
- Initiatives Implementation	→	Zero Poverty Plan, Future Oxford Plan, Zero Waste Plan and 100% Renewable Energy Plan
Tourism		
- Tourism Industry Support	→	320 Tourism Oxford partner agreements
- Tourism Visitor Support	→	170,000 Visitor interactions
Strategic Communications and Engagement		
- Communications	→	151 Media interviews facilitated
		7,810 Social media followers (main corporate accounts)

How are we Organized?



Reason for change

CAO Office:

- **(1.0) FTE** Full-time - Coordinator of Emergency Management – Responsibilities reallocated to Paramedic Services.

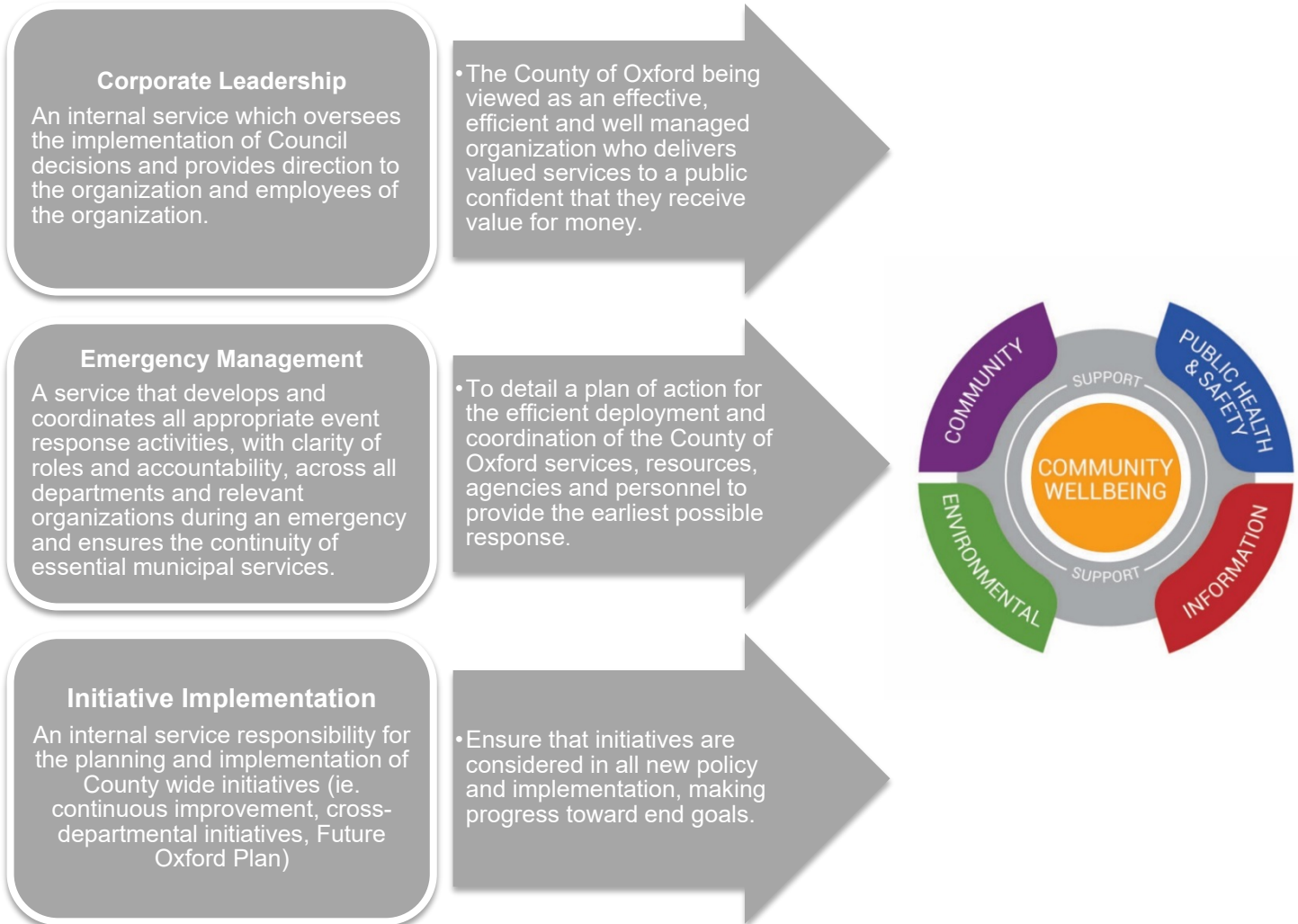
Tourism:

- **(0.4) FTE** Student - Reduction of a student position, due to closing of Tourism Kiosk.

CAO PROJECTED 5 YEAR BUDGET

	2021 REQUESTED BUDGET	2022 PROJECTED BUDGET	2023 PROJECTED BUDGET	2024 PROJECTED BUDGET	2025 PROJECTED BUDGET
REVENUES					
GENERAL REVENUES	(93,658)	(23,658)	(23,658)	(23,658)	(23,658)
TOTAL REVENUES	(93,658)	(23,658)	(23,658)	(23,658)	(23,658)
EXPENSES					
SALARIES AND BENEFITS	1,190,180	1,217,109	1,237,087	1,257,415	1,278,098
OPERATING EXPENSES	648,178	806,568	807,968	809,378	720,808
INTERDEPARTMENTAL CHARGES	138,285	141,513	143,639	144,652	144,885
TOTAL EXPENSES	1,976,643	2,165,190	2,188,694	2,211,445	2,143,791
TOTAL CAO	1,882,985	2,141,532	2,165,036	2,187,787	2,120,133

Services Overview



Key Performance Indicators

	2017 Actual	2018 Actual	2019 Actual	2020 Forecast	2021 Budget	2022 Budget	Target
Gross Operating Budget Variance (% Operating Budget spent)	89.9%	87.6%	86.7%	99.1%	90.0%	90.0%	98.5%
Capital Budget (Delivery) Variance (% Capital Budget spent)	53.0%	75.0%	66.5%	88.7%	85.0%	85.0%	85.0%
Community Satisfaction with County Programs*	80.1%	80.5%	N/A	N/A	85.0%	85.0%	85.0%
Employee Job Engagement*	76.1%	79.2%	N/A	N/A	N/A	↑	↑ (2022 survey)
Employee Organizational Engagement*	63.3%	69.4%	N/A	N/A	N/A	↑	↑ (2022 survey)
Oxford County Strategic Plan priorities	In progress	In progress	In progress	2019-2022 Plan approved by Council	X priority-related initiatives; annual report	X priority-related initiatives; annual report	As determined through annual business planning process
Corporate continuous improvement projects	N/A	N/A	N/A	N/A	3	3	3
Future Oxford activities				2015-2020 progress report	Annual report	Annual report	Activities report published annually

* Oxford County Annual Budget survey, Overall Rating Achieved

Goals and Objectives

Description	2021	2022	2023	Strategic Plan	Other Plan Alignment
Oxford County Strategic Plan Ongoing implementation of the County's Strategic Plan.	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	
Future Oxford Plan Ongoing support for, the implementation of the Future Oxford Plan through the Future Oxford Partnership and within Oxford County operations.	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	<i>FutureOxford</i>
Strategic Commitments Working with community partners, stakeholders and businesses in the ongoing advancement of Oxford County's formal commitments: <ul style="list-style-type: none"> • 100% Renewable Energy • Zero Waste • Zero Poverty 	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	<i>FutureOxford</i> 
Oxford Housing Crisis 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.	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	<i>FutureOxford</i> Housing Strategy 
Western Ontario Warden's Caucus Ongoing support and involvement with the WOWC initiatives: <ul style="list-style-type: none"> • SWIFT • SW Ontario Economic Development Plan 	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	<i>FutureOxford</i>
Southwestern Ontario Transportation Ongoing advocacy for Southwestern Ontario Transportation enhancements: <ul style="list-style-type: none"> • SouthwestLynx – integrated public transportation • Freight Rail • Short Line Rail 	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	<i>FutureOxford</i> SouthwestLynx Plan
Southwestern Ontario Advocacy Continue to advocate for Oxford County and Southwestern Ontario.	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	<i>FutureOxford</i>

Description	2021	2022	2023	Strategic Plan	Other Plan Alignment
Southwestern Landfill Proposal EA County oversight and engagement in proposal Environmental Assessment process.	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	FutureOxford Oxford County Official Plan
Emergency Management 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
Cross-Departmental initiatives Support Departments on enterprise-wide initiatives	●	●		A County that Thinks Ahead and Wisely Shapes the Future	
Continuous improvement Complete three (3) continuous improvement projects (strategic plan priorities) completed by end of year.	●	●	●	A County that Performs and Delivers Results	
Joint Service Delivery Review Participate as per Council direction and Departmental support requirements	●			A County that Works Together	
Strategic Commitments Revisit 100%RE, Zero Waste, and Zero Poverty Plans by end of year to ensure they remain current Re-establish poverty action team by end of Q1	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	FutureOxford Committed to  100% RE Zero Waste Zero Poverty
Future Oxford Support Partnership administration, facilitation, and budget management Ongoing community stakeholder engagement and coordination Recruit for Partnership and working groups to ensure broad community representation. Support action teams as needed	●	●	●	A County that Informs and Engages	FutureOxford
Housing and Poverty Support cross-Departmental housing and poverty initiatives	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	Committed to  100% RE Zero Waste Zero Poverty

2021 CAO Business Plan and Budget

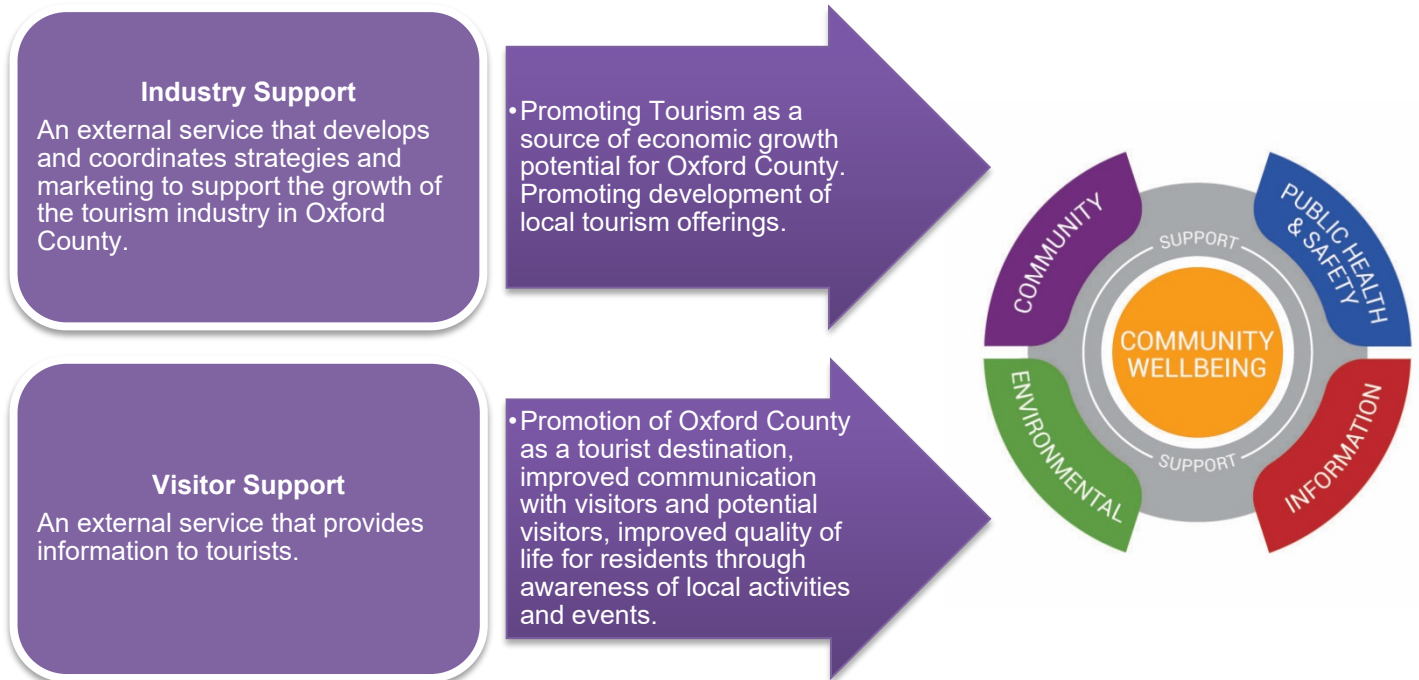
Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
2020 Approved Budget	1,109,943	798,000	1,907,943	927,500	980,443	
Base Budget Changes	(295,432)	(798,000)	(1,093,432)	(927,500)	(165,932)	(16.9%)
Reorganization						
CAO-EACAO Reorganization	92,980	-	92,980	-	92,980	9.5%
	92,980	-	92,980	-	92,980	9.5%
Service Level						
CAO-Emergency management role moved to Paramedic Services	(143,097)	-	(143,097)	-	(143,097)	(14.6%)
	(143,097)	-	(143,097)	-	(143,097)	(14.6%)
2021 Requested Budget	764,394	-	764,394	-	764,394	(22.0%)
\$	(345,549)	(798,000)	(1,143,549)	(927,500)	(216,049)	
%	(31.1%)	(100.0%)	(59.9%)	(100.0%)	(22.0%)	

