



**20
23** BUSINESS PLAN
& BUDGET

 **Oxford County**
Growing stronger together

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Where are we located

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

How we serve your community

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

Oxford County consists of County Council and Administration, which is made up of seven departments focused on delivering excellent service to approximately 125,000 people. The County serves its area municipalities, businesses, visitors, community and government partners, and Oxford County employees.



Oxford County Council

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



Mark Peterson

Councillor
 Mayor,
 Township of Blandford-Blenheim



Philip Schaefer

Councillor
 Mayor,
 Township of East Zorra-Tavistock



Brian Petrie

Councillor
 Mayor, Town of Ingersoll



Jim Palmer

Councillor
 Mayor,
 Township of Norwich



David Mayberry

Councillor
 Mayor, Township of South-West Oxford



Deb Gilvesy

Councillor
 Mayor, Town of Tillsburg



Jerry Acchione

Deputy Warden
 Mayor, City of Woodstock



Bernia Wheaton

Councillor
 Councillor, City of Woodstock



Deborah Tait

Councillor
 Councillor, City of Woodstock



Marcus Ryan

Warden
 Mayor, Township of Zorra

Oxford County Departments

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

<p>CAO</p>	<p>Corporate Services</p>	<p>Public Works</p>	<p>Human Services</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 Office ▪ Tourism ▪ Strategic Communication & Engagement 	<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><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 & Construction ▪ Facilities, Fleet & Energy Management ▪ Transportation Services ▪ Waste Management ▪ Water ▪ Wastewater ▪ Woodlands Conservation 	<p><i>Provides integrated human services based</i></p>
<p>Human Resources</p>	<p>Paramedic Services</p>	<p>Community Planning</p>	<p>Woodingford Lodge</p>
<p><i>Is involved in recruitment, benefits and salary administration, health and safety, and labour relations with five bargaining units and non-union employees.</i></p>	<p><i>Provides emergency care to stabilize a patient's condition, initiates rapid transport to hospitals, and facilitates both emergency and non-emergency transfers between medical facilities.</i></p>	<p><i>Plays a central role in long-range planning and managing new development in the County</i></p>	<p><i>Is Oxford County's municipally owned, not-for-profit 228 bed long-term care provider with locations in Woodstock, Ingersoll and Tillsonburg.</i></p>



Strategic Plan

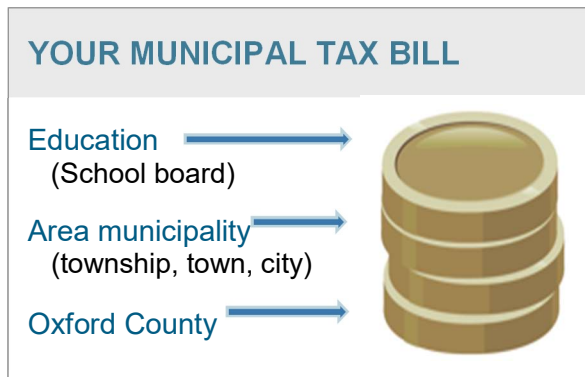
The strategic plan ensures an alignment between Council priorities, our corporate and departmental business planning and processes, and the County's Budget and Business Plan. The strategic plan will be refreshed over the first year of 2022-2026 County Council. Oxford County's 2020-2022 Strategic Plan puts forward a vision for a vibrant community committed to the prosperity of its people and to the principle of partnership that ties together Oxford's eight municipalities. The County's mission is ***"To serve the needs and advance the collective interests of our communities, residents and businesses through services that improve community wellbeing."***

The 2022-2022 Strategic Plan sets out six areas of focus for Oxford County that will establish the County's local government partnership as one that:

<p>Works together</p> <ul style="list-style-type: none"> i. Strengthen, diversify and broaden the economic/prosperity base ii. Enhance community wellbeing 	<p>Is well connected</p> <ul style="list-style-type: none"> i. Improve travel options beyond the personal vehicle ii. Advocate for federal and provincial support for freight and passenger rail enhancements for Southwestern Ontario iii. Strengthen community access to Internet/broadband connectivity 	<p>Thinks ahead and wisely shapes the future</p> <ul style="list-style-type: none"> i. Influence federal and provincial policy with implications for the County ii. Implement development policies, land uses and community planning guidelines iii. Demonstrate a commitment to community wellbeing and sustainability