CAO OFFICE
2021 BUDGET REPORT

	2020	2020	2021	BUDGET	BUDGET
	FORECAST	BUDGET	REQUESTED	VARIANCE	% VARIANCE
			BUDGET		
REVENUES					
GENERAL REVENUES					
USER FEES AND CHARGES	(10,735)	(8,000)	-	8,000	(100.0%)
TOTAL GENERAL REVENUES	(10,735)	(8,000)	-	8,000	(100.0%)
OTHER REVENUES					
RESERVE TRANSFER	-	(908,500)	-	908,500	(100.0%)
DEVELOPMENT CHARGES	-	(11,000)	-	11,000	(100.0%)
TOTAL OTHER REVENUES	-	(919,500)	-	919,500	(100.0%)
TOTAL REVENUES	(10,735)	(927,500)	-	927,500	(100.0%)
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	444,994	461,478	454,526	(6,952)	(1.5%)
BENEFITS	82,704	111,669	108,988	(2,681)	(2.4%)
TOTAL SALARIES AND BENEFITS	527,698	573,147	563,514	(9,633)	(1.7%)
OPERATING EXPENSES					
MATERIALS	61,947	145,760	31,054	(114,706)	(78.7%)
CONTRACTED SERVICES	183,898	1,139,200	115,000	(1,024,200)	(89.9%)
TOTAL OPERATING EXPENSES	245,845	1,284,960	146,054	(1,138,906)	(88.6%)
OTHER EXPENSES					
CONTRIBUTIONS TO RESERVES	120,000	-	-	-	- %
TOTAL OTHER EXPENSES	120,000	-	-	-	- %
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	49,912	49,836	54,826	4,990	10.0%
TOTAL INTERDEPARTMENTAL CHARGES	49,912	49,836	54,826	4,990	10.0%
TOTAL EXPENSES	943,455	1,907,943	764,394	(1,143,549)	(59.9%)
TOTAL CAO OFFICE	932,720	980,443	764,394	(216,049)	(22.0%)

Services Overview



Key Performance Indicators

	2017 Actual	2018 Actual	2019 Actual	2020 Forecast	2021 Budget	2022 Budget	Target
Number of Partners/Partnerships	316	340	344	329	320	320	320*
Green Tourism Development & Promotion New Activities	3	8	6	4	3	3	3
Number of Travel Media Stories	12	18	11	6	5	5	5^
Paid Digital Campaign Impressions	2,472,706	3,914,557	2,597,198	3,900,000	2,500,000	3,500,000	4,000,000-
Number of Visitor Interactions: Digital	145,135	148,845	165,238	167,459	170,000	180,000	180,000+
Number of Visitor Interactions: Direct	96,815	96,088	108,756	70,000	70,000	30,000	30,000

*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	2021	2022	2023	Strategic Plan	Other Plan Alignment
<p>Update website navigation to serve in market visitors Optimize the website to better serve and engage visitors.</p>	●			A County that Informs and Engages	<i>FutureOxford</i>
<p>Develop an interim lure brochure Develop an interim lure brochure to replace the discontinued visitors guide.</p>	●			A County that Informs and Engages	<i>FutureOxford</i>
<p>Develop and implement a visitor signage program Develop and install visitor signage in communities and at attractions across Oxford County. Work with partners to implement tactics.</p>	●	●		A County that Informs and Engages	<i>FutureOxford</i> Modernization Funding
<p>Continue COVID-19 Tourism Recovery Implement tourism recovery recommendations to support tourism businesses in recovery from COVID-19.</p>	●	●		A County that Informs and Engages	<i>FutureOxford</i>
<p>Experiential Tourism Development Support existing experiential tourism operators with marketing. Coach new businesses in crafting new visitor experiences.</p>	●	●		A County that Works Together	<i>FutureOxford</i>
<p>Ontario's Great Road Trip Participate in provincial culinary tourism campaign, submitting 3 travel itineraries for each season.</p>	●			A County that Works Together	
<p>Implement market readiness criteria Offer free listings on the Tourism Oxford website for businesses that meet Tourism's market readiness criteria. Work with small business supports to offer training to support businesses in becoming market ready. The goal is to have more market ready tourism businesses.</p>	●			A County that Works Together	<i>FutureOxford</i>
<p>Implement a new marketing partnership opportunity Support tourism businesses in marketing through new digital opportunities. This includes fee based activities to help amplify marketing efforts.</p>	●			A County that Works Together	

2021 Tourism Business Plan and Budget

Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
2020 Approved Budget	505,453	-	505,453	62,500	442,953	
Base Budget Changes	6,198	-	6,198	3,658	2,540	0.6%
Service Level						
TOUR-Kiosk Closure	(15,237)	-	(15,237)	-	(15,237)	(3.4%)
TOUR-Visitors Guide/Website	(28,400)	-	(28,400)	(42,500)	14,100	3.2%
	(43,637)	-	(43,637)	(42,500)	(1,137)	(0.3%)
Modernization Funding						
TOUR-Modernizing In-market Visitor Servicing	-	70,000	70,000	70,000	-	0.0%
	-	70,000	70,000	70,000	-	0.0%
2021 Requested Budget	468,014	70,000	538,014	93,658	444,356	0.3%
\$	(37,439)	70,000	32,561	31,158	1,403	
%	(7.4%)	0.0%	6.4%	49.9%	0.3%	

TOURISM 2021 BUDGET REPORT

	2020 FORECAST	2020 BUDGET	2021 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES					
GENERAL REVENUES					
PROVINCIAL GRANTS	(110,738)	-	(73,658)	(73,658)	-
USER FEES AND CHARGES	(100)	(62,500)	(20,000)	42,500	(68.0%)
TOTAL GENERAL REVENUES	(110,838)	(62,500)	(93,658)	(31,158)	49.9%
TOTAL REVENUES	(110,838)	(62,500)	(93,658)	(31,158)	49.9%
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	192,564	211,328	207,213	(4,115)	(1.9%)
BENEFITS	58,628	57,154	59,951	2,797	4.9%
TOTAL SALARIES AND BENEFITS	251,192	268,482	267,164	(1,318)	(0.5%)
OPERATING EXPENSES					
MATERIALS	171,032	122,039	151,555	29,516	24.2%
CONTRACTED SERVICES	82,395	68,000	78,000	10,000	14.7%
RENTS AND FINANCIAL EXPENSES	4,164	4,164	-	(4,164)	(100.0%)
TOTAL OPERATING EXPENSES	257,591	194,203	229,555	35,352	18.2%
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	42,768	42,768	41,295	(1,473)	(3.4%)
TOTAL INTERDEPARTMENTAL CHARGES	42,768	42,768	41,295	(1,473)	(3.4%)
TOTAL EXPENSES	551,551	505,453	538,014	32,561	6.4%
TOTAL TOURISM	440,713	442,953	444,356	1,403	0.3%

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 Actual	2020 Forecast	2021 Budget	2022 Budget	Target
Media interviews facilitated*	291	228	151	160	162	164	+ 1%/yr
News releases & updates*	104	113	60	68	73	75	+ 2%/yr
Total annual sessions to website*	337,967	362,238	325,614	492,684	486,508	529,260	+ 7.5%/yr
Social media reach**	7,130	6,913	7,810	8,200	8,610	9,040	+ 5%/yr

	2014 Actual	2017 Actual	2022 Projected	Target
Employee Engagement Survey – Organization Communication	56.30%	69.75%	75%†	+ 5%

* All figures include Oxford County Public Health up to May 2018. Decrease in 2019 reflects transfer of Oxford County Public Health web and social media profiles to Southwestern Public Health effective May 1, 2018.

** Includes Oxford County main corporate accounts only. Other accounts for specialized services include Tourism, Library, Paramedics, Archives, Wasteline (Public Works) and Future Oxford.

† Next Employee Engagement Survey by Human Resources projected for 2022.

Goals and Objectives

Description	2021	2022	2023	Strategic Plan	Other Plan Alignment
<p>Building public interest in County Council business Support CAO's Office in increasing public interest in and awareness of County Council business, with the aim of better informing the public about Oxford County services and Council decisions. To be assessed through increased access to Council materials and Council this Week updates; social media engagement; and new public reporting tool(s) as pursued by CAO.</p>	●	●		A County that Informs and Engages	Inform & Engage strategy
<p>Refresh online annual report Work with Finance and Information Services to adapt the County's online annual report template, developed in 2012, to facilitate more in-depth storytelling, for instance, through feature stories and multi-media.</p>	●			A County that Informs and Engages	Oxford County Corporate Identity
<p>Enhancing leadership and employee communications Work with CAO's Office and Human Resources to use new media tools to re-establish regular communication with the Extended Management Team and all employees. This will encompass a strategy to connect with the County's 800+ employees at their various sites and facilities across the County and, with COVID-19, those who are working remotely from home.</p>	●	●		A County that Informs and Engages	Our People, Our Strength Plan

2021 Strategic Communication Business Plan and Budget

Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
2020 Approved Budget	421,173	-	421,173	-	421,173	
Base Budget Changes	11,062	-	11,062	-	11,062	2.6%
Service Level						
SCE-Bang The Table	21,000	-	21,000	-	21,000	5.0%
	21,000	-	21,000	-	21,000	5.0%
2021 Requested Budget	453,235	-	453,235	-	453,235	7.6%
\$	32,062	-	32,062	-	32,062	
%	7.6%	0.0%	7.6%	0.0%	7.6%	

STRATEGIC COMM & ENGAGEMENT 2021 BUDGET REPORT

	2020 FORECAST	2020 BUDGET	2021 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	273,291	276,721	281,494	4,773	1.7%
BENEFITS	72,735	74,275	78,008	3,733	5.0%
TOTAL SALARIES AND BENEFITS	346,026	350,996	359,502	8,506	2.4%
OPERATING EXPENSES					
MATERIALS	23,174	19,371	41,569	22,198	114.6%
CONTRACTED SERVICES	10,000	10,000	10,000	-	-
TOTAL OPERATING EXPENSES	33,174	29,371	51,569	22,198	75.6%
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	40,806	40,806	42,164	1,358	3.3%
TOTAL INTERDEPARTMENTAL CHARGES	40,806	40,806	42,164	1,358	3.3%
TOTAL EXPENSES	420,006	421,173	453,235	32,062	7.6%
TOTAL STRATEGIC COMM & ENGAGEMENT	420,006	421,173	453,235	32,062	7.6%

FUTURE OXFORD 2021 BUDGET REPORT

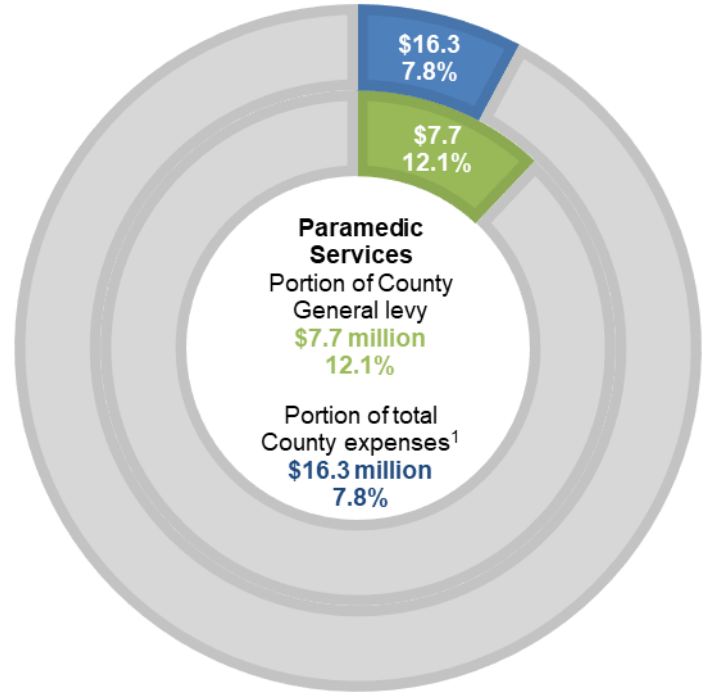
	2020 FORECAST	2020 BUDGET	2021 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
EXPENSES					
OPERATING EXPENSES					
MATERIALS	16,000	17,000	17,000	-	-
CONTRACTED SERVICES	60,000	60,000	60,000	-	-
EXTERNAL TRANSFERS	143,000	142,000	144,000	2,000	1.4%
TOTAL OPERATING EXPENSES	219,000	219,000	221,000	2,000	0.9%
TOTAL EXPENSES	219,000	219,000	221,000	2,000	0.9%
TOTAL FUTURE OXFORD	219,000	219,000	221,000	2,000	0.9%



2021 Paramedic Services Business Plan and Budget

Department Overview

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.

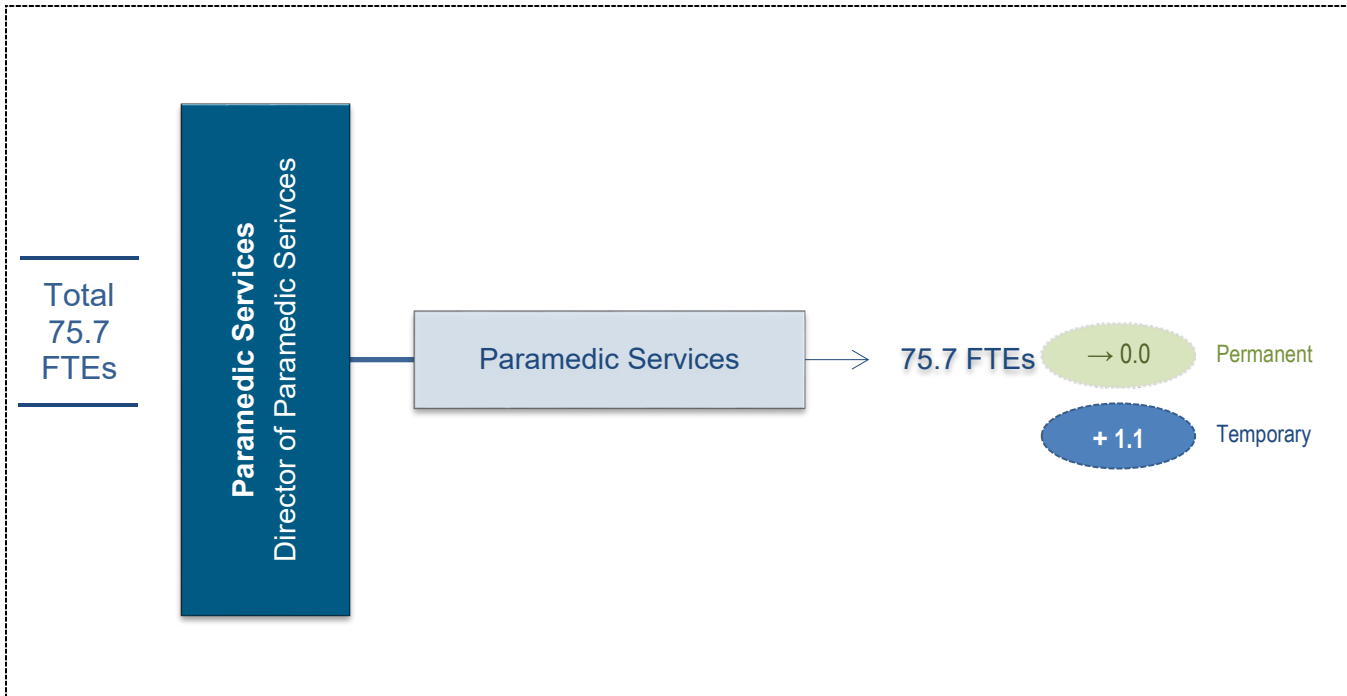


¹ Includes salaries & benefits, operating & program expenses, debt repayment, capital

Services we provide

Services Provided	2019 Service Level Output	
Paramedic Services		
- 911 Call Taking and Dispatch	→	Yes Terms of contract met
- Paramedic Services	→	14,587 Patient encounters by paramedics
	→	61:43 Paramedic Staffing Ratio (FT:PT)

How are we Organized?



Reason for change

Temporary

- 1.1 FTE Temporary COVID-19 Paramedics Part-time - Additional FTE's anticipated in 2021 to be fully staffed while anticipating COVID-19 absences to continue. Also to staff the additional Mobile Community COVID Assessment Centre for the vulnerable populations for the first 3 months of the year.

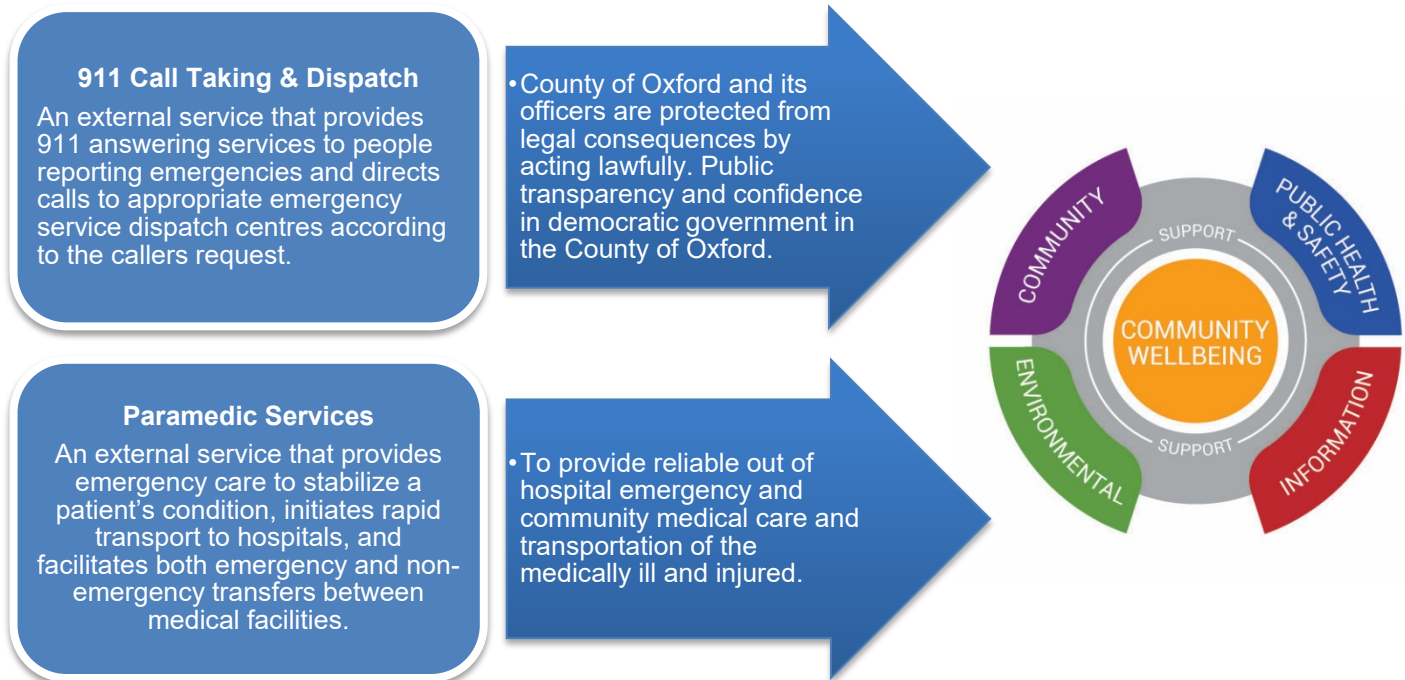
2021 Paramedic Services Capital Plan

Project # and Name	Description	Asset Activity	Asset Rating	Total	2021 Request	2022	2023-2030
Unit OXF1	Logistics Support Van	Replacement	Poor	\$31,000	\$31,000	-	-
Unit 1003, 1006 and 1007	Ambulance (Gas/Electric Hybrid)	Replacement	Fair	\$558,000	\$558,000	-	-
Other Equipment	Regular Annual Equipment Replacement	Replacement	Poor	\$173,360	\$173,360	-	-

PARAMEDIC SERVICES PROJECTED 5 YEAR BUDGET

	2021 REQUESTED BUDGET	2022 PROJECTED BUDGET	2023 PROJECTED BUDGET	2024 PROJECTED BUDGET	2025 PROJECTED BUDGET
REVENUES					
GENERAL REVENUES	(7,560,661)	(7,462,873)	(7,610,297)	(7,709,260)	(7,818,840)
OTHER REVENUES	(137,149)	(133,092)	(199,297)	-	-
CAPITAL REVENUES	(920,860)	(1,110,554)	(937,320)	(1,185,370)	(756,900)
TOTAL REVENUES	(8,618,670)	(8,706,519)	(8,746,914)	(8,894,630)	(8,575,740)
EXPENSES					
SALARIES AND BENEFITS	11,910,575	12,051,722	12,229,816	12,410,788	12,594,926
OPERATING EXPENSES	1,583,531	1,344,841	1,359,938	1,375,227	1,390,711
DEBT REPAYMENT	194,243	188,448	182,652	-	-
CAPITAL EXPENSES	920,860	1,110,554	937,320	1,185,370	756,900
OTHER EXPENSES	835,000	860,000	955,263	895,000	895,000
INTERDEPARTMENTAL CHARGES	858,288	872,744	881,362	904,991	883,070
TOTAL EXPENSES	16,302,497	16,428,309	16,546,351	16,771,376	16,520,607
TOTAL PARAMEDIC SERVICES	7,683,827	7,721,790	7,799,437	7,876,746	7,944,867

Services Overview



Key Performance Indicators

	2017 Actual	2018 Actual	2019 Actual	2020 Forecast	2021 Budget	2022 Budget	Target
Total patient encounters	12,831	13,919	14,587	14,070	15,775	16,570	↑
Paramedic Staffing Ratio (FT:PT)	56:36	57:37	60:40	61:40	61:40	61:43	64:43
Terms of 911 contract met by provider	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Goals and Objectives

Description	2021	2022	2023	Strategic Plan	Other Plan Alignment
10 year Master Plan Phased in implementation of the 10 Year Master Plan.	●	●		A County that Performs and Delivers Results	EMS Master Plan
Deployment Review Comprehensive response areas analysis for optimized Rural and Urban deployment.	●			A County that Performs and Delivers Results	EMS Master Plan
Capital Facilities Review Comprehensive review of existing capital facility upgrade and replacement needs based on deployment optimization, operational capacity and function.	●	●		A County that Thinks Ahead and Wisely Shapes the Future	EMS Master Plan Asset Management Plan
Ambulance Act Legislation Changes Planning and implementation of proposed legislation changes for alternate models of care.	●	●		A County that Thinks Ahead and Wisely Shapes the Future	
Local Community Health Care Integration Advance opportunities to deliver more comprehensive community health care through partnerships with other local health care and social service providers/institutions.	●	●	●	A County that is Well Connected	Ontario EHS Modernization <i>FutureOxford</i>

2021 Paramedic Services Business Plan and Budget

Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
2020 Approved Budget	14,550,731	799,690	15,350,421	7,246,030	8,104,391	
Base Budget Changes	421,941	121,170	543,111	1,101,226	(558,115)	(6.9%)
Service Level						
PS-Municipal 511 Enhancement	2,500	-	2,500	-	2,500	0.0%
	2,500	-	2,500	-	2,500	0.0%
One-time Items						
PS-Reduction due to COVID(training,meeting costs)	-	(9,750)	(9,750)	-	(9,750)	(0.1%)
	-	(9,750)	(9,750)	-	(9,750)	(0.1%)
Provincial Funding						
PS-Land Ambulance Provincial Funding Changes	-	-	-	(118,441)	118,441	1.5%
	-	-	-	(118,441)	118,441	1.5%
Modernization Funding						
PS-CADLink	26,360	33,300	59,660	33,300	26,360	0.3%
	26,360	33,300	59,660	33,300	26,360	0.3%
COVID						
PS-COVID Incremental Salaries, Benefits and PPE Expenses	-	285,774	285,774	285,774	-	0.0%
PS-COVID Mobile Community COVID Assessment for the Vulnerable Populations - Salaries, Benefits and Supplies	-	70,781	70,781	70,781	-	0.0%
	-	356,555	356,555	356,555	-	0.0%
2021 Requested Budget	15,001,532	1,300,965	16,302,497	8,618,670	7,683,827	(5.2%)
\$	450,801	501,275	952,076	1,372,640	(420,564)	
%	3.1%	62.7%	6.2%	18.9%	(5.2%)	

PARAMEDIC SERVICES

2021 BUDGET REPORT

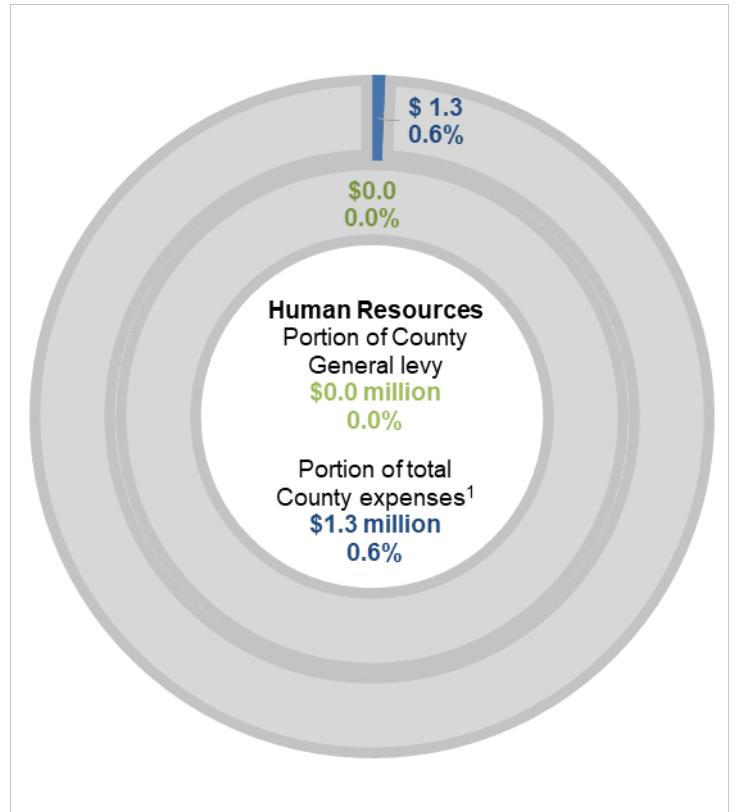
	2020 FORECAST	2020 BUDGET	2021 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES					
GENERAL REVENUES					
PROVINCIAL GRANTS	(7,332,967)	(6,041,829)	(7,459,061)	(1,417,232)	23.5%
USER FEES AND CHARGES	(184,671)	(180,600)	(73,600)	107,000	(59.2%)
OTHER REVENUE	(21,000)	(24,000)	(28,000)	(4,000)	16.7%
TOTAL GENERAL REVENUES	(7,538,638)	(6,246,429)	(7,560,661)	(1,314,232)	21.0%
OTHER REVENUES					
DEVELOPMENT CHARGES	(141,251)	(82,591)	(137,149)	(54,558)	66.1%
TOTAL OTHER REVENUES	(141,251)	(82,591)	(137,149)	(54,558)	66.1%
CAPITAL REVENUES					
CAPITAL RESERVE TRANSFER	(737,955)	(799,690)	(920,860)	(121,170)	15.2%
DEVELOPMENT CHARGES	-	(58,660)	-	58,660	(100.0%)
TOTAL CAPITAL REVENUES	(737,955)	(858,350)	(920,860)	(62,510)	7.3%
TOTAL REVENUES	(8,417,844)	(7,187,370)	(8,618,670)	(1,431,300)	19.9%
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	9,709,687	8,936,189	9,328,021	391,832	4.4%
BENEFITS	2,443,449	2,339,614	2,582,554	242,940	10.4%
TOTAL SALARIES AND BENEFITS	12,153,136	11,275,803	11,910,575	634,772	5.6%
OPERATING EXPENSES					
MATERIALS	1,369,965	1,107,922	1,362,812	254,890	23.0%
CONTRACTED SERVICES	216,417	199,393	220,719	21,326	10.7%
TOTAL OPERATING EXPENSES	1,586,382	1,307,315	1,583,531	276,216	21.1%
DEBT REPAYMENT					
PRINCIPAL REPAYMENT	246,576	246,576	180,000	(66,576)	(27.0%)
INTEREST REPAYMENT	22,963	22,963	14,243	(8,720)	(38.0%)
TOTAL DEBT REPAYMENT	269,539	269,539	194,243	(75,296)	(27.9%)
CAPITAL EXPENSES					
MAJOR INFRASTRUCTURE	84,000	184,500	158,500	(26,000)	(14.1%)
VEHICLES	588,706	516,000	589,000	73,000	14.1%
FURNISHINGS AND EQUIPMENT	72,843	99,190	173,360	74,170	74.8%
TOTAL CAPITAL EXPENSES	745,549	799,690	920,860	121,170	15.2%
OTHER EXPENSES					
CONTRIBUTIONS TO CAPITAL RESERVES	835,000	835,000	835,000	-	-
TOTAL OTHER EXPENSES	835,000	835,000	835,000	-	- %
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	813,565	804,414	858,288	53,874	6.7%
TOTAL INTERDEPARTMENTAL CHARGES	813,565	804,414	858,288	53,874	6.7%
TOTAL EXPENSES	16,403,171	15,291,761	16,302,497	1,010,736	6.6%
TOTAL PARAMEDIC SERVICES	7,985,327	8,104,391	7,683,827	(420,564)	(5.2%)



2021 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.

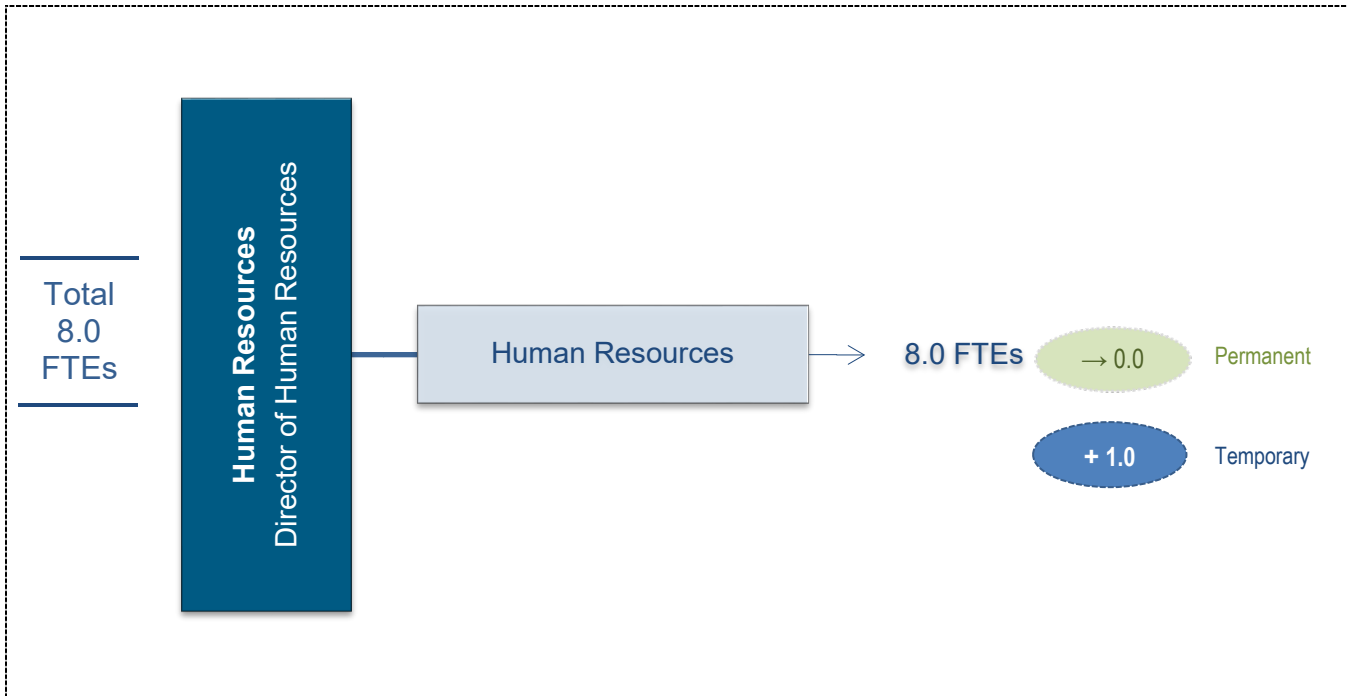


¹ Includes salaries & benefits, operating & program expenses, debt repayment, capital

Services we provide

Services Provided	2019 Service Level Output	
Human Resources		
- Employee Wellness and Safety	→	151 Safe work sites inspected annually
- Labour Relations	→	5 Collective agreements
- Staff Development	→	107 Development sessions
- Staffing	→	825 Qualified employees
- Total compensation	→	471 Total compensation packages

How are we Organized?



Reason for change

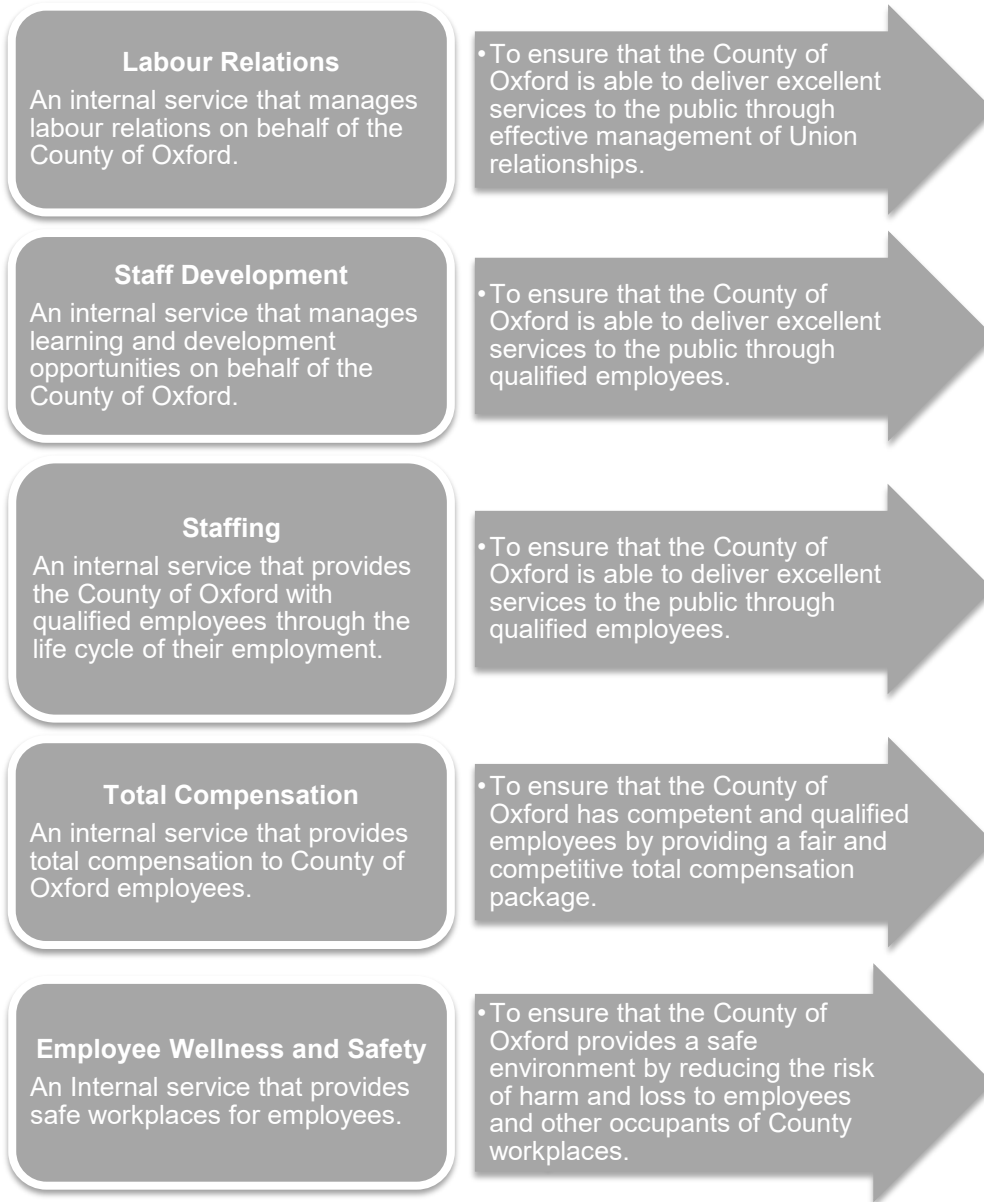
Temporary

- **1.0 Temporary FTE Human Resources Officer Full-time** - This additional temporary FTE proposal is to extend the contract of a temporary employee currently working in this position covering a pregnancy leave to assist in catching up on key projects. In particular, having the ability to concentrate on implementing remaining functionality within our new Human Resources Information System, including the recruitment (applicant tracking system) and performance management modules. On October 28, 2020, County Council approved position using modernization funding. [\[CS 2020-46\]](#)

HUMAN RESOURCES PROJECTED 5 YEAR BUDGET

	2021 REQUESTED BUDGET	2022 PROJECTED BUDGET	2023 PROJECTED BUDGET	2024 PROJECTED BUDGET	2025 PROJECTED BUDGET
REVENUES					
GENERAL REVENUES	(60,262)	-	-	-	-
OTHER REVENUES	(120,000)	(15,000)	(15,000)	(15,000)	(15,000)
INTERDEPARTMENTAL RECOVERIES	(1,139,117)	(1,179,893)	(1,194,560)	(1,248,379)	(1,238,011)
TOTAL REVENUES	(1,319,379)	(1,194,893)	(1,209,560)	(1,263,379)	(1,253,011)
EXPENSES					
SALARIES AND BENEFITS	875,396	836,250	857,887	877,556	892,018
OPERATING EXPENSES	410,783	325,343	318,173	352,223	327,293
INTERDEPARTMENTAL CHARGES	33,200	33,300	33,500	33,600	33,700
TOTAL EXPENSES	1,319,379	1,194,893	1,209,560	1,263,379	1,253,011
TOTAL HUMAN RESOURCES	-	-	-	-	-

Services Overview



Key Performance Indicators

	2017 Actual	2018 Actual	2019 Actual	2020 Forecast	2021 Budget	2022 Budget	Target
Voluntary Employee Turnover Rate	8.6	7.8	8.9	8.0	↓	↓	↓
Grievance rate (number of grievances as a % of unionized employees)	7.5	6.9	7.0	4.0	↓	↓	↓
Total No. of Workplace Safety Insurance Board (WSIB) claims filed	44	74	48	65	↓	↓	↓
Job Vacancies Posted	254	283	231	240	250	250	N/A
Training/Development Session Arranged or Facilitated	161	83	107	94*	100	100	N/A

*plus an additional 92 individual employees were registered for an online training course due to pandemic

Goals and Objectives

Description	2021	2022	2023	Strategic Plan	Other Plan Alignment
<p>Employee & Family Assistance Program Complete the Request for Proposal (RFP) process for our Employee & Family Assistance Program.</p>	●			A County that Employs People Who Make a Positive Difference	Our People, Our Strength
<p>Learning & Development Framework Implementation Continue implementing learning and development framework, including:</p> <ul style="list-style-type: none"> • Revamp and strengthen the onboarding and orientation process • Finalize transition to competency based job profiles • Using our human resources information system, create learning paths by job classification • Continue to expand virtual training options 	●	●	●	A County that Employs People Who Make a Positive Difference	Our People, Our Strength
<p>Succession Planning & Leadership Development</p> <ul style="list-style-type: none"> • Launch revised succession planning program • Facilitate leadership development program • Explore feasibility of additional leadership development opportunities, such as a mentoring program 	●			A County that Employs People Who Make a Positive Difference	Our People, Our Strength
<p>Ergonomics / Body Mechanics Training In support of the County's 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
<p>Flexible Work Arrangement Policy & Program As a result of experiences to date, including those during the COVID-19 pandemic, review flexible work arrangement policy and program, updating where necessary.</p>		●		A County that Employs People Who Make a Positive Difference	Our People, Our Strength
<p>Non-Union Job Evaluation & Salary Administration Policy Update and Market Review Update corporate policy, review job evaluations if necessary and complete a non-union market review to ensure salary competitiveness.</p>	●			A County that Employs People Who Make a Positive Difference	Our People, Our Strength

2021 Human Resources Business Plan and Budget

Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
2020 Approved Budget	1,142,640	42,000	1,184,640	1,184,640	-	
Base Budget Changes	40,227	(42,000)	(1,773)	(1,773)	-	0.0%
One-time Items						
HR-Kronos Implementation Support	-	40,000	40,000	40,000	-	0.0%
HR-Compensation Market Review	-	40,000	40,000	40,000	-	0.0%
HR-Reduction due to COVID (training,travel,office supplies)	-	(3,750)	(3,750)	(3,750)	-	0.0%
	-	76,250	76,250	76,250	-	0.0%
Modernization Funding						
HR-Temporary HR Officer	-	60,262	60,262	60,262	-	0.0%
	-	60,262	60,262	60,262	-	0.0%
2021 Requested Budget	1,182,867	136,512	1,319,379	1,319,379	-	0.0%
\$	40,227	94,512	134,739	134,739	-	
%	3.5%	225.0%	11.4%	11.4%	0.0%	

HUMAN RESOURCES 2021 BUDGET REPORT

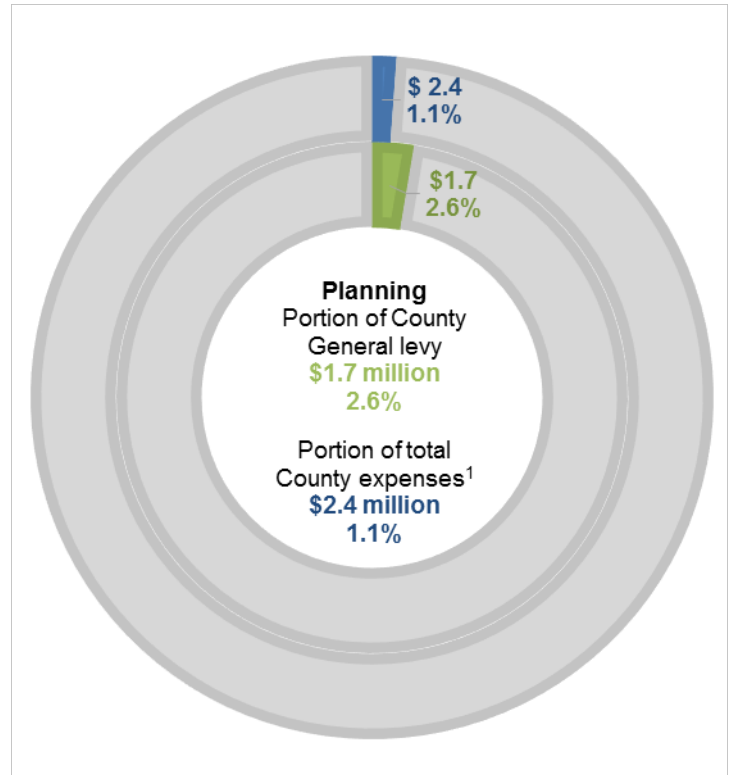
	2020 FORECAST	2020 BUDGET	2021 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES					
GENERAL REVENUES					
PROVINCIAL GRANTS	-	-	(60,262)	(60,262)	- %
TOTAL GENERAL REVENUES	-	-	(60,262)	(60,262)	- %
OTHER REVENUES					
RESERVE TRANSFER	(12,950)	(94,950)	(120,000)	(25,050)	26.4%
TOTAL OTHER REVENUES	(12,950)	(94,950)	(120,000)	(25,050)	26.4%
INTERDEPARTMENTAL RECOVERIES					
INTERDEPARTMENTAL RECOVERIES	(1,089,690)	(1,089,690)	(1,139,117)	(49,427)	4.5%
TOTAL INTERDEPARTMENTAL RECOVERIES	(1,089,690)	(1,089,690)	(1,139,117)	(49,427)	4.5%
TOTAL REVENUES	(1,102,640)	(1,184,640)	(1,319,379)	(134,739)	11.4%
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	606,267	603,827	687,565	83,738	13.9%
BENEFITS	160,009	170,508	187,831	17,323	10.2%
TOTAL SALARIES AND BENEFITS	766,276	774,335	875,396	101,061	13.1%
OPERATING EXPENSES					
MATERIALS	236,660	295,355	283,283	(12,072)	(4.1%)
CONTRACTED SERVICES	42,100	81,850	127,500	45,650	55.8%
TOTAL OPERATING EXPENSES	278,760	377,205	410,783	33,578	8.9%
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	33,100	33,100	33,200	100	0.3%
TOTAL INTERDEPARTMENTAL CHARGES	33,100	33,100	33,200	100	0.3%
TOTAL EXPENSES	1,078,136	1,184,640	1,319,379	134,739	11.4%
TOTAL HUMAN RESOURCES	(24,504)	-	-	-	- %



2021 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.



¹ Includes salaries & benefits, operating & program expenses, debt repayment, capital

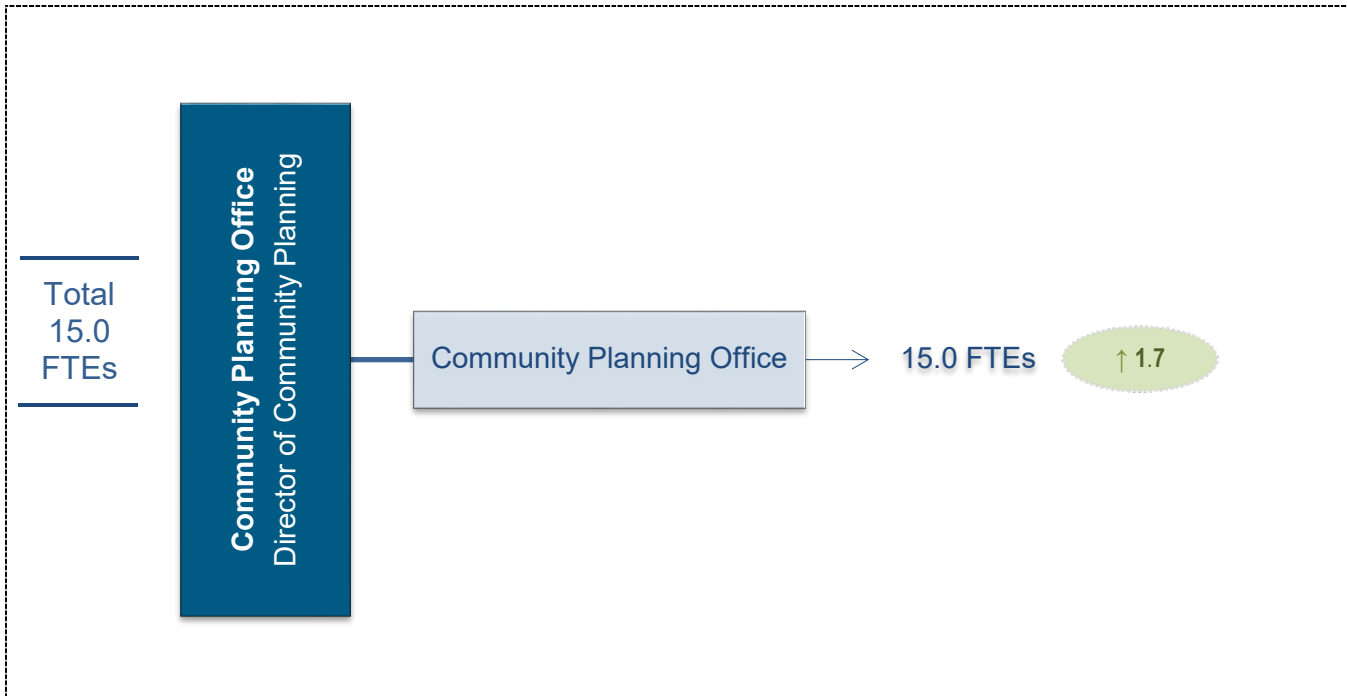
Development Review provides professional planning services and administrative support for the processing and review of development applications and other development related planning matters.

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	2019 Service Level Output	
Planning		
- Development Review	→	484 Development applications processed
- Land Use Policy and Strategic Planning	→	1 and 8 County-wide Official Plan, and Area municipal Zoning By-Laws managed and updated

How are we Organized?



Reason for change

Community Planning:

- **0.7 FTE Secretary/Treasurer, Land Division Committee Full-time** - Substantial increase in overall application volumes is subsequently increasing pressure on administrative services in Community Planning, particularly those that are carried out on behalf of the Area Municipalities. Re-establishing this position (as it existed prior to March 2017) will provide a dedicated administrative function for the County’s Land Division Committee and provide for better use of both the Administrative Assistant and Planning Secretary positions, which will improve Community Planning’s overall administrative service to both the County and Area Municipalities. The timely processing and adequate administrative support has been identified by the Area Municipalities as an area to be addressed via the recently completed County Service Delivery Review. The re-establishment of this position and the elimination of the Casual Clerk (0.3 FTE) results in the 0.7 FTE increase. Planned for Q2 start. [\[FTE Change Report\]](#)
- **1.0 FTE Development Planner (policy emphasis) Full-time** - The County and Area Municipalities have experienced a considerable increase in growth and development pressure over the past several years, including many larger and more complex development proposals, as well as substantial provincial legislative and policy changes. Community Planning staff has attempted to cope with these increased demands using existing planning staff and resources, however, this has resulted in a number of longer term planning projects (e.g. Official Plan and Zoning reviews and other special studies and initiatives) being delayed and/or progressing more slowly than anticipated. The need for adequate staffing to ensure the timely completion of various planning related projects and functions has been identified by the Area Municipalities as an area to be addressed via the recently completed County Service Delivery Review. Planned for Q2 start. [\[FTE Change Report\]](#)

Project # and Name	Description	Asset Activity	Asset Rating	Total	2021 Request	2022	2023-2030
981230 – Computer Equipment	Laptop for Development Planner	Expansion	N/A	\$2,000	\$2,000		

PLANNING PROJECTED 5 YEAR BUDGET

	2021 REQUESTED BUDGET	2022 PROJECTED BUDGET	2023 PROJECTED BUDGET	2024 PROJECTED BUDGET	2025 PROJECTED BUDGET
REVENUES					
GENERAL REVENUES	(287,227)	(293,698)	(299,481)	(305,381)	(310,597)
OTHER REVENUES	(411,210)	(183,535)	(344,828)	(406,800)	(11,800)
TOTAL REVENUES	(698,437)	(477,233)	(644,309)	(712,181)	(322,397)
EXPENSES					
SALARIES AND BENEFITS	1,672,083	1,767,092	1,818,381	1,860,824	1,896,178
OPERATING EXPENSES	534,006	287,674	504,636	564,079	171,106
CAPITAL EXPENSES	2,000	-	-	-	-
OTHER EXPENSES	-	50,000	50,000	50,000	50,000
INTERDEPARTMENTAL CHARGES	176,415	179,826	181,901	183,621	184,005
TOTAL EXPENSES	2,384,504	2,284,592	2,554,918	2,658,524	2,301,289
TOTAL PLANNING	1,686,067	1,807,359	1,910,609	1,946,343	1,978,892

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 Actual	2020 Forecast	2021 Budget	2022 Budget	Target
Total Development Applications Processed	424	467	484	390	↑	↑	-
Total # of Community Planning Reports Completed & Presented to Council(s)	369	364	398	320	↑	↑	-
Residential Density – New Subdivisions – (units/ha) Large Urban Centers	30.4	21.4	35.8	↑	↑	↑	↑
Residential Density – New Subdivisions – (units/ha) Serviced Villages	16.9	13.2	20.27	↑	↑	↑	↑

	2017 Actual	2018 Actual	2019 Actual	2020 Forecast	2021 Budget	2022 Budget	Target
Approved Single Detached and Semi-Detached Units	135	461	467	↑	↑	↑	-
Approved Townhouses/Ground Oriented Multi-Unit	125	241	322	↑	↑	↑	-
Approved Apartment Units	34	110	472	↑	↑	↑	-
Agricultural Lands redesignated/rezoned for Non-Agricultural Use (in hectares)	10.3	13.4	16.2	-	-	-	↓

Goals and Objectives

Description	2021	2022	2023	Strategic Plan	Other Plan Alignment
<p>Official Plan Review</p> <p>Review and update OP policies to ensure consistency with Provincial legislation and policy (e.g. 2020 PPS); includes extensive municipal, public and stakeholder consultation. Initial focus will be on planning for growth (see below) and policies pertaining to rural areas, additional residential units and commercial uses and areas.</p>	●	●		A County that Thinks Ahead and Wisely Shapes the Future	<p><i>FutureOxford</i></p> <p>Official Plan</p>
<p>Planning for Growth</p> <p>Assist Area Municipalities with initiating and/or reviewing secondary planning and other studies and planning applications necessary to expand settlement areas, where required to accommodate forecasted growth (from Phase 1 Comprehensive Review).</p>	●	●		A County that Thinks Ahead and Wisely Shapes the Future	<p><i>FutureOxford</i></p> <p>Official Plan</p>
<p>Planning for Infrastructure</p> <p>Continue to work with Public Works to update and improve servicing capacity information to better inform responses on available capacity and the timely identification of potential future infrastructure needs.</p>	●			A County that Thinks Ahead and Wisely Shapes the Future	<p>Official Plan</p> <p>Asset Management Plan</p>
<p>Implement New Legislation</p> <p>Work with other County Departments and AM partners to update Development Charge By-laws and identify and undertake any other measures required to implement the changes resulting from Bills 108 and 197 (e.g. Additional Residential Unit zone provisions and other Planning Act changes)</p>	●			A County that Thinks Ahead and Wisely Shapes the Future	<p>Official Plan</p>
<p>Housing Initiatives</p> <p>Continue to work with Human Services, other departments and Area Municipalities to develop implementation tools to address the need, and increase opportunities, for housing that is affordable to the broader Oxford community.</p>	●	●	●	A County that Thinks Ahead and Wisely Shapes the Future	<p><i>FutureOxford</i></p> <p>Committed to  100% RE Zero Waste Zero Poverty</p> <p>Official Plan</p>
<p>Development Tracking System</p> <p>Continue to work with County Departments and AM partners to develop and implement a new development tracking solution in AMANDA</p>	●			A County that Thinks Ahead and Wisely Shapes the Future	<p>Official Plan</p> <p>Asset Management Plan</p>
<p>Zoning By-law Updates and Housekeeping Amendments</p> <p>Continue our on-going work with Area Municipalities to review and update AM Zoning By-laws with a view to implementation of the various items identified previously in the Business Plan and amendments resulting from internal review.</p>	●	●		A County that Works Together	<p>Official Plan</p>

2021 Planning Business Plan and Budget

Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
2020 Approved Budget	1,958,919	200,000	2,158,919	576,701	1,582,218	
Base Budget Changes	329,853	(200,000)	129,853	121,736	8,117	0.5%
Service Level						
CP-Secretary/Treasurer LDC	45,464	-	45,464	-	45,464	2.9%
CP-Development Planner	79,994	2,000	81,994	-	81,994	5.2%
	125,458	2,000	127,458	-	127,458	8.1%
One-time Items						
CP-Reduction due to COVID (training, travel, office supplies, legal)	-	(31,726)	(31,726)	-	(31,726)	(2.0%)
	-	(31,726)	(31,726)	-	(31,726)	(2.0%)
2021 Requested Budget	2,414,230	(29,726)	2,384,504	698,437	1,686,067	6.6%
\$	455,311	(229,726)	225,585	121,736	103,849	
%	23.2%	(114.9%)	10.4%	21.1%	6.6%	

PLANNING

2021 BUDGET REPORT

	2020 FORECAST	2020 BUDGET	2021 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES					
GENERAL REVENUES					
PROVINCIAL GRANTS	-	-	(30,187)	(30,187)	- %
USER FEES AND CHARGES	(255,551)	(255,551)	(257,040)	(1,489)	0.6%
TOTAL GENERAL REVENUES	(255,551)	(255,551)	(287,227)	(31,676)	12.4%
OTHER REVENUES					
RESERVE TRANSFER	(10,500)	(186,150)	(208,710)	(22,560)	12.1%
DEVELOPMENT CHARGES	-	(135,000)	(202,500)	(67,500)	50.0%
TOTAL OTHER REVENUES	(10,500)	(321,150)	(411,210)	(90,060)	28.0%
TOTAL REVENUES	(266,051)	(576,701)	(698,437)	(121,736)	21.1%
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	1,194,109	1,196,649	1,304,356	107,707	9.0%
BENEFITS	315,107	315,107	367,727	52,620	16.7%
TOTAL SALARIES AND BENEFITS	1,509,216	1,511,756	1,672,083	160,327	10.6%
OPERATING EXPENSES					
MATERIALS	64,255	106,216	90,176	(16,040)	(15.1%)
CONTRACTED SERVICES	79,199	363,330	443,830	80,500	22.2%
TOTAL OPERATING EXPENSES	143,454	469,546	534,006	64,460	13.7%
CAPITAL EXPENSES					
FURNISHINGS AND EQUIPMENT	-	-	2,000	2,000	- %
TOTAL CAPITAL EXPENSES	-	-	2,000	2,000	- %
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	177,617	177,617	176,415	(1,202)	(0.7%)
TOTAL INTERDEPARTMENTAL CHARGES	177,617	177,617	176,415	(1,202)	(0.7%)
TOTAL EXPENSES	1,830,287	2,158,919	2,384,504	225,585	10.4%
TOTAL PLANNING	1,564,236	1,582,218	1,686,067	103,849	6.6%

Department/Division:	Community Planning
Type of FTE request	Service Level
Classification	Full-time - Permanent
Job Title	Development Planner
FTE	1.0

PROPOSAL

The primary purpose of this position would be to provide the Community Planning Office (CP) with the additional staffing resources necessary to support the timely completion of a range of longer term planning projects and initiatives and to ensure the CP continues to have the capacity to undertake such projects and initiatives on behalf of the County and Area Municipalities as they arise.

Over the last few years the County and Area Municipalities have been experiencing a considerable increase in growth and development pressure and receiving many larger and more complex development proposals which, together with substantial Provincial legislative and policy changes, have considerably increased the day to day demands on CP staff. To illustrate this point, overall application volumes in which CP has a role have increased significantly over the past number of years, from an average of 325 applications/year from 2013 to 2016, to 424 in 2017, 467 in 2018 and 484 in 2019. While application volumes have decreased in 2020 relative to previous years, due primarily to the provincial ‘shut-down’ of the building industry early in the response to the COVID-19 pandemic, application numbers have increased substantially over the past several months, approaching volumes seen in recent years.

While CP has endeavoured to utilize both development and policy staff to facilitate longer-term planning projects (e.g. Official Plan and Zoning By-law reviews/updates and other special studies and initiatives), the increased volume of development applications has resulted in staff resources being dedicated largely to development review. Those longer-term projects, as identified above, have been delayed and/or are progressing more slowly than anticipated.

Further, the need for adequate staffing to ensure the timely completion of various planning related projects and functions was identified by the Area Municipalities as an area to be addressed through the recent County Service Delivery Review. Specifically, the high-level discussion regarding the recommendations of the noted review that took place at the CAO level indicated that, with respect to the Land Use Planning function, ‘there is a shared belief by the majority of the CAOs that additional staff at the County Planning Department is warranted.’ The discussion noted that applications are being processed slower than what most would like to see take place and further, concern was raised that ‘the Official Plan reviews and comprehensive Zoning By-law reviews were not taking place in a timely manner due to insufficient staffing numbers with the Planning department’.

Other policy matters, such as secondary dwellings, have not been undertaken in a timely fashion primarily due to workload at the department level exceeding the human resources available to undertake the work. In conclusion, the CAOs recommendation is that 'the County review its staffing component, workload, and make enhancement to staffing levels to meet the needs of the municipalities in a timelier manner'.

As a result, it is CPs position that the level and sustained nature of the increased demands on planning staff have reached the point where another full-time planner position is required if the office is to be able to continue to deliver the level of planning service that has come to be expected by the County and Area Municipalities (e.g. full range of development review and longer term planning services).

IMPLICATIONS IF NOT APPROVED

Community Planning would continue to try to allocate staff time to longer term projects, whenever possible. However, given the increased day to day demands on planning staff, it is expected that there will be continued delays in completing many of these projects. It will likely also mean that, going forward, CP will not have the staffing capacity to continue to maintain the full level of service that has come to be expected by the County and Area Municipalities.

This may require focusing more on core responsibilities and placing less emphasis on undertaking and/or overseeing many other planning related projects that are of importance to the County (e.g. detailed review and comment on Provincial legislation and policy changes, active involvement in various other corporate projects and initiatives etc.) and Area Municipalities (e.g. special studies, planning process and document updates and involvement in various other local projects and initiatives). Community Planning would likely also need to consider retaining additional consulting services to try to fill some of the more time sensitive gaps, particularly in the shorter term (e.g. due to staff leaves and recent turnover).

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Salaries and Benefits	-	\$103,634	\$103,634
Operating Expenses			
Memberships	-	755	755
Total Operating and Program Expenses	-	755	755
Capital			
Laptop	2,000	-	2,000
Total Capital	2,000	-	2,000
County Levy	\$2,000	\$104,389	\$106,389

2021 Budget Impact with Gapping¹	\$2,000	\$79,994	\$81,994
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¹ Position planned to start April 2021.

Department/Division:	Community Planning
Type of FTE request	Service Level
Classification	Full-time - Permanent
Job Title	Secretary/Treasurer, Land Division Committee
FTE	1.0

PROPOSAL

The Secretary/Treasurer (S/T) of the Land Division Committee (LDC) has historically been a separate position within the Community Planning (CP) Office that is primarily responsible for the processing of all applications related to the County LDC as well as all administrative functions associated with the Committee (scheduling public meetings and attending meetings, taking minutes, sending meeting notices, preparing and distributing agendas, reviewing documents for registration, issuing certificates, etc.).

In March 2017, with the retirement of the incumbent Administrative Assistant, the S/T role was merged with the Administrative Assistant position, reducing the number of administrative positions within CP from 3.0 FTEs to 2.0 (the above-noted merged position plus a Planning Secretary). The rationale for this reduction was based on the number of applications that were typically being processed by CP (both LDC and overall) together with an evaluation of the general workload associated with other administrative functions (e.g. Area Zoning By-law consolidations, Official Plan consolidations, etc.).

Since that decision, there has been a substantial increase in the volume of applications requiring the attention of both the Administrative Assistant/S/T and the Planning Secretary together with increased pressures on the administrative functions that the County carries out on behalf of the Area Municipalities related to the land use planning service. Specifically, overall application volumes in which CP has a role have increased significantly over the past number of years, from an average of 325 applications/year from 2013 to 2016, to 424 in 2017, 467 in 2018 and 484 in 2019. While application volumes have decreased in 2020 relative to previous years, due primarily to the provincial ‘shut-down’ of the building industry early in the response to the COVID-19 pandemic, application numbers have increased substantially over the past several months, approaching volumes seen in recent years.

To date, CP has attempted to cope with the increased demands to the extent possible by reallocating some administrative functions directly to planning staff, and utilizing salary gaps (in 2020) to retain temporary help on short-term contracts. While this approach has allowed CP to ‘catch-up’ on a number of outstanding matters in the short-term, many of the administrative functions undertaken by this office for the Area Municipalities, such as Zoning By-law consolidations, require regular updates and are labour intensive.

Further, the need for adequate staffing to ensure the timely completion of various planning related projects was identified by the Area Municipalities as an area to be addressed through the recent County Service Delivery Review, including the timeliness of the above-noted zoning consolidations and the circulation of development applications. The high-level discussion regarding the recommendations of the Service Delivery Review that took place at the CAO-level indicated that, with respect to the Land Use Planning function, ‘there is a shared belief by the majority of the CAOs that additional staff at the County Planning Department is warranted.’ The discussion noted specifically that applications are being processed slower than what most would like to see take place. In general, the CAOs recommendation regarding the Land Use Planning function is that ‘the County review its staffing component, workload, and make enhancement to staffing levels to meet the needs of the municipalities in a timelier manner’.

It is CPs position that the level and sustained nature of the increased demands on administrative staff related to application volumes (consents and otherwise) as well as the accompanying increases in required administrative support have reached the point where re-establishing the Secretary-Treasurer position is necessary in order to improve both the Land Division Committee function as well as more efficiently utilize roles of the Administrative Assistant and Planning Secretary positions.

The re-establishment of this FTE would include the elimination of the Casual Clerk position (0.3) within CP, whereby the actual FTE increase would be 0.7 net, not the full 1.0.

IMPLICATIONS IF NOT APPROVED

The current challenges facing CP’s administrative functions would continue, directly affecting the service provided to the Area Municipalities with respect to Zoning and Official Plan consolidations and the processing of development applications, among other functions (e.g. billing for services). The ad hoc approach that has been applied to filling service gaps would continue to be employed going forward where possible, but would rely on both the availability of short-term staff for specialized projects such as zoning consolidations, and the availability of funds through staff turnover. The continued ‘downloading’ of administrative functions to planning staff is not sustainable and represents a poor use of resources.

The re-establishment of the S/T position is considered essential if CP is to continue the level of administrative service related to the land use planning function that has come to be expected by the County and Area Municipalities.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Salaries and Benefits	-	\$62,623	\$62,623
County Levy	-	\$62,623	\$62,623
2021 Budget Impact with Gapping¹	-	\$45,464	\$45,464

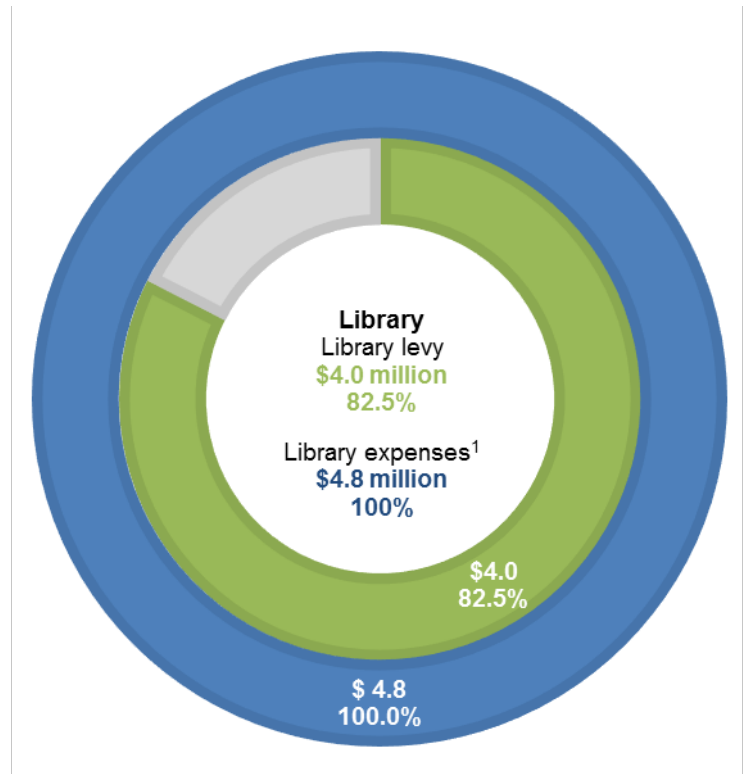
¹ Position planned to start April 2021.



2021 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.

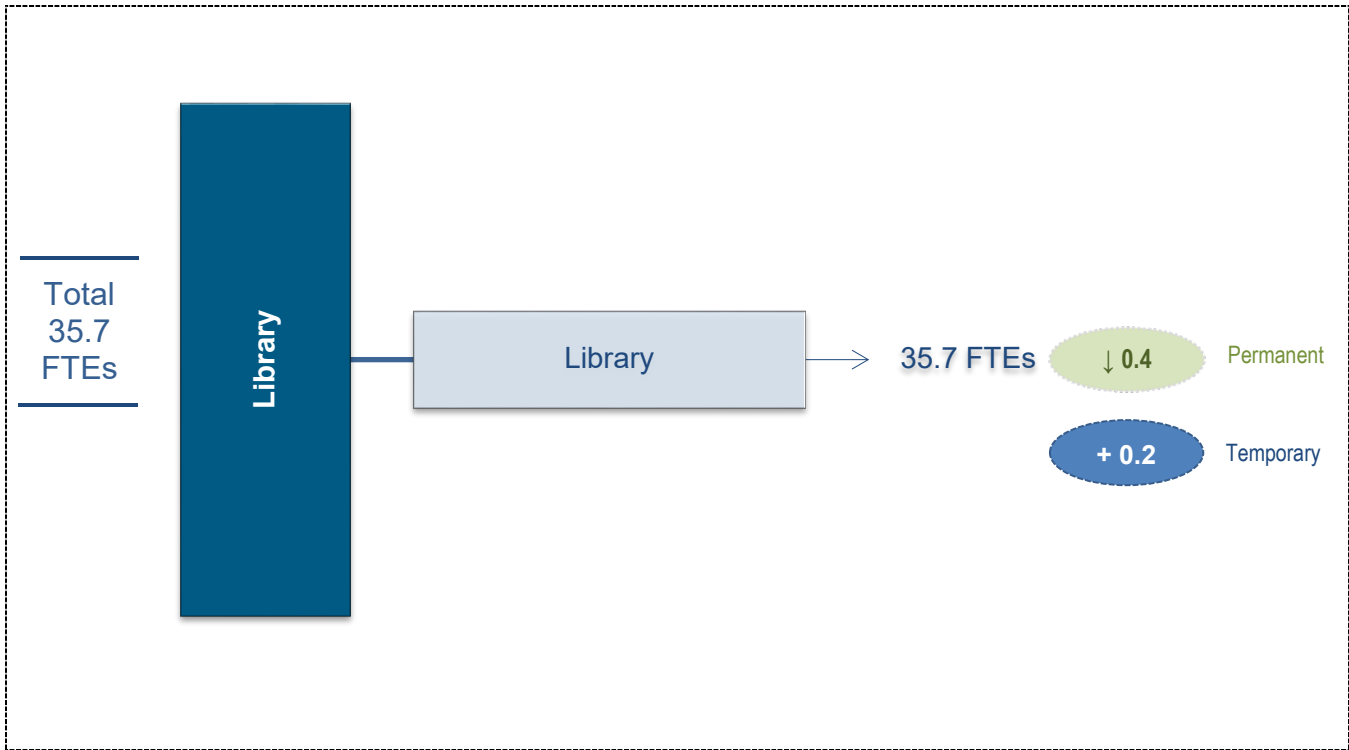


¹ Includes salaries & benefits, operating & program expenses, debt repayment, capital

Services we provide

Services Provided	2019 Service Level Output	
Library		
- Library Collections	→ 507,011	Items borrowed
- Library Programming	→ 36,177	People attended 3,744 programs
- Library Reference and Information	→ 148,347	Research database uses
- Library Public Space Access	→ 1,314	Library room rentals for public use
- Library Technology Access and Coaching	→ 82,935	Wired or wireless computer session and coaching sessions

How are we Organized?



Reason for change

Library:

- **(0.4) FTE Overall Reduction All Locations Part-time** - resulting primarily from small decreases in the allotment of part-time Page hours in several branches, more accurately reflecting demonstrated need.

Temporary:

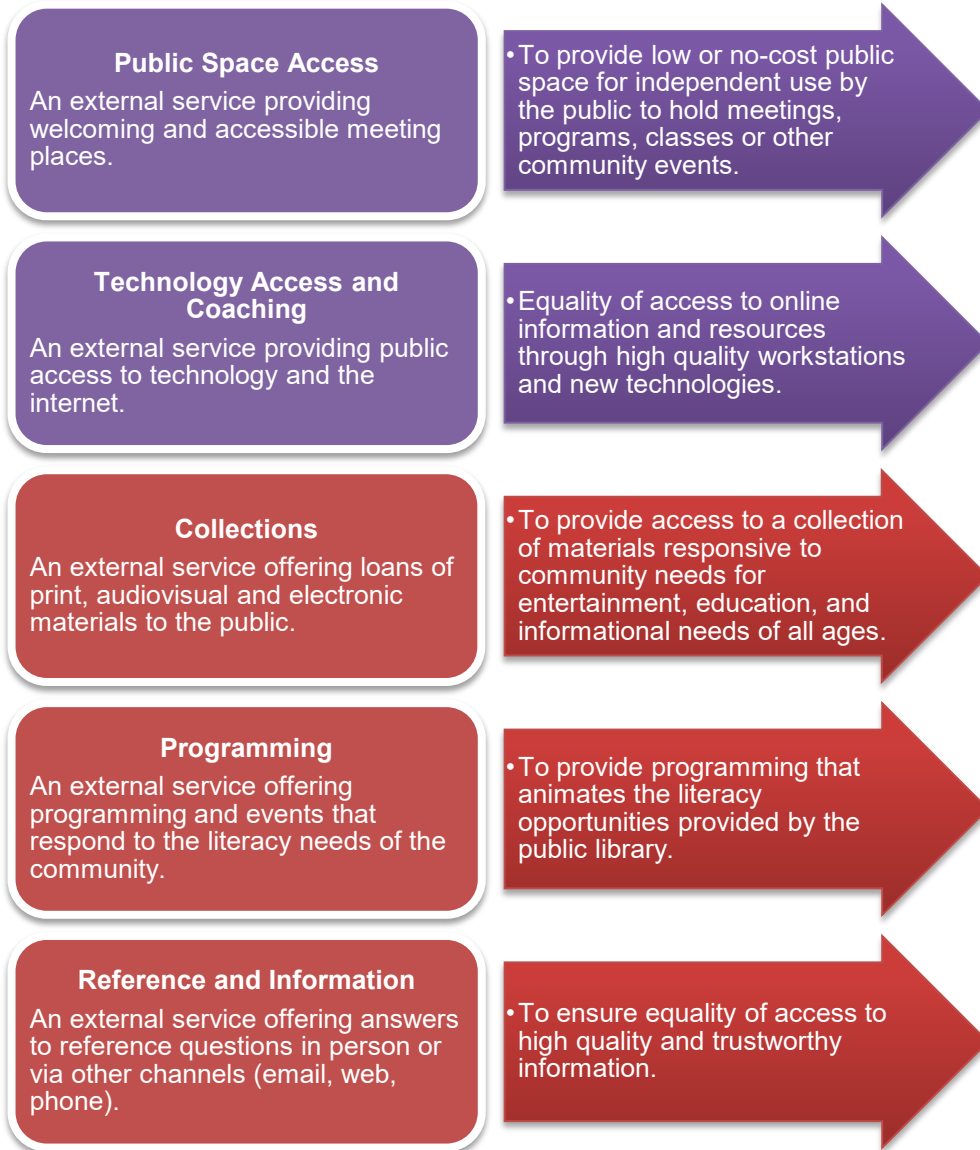
- **0.2 FTE RFID Temporary Employees Part-time** - additional staff hours that would represent additional project-related salary costs throughout the conversion. **[NI 2021-01]**

Project # and Name	Description	Asset Activity	Asset Rating	Total	2021 Request	2022	2023-2030
981230 – Computer Equipment	Library Chromebooks and ipads for public use	Expansion	N/A	\$10,000	\$10,000	-	-
982160 – Facilities Furnishings	Library RFID Shielded Workstations	Expansion	N/A	\$30,650	\$30,650	-	-
982950 - General Equipment	Library RFID SelfCheck 500 Equipment	Expansion	N/A	\$25,315	\$25,315	-	-

LIBRARY PROJECTED 5 YEAR BUDGET

	2021 REQUESTED BUDGET	2022 PROJECTED BUDGET	2023 PROJECTED BUDGET	2024 PROJECTED BUDGET	2025 PROJECTED BUDGET
REVENUES					
GENERAL REVENUES	(162,224)	(178,289)	(179,889)	(179,889)	(175,854)
OTHER REVENUES	(315,813)	(180,285)	(149,995)	(64,484)	(64,484)
CAPITAL REVENUES	(368,965)	(146,000)	(10,000)	(175,000)	-
TOTAL REVENUES	(847,002)	(504,574)	(339,884)	(419,373)	(240,338)
EXPENSES					
SALARIES AND BENEFITS	2,545,783	2,586,004	2,633,202	2,676,108	2,715,908
OPERATING EXPENSES	679,709	647,406	658,596	664,876	668,562
DEBT REPAYMENT	147,198	115,020	84,730	-	-
CAPITAL EXPENSES	378,965	151,000	15,000	185,000	10,000
OTHER EXPENSES	67,000	67,000	67,000	67,000	67,000
INTERDEPARTMENTAL CHARGES	1,022,356	1,061,898	1,058,035	1,068,963	1,058,766
TOTAL EXPENSES	4,841,011	4,628,328	4,516,563	4,661,947	4,520,236
TOTAL LIBRARY	3,994,009	4,123,754	4,176,679	4,242,574	4,279,898


Services Overview



Key Performance Indicators

	2017 Actual	2018 Actual	2019 Actual	2020 Forecast	2021 Budget	2022 Budget	Target
Number of active library cards	16,302	16,535	16,351	16,000	16,500	16,800	↑
% of collection purchase requests filled	92.6%	88.0%	88.0%	85.0%	85.0%	85.0%	85%
Physical & electronic materials circulation	562,354	569,316	507,011	335,000	450,000	500,000	↑
Branch attendance	310,019	288,745	264,723	88,000	175,000	250,000	↑
Number of programs offered	2,890	2,844	3,744	500	1,000	2,000	↑
Attendance at programs	30,084	33,600	36,177	5,000	7,500	15,000	↑
Attendance at Tech Coaching Sessions	823	1,313	1,088	500	500	1,000	↑

Goals and Objectives

Description	2021	2022	2023	Strategic Plan	Other Plan Alignment
<p>Undertake community and stakeholder consultations 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	FutureOxford Community Sustainability Plan
<p>Comprehensive review and inventory of technology resources and services Conduct a thorough assessment of IT resources. Study best practices, new material formats, accessibility issues, and advances in information technology. Develop an IT Plan.</p>	●	●		A County that is Well Connected	
<p>Technology Leadership – develop staff expertise 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>Development of a Communications and Awareness Plan based on the Library Brand: Connect. Discover. Share. Become. Will build on the efforts of Goal #1 (community and stakeholder consultations). Patron stories and value statements will form the basis of marketing efforts.</p>	●	●		A County that Informs and Engages	FutureOxford Community Sustainability Plan
<p>Pursue Provincial Reaccreditation Ontario Public Library Guidelines 7th ed. Deadline Q4 2021</p>	●			A County that Performs and Delivers Results	
<p>Policy Review 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, services and attitudes that inhibit inclusion.</p>	●	●		A County that Performs and Delivers Results	Committed to  100% RE Zero Waste Zero Poverty

2021 Library Business Plan and Budget

Budget Impacts

	Base Budget	Capital and One-time	Total Cost	Total Revenue	Taxation	%
2020 Approved Budget	4,295,619	75,000	4,370,619	376,611	3,994,008	
Base Budget Changes	60,912	248,000	308,912	311,074	(2,162)	(0.1%)
New Initiative						
LIB-RFID Technology	21,650	94,983	116,633	94,983	21,650	0.5%
	21,650	94,983	116,633	94,983	21,650	0.5%
Service Level						
LIB-Branch Hour Adjustments	9,847	-	9,847	-	9,847	0.2%
	9,847	-	9,847	-	9,847	0.2%
One-time Items						
LIB-Library Levy Stabilization Reserve Funding	-	-	-	29,334	(29,334)	(0.7%)
	-	-	-	29,334	(29,334)	(0.7%)
COVID						
LIB-COVID Supplies and PPE Expenses	-	35,000	35,000	35,000	-	0.0%
	-	35,000	35,000	35,000	-	0.0%
2021 Requested Budget	4,388,028	452,983	4,841,011	847,002	3,994,009	0.0%
\$	92,409	377,983	470,392	470,391	1	
%	2.2%	504.0%	10.8%	124.9%	0.0%	

LIBRARY 2021 BUDGET REPORT

	2020 FORECAST	2020 BUDGET	2021 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
REVENUES					
GENERAL REVENUES					
PROVINCIAL GRANTS	(138,904)	(138,904)	(138,904)	-	- %
USER FEES AND CHARGES	(12,908)	(35,885)	(21,520)	14,365	(40.0%)
NET INVESTMENT INCOME	(1,000)	-	-	-	- %
OTHER REVENUE	-	(3,600)	(1,800)	1,800	(50.0%)
TOTAL GENERAL REVENUES	(152,812)	(178,389)	(162,224)	16,165	(9.1%)
OTHER REVENUES					
RESERVE TRANSFER	-	-	(103,352)	(103,352)	- %
DEVELOPMENT CHARGES	(282,190)	(153,222)	(212,461)	(59,239)	38.7%
TOTAL OTHER REVENUES	(282,190)	(153,222)	(315,813)	(162,591)	106.1%
CAPITAL REVENUES					
CAPITAL RESERVE TRANSFER	(57,000)	(45,000)	(368,965)	(323,965)	719.9%
DEVELOPMENT CHARGES	-	-	-	-	- %
TOTAL CAPITAL REVENUES	(57,000)	(45,000)	(368,965)	(323,965)	719.9%
TOTAL REVENUES	(492,002)	(376,611)	(847,002)	(470,391)	124.9%
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	1,673,314	2,034,026	2,079,434	45,408	2.2%
BENEFITS	374,785	447,445	466,349	18,904	4.2%
TOTAL SALARIES AND BENEFITS	2,048,099	2,481,471	2,545,783	64,312	2.6%
OPERATING EXPENSES					
MATERIALS	564,140	572,209	650,737	78,528	13.7%
CONTRACTED SERVICES	19,892	24,892	28,972	4,080	16.4%
TOTAL OPERATING EXPENSES	584,032	597,101	679,709	82,608	13.8%
DEBT REPAYMENT					
PRINCIPAL REPAYMENT	137,458	137,458	137,458	-	- %
INTEREST REPAYMENT	14,983	14,983	9,740	(5,243)	(35.0%)
TOTAL DEBT REPAYMENT	152,441	152,441	147,198	(5,243)	(3.4%)
CAPITAL EXPENSES					
BUILDING	57,000	45,000	313,000	268,000	595.6%
FURNISHINGS AND EQUIPMENT	10,000	25,000	65,965	40,965	163.9%
TOTAL CAPITAL EXPENSES	67,000	70,000	378,965	308,965	441.4%
OTHER EXPENSES					
CONTRIBUTIONS TO RESERVES	572,657	-	-	-	- %
CONTRIBUTIONS TO CAPITAL RESERVES	67,000	67,000	67,000	-	- %
TOTAL OTHER EXPENSES	639,657	67,000	67,000	-	- %
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	994,781	1,002,606	1,022,356	19,750	2.0%
TOTAL INTERDEPARTMENTAL CHARGES	994,781	1,002,606	1,022,356	19,750	2.0%
TOTAL EXPENSES	4,486,010	4,370,619	4,841,011	470,392	10.8%
TOTAL LIBRARY	3,994,008	3,994,008	3,994,009	1	- %

New Initiative:	RFID Technology Project
Department/Division:	Corporate Services - Library
Strategic Plan Focus:	A County that Performs and Delivers Results
Strategic Plan Objective:	<i>5. ii. Deliver exceptional services by: Regularly reviewing service level standards to assess potential for improved access to services / amenities</i>

DESCRIPTION OF REQUEST

Oxford County Library wishes to undertake RFID conversion of its collection items, to install RFID workstations in all 14 branches, and self-check kiosks in the Ingersoll and Tillsonburg branches.

DISCUSSION

Background

At its July 20, 2020 meeting, the Library Board authorized staff to prepare a Modernization Funding Request for the undertaking of an RFID Conversion Project, for the purposes of modernizing service delivery and addressing identified needs that have become more critical as a result of the COVID-19 pandemic.

The 2019 Service Delivery Review identified opportunities for modernizing library services, including:

- Explore opportunities to provide library services outside of dedicated facilities and to accommodate after-hours use of program rooms for community use.
- Explore cost-benefit of utilizing technology such as RFID or self-serve kiosks/non-staffed libraries.

RFID (Radio Frequency Identification) is a technology that uses electromagnetic tags to identify library materials. Key benefits of RFID in libraries include efficiency, enhanced customer service, and improved management and security of library materials. RFID tags provide better inventory and retrieval processes. A 10-second scan of a shelf of books produces an inventory of contents and identifies mis-shelved items, reducing staff time spent searching for items and speeding up retrieval. RFID allows for multiple items to be checked out and checked in simultaneously, eliminating repetitive motion. Circulation transactions can be done by the patron themselves, using self-check-out or the mobile app on their own device. RFID provides improved security when used in conjunction with RFID gates, alerting staff when materials that have not been checked in or out pass through the gates.

In branches with a high volume of circulation transactions (both check-outs and returns), staff spend large amounts of time on repetitive tasks, which can result in health and safety issues. In the past three years, five OCL employees have suffered repetitive strain/carpal tunnel injuries, one requiring surgery. Aside

from these health and safety considerations, reducing materials handling by staff frees them up to do more value-added tasks and one-on-one service delivery.

During this pandemic, all returned items have had to be quarantined for 72 hours before being handled by staff. This means that the items remain checked out on the patrons' accounts for several days, and patrons checking their accounts or receiving e-mails about overdue items become anxious. Staff must spend time each day responding to a large number of phone calls and e-mails about this problem. With RFID, items would be checked in promptly – prior to being placed in quarantine -- without staff having to handle each item.

Branch operational hours have had to be reduced in order to protect staff bubbles established to ensure that our staffing resources are not overly vulnerable should one or more staff members test positive or come into contact with a positive case.

The COVID-19 pandemic has drastically heightened concerns around the need to reduce physical interactions with common touch surfaces. The current pandemic, and the anticipated impact of subsequent waves or future pandemics, has accelerated the need to introduce self-serve technologies at libraries and other places of business.

Comments

The COVID-19 pandemic had not been imagined when these Service Delivery Review recommendations were proposed, but this public health emergency has reinforced their worth and timeliness. The current pandemic and fear of subsequent waves has made it likely that business will not return to “normal” and new ways of delivering services must be explored. The pandemic has placed limits on the ways our buildings can be accessed, what our occupancy rates can be, and how many hours we can be open, given the need to maintain staff bubbles to minimize the impact of cross-contamination.

Should subsequent waves materialize, necessitating further clawbacks of services, RFID capabilities would place the library in a stronger position to be able to establish new methods of service delivery, such as book lockers and lending kiosks in easily accessible locations in our communities, such as Community Centres and Arenas.

The Value of Social Purpose Spaces

In a series of recent [webinars](#), United Way Centraide Canada, Future of Good, and Community Foundations of Canada joined together to explore the future of “social purpose spaces” and the potential they hold to help communities recover from COVID-19. Public libraries are considered prime examples of social purpose spaces. Past discussions at Board meetings have touched on the possibility of using technology to extend access to library facilities and collections.

Prior to the pandemic, Oxford County Library was developing a partnership with Oxford's Rural Economic Development Corporation (ROEDC), hosting networking events for rural entrepreneurs and discussing the potential of making rural branches available after-hours for networking space and as entrepreneurial social innovation spaces with access to workstations and Wifi.

Presently, Ingersoll and Tillsonburg branches are preparing to open under Stage 3. One of the priorities for program rooms and study rooms, particularly when library programming will be extremely limited, is to allow use of the space (in accordance with COVID-19 health and safety protocols) by our community

partners who have relied on free use of library space and the neutral, safe environment the library provides. RFID would allow these partners and their clients the ability to check out library materials outside of open hours, but also without having to interact with staff. Often, individuals are discouraged from borrowing items on sensitive topics for fear of being identified and stigmatized. RFID borrowing provides greater privacy and dignity.

Conclusions

RFID is a strategic investment in a public library's future, given that an increasing number of new access technologies require it, such as kiosks that dispense books and other library materials and book lockers for Holds pickup in community spaces such as Community Centres and Arenas, and mobile checkout apps, whereby patrons can check out items anywhere in the library using their own device.

RFID technology and hardware at every branch location would give every branch location self-checkout capabilities, including after-hours self-check for community groups using the space. It would open the door to future, community-based uses of our library branch facilities, particularly in our small, rural communities which do not have many if any other neutral public spaces.

RFID-dependent technologies improve staff productivity and expand the library's presence and use.

RISKS/IMPLICATIONS

Modernization funding would provide the required capital infrastructure to enable the library to implement RFID functionality. After the initial capital outlay, the ongoing consumable costs (RFID tags for incoming collection materials) would be incorporated into the annual operating budget (cataloguing supplies). Moving forward, RFID capabilities would enable us to increase services without increasing operational costs. Reducing the volume of materials-handling required of front-line staff would protect our staff, and would also free up staff time for more value-added customer service, such as one-on-one Readers Advisory, Caring Calls, tech help, provision of community information, and programming.

BUDGET REQUIREMENTS

	One-time	Base	Total 2021 Budget
Revenues			
Reserve funding – Library Reserve ¹	\$94,983	-	\$94,983
Total Revenues	94,983	-	94,983
Salaries and Benefits	13,828	-	13,828
Operating Expenses			
Purchased Services: RFID workstation mobile (3 month lease)	4,580	-	4,580
Supplies: RFID book tags @ \$0.15	20,610	1,375	21,985
Software: 14 cloudLibrary Modules (Mobile App)	-	11,970	11,970
Repairs & Maintenance: Annual Maintenance Cost	-	8,305	8,305
Total Expenses	25,190	21,650	46,840
Capital			
Furniture: RFID shielded workstations	30,650	-	30,650
Equipment: RFID Desktop and Kiosks	25,315	-	25,315
Total Capital	55,965	-	55,965
Total Expenses	94,983	21,650	116,633
Library Levy	\$-	\$21,650	\$21,650

STAFF REQUIREMENTS

Given the number of estimated items to be tagged, the conversion project would require an estimated 42 days over a three month period, using two-person teams. Existing staff members would be selected to conduct the work. Full-time staff would remain involved in the project, for quality assurance purposes and technical expertise, however, existing part-time staff would undertake the majority of the project hours. It is these additional part-time staff hours that would represent additional project-related salary costs.

Staff Requirements (FTE)	One-time
RFID Conversion Clerks - Part-time	0.2
Total Staff Requirement	0.2

¹ A self-check desktop unit for Ingersoll was originally included in the 2020 Approved budget for the amount of \$15,000. The selfCheck 500 Desktop to be purchased for Ingersoll during this project will cost \$12,195. Since the unit will not be purchased in 2020, this amount was added to the 2020 reserves and will come out of the reserve in 2021.



2021 Court Security Budget

COURT SECURITY

2021 BUDGET REPORT

	2020 FORECAST	2020 BUDGET	2021 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
EXPENSES					
OPERATING EXPENSES					
EXTERNAL TRANSFERS	49,350	49,350	95,088	45,738	92.7%
TOTAL OPERATING EXPENSES	49,350	49,350	95,088	45,738	92.7%
TOTAL EXPENSES	49,350	49,350	95,088	45,738	92.7%
TOTAL COURT SECURITY	49,350	49,350	95,088	45,738	92.7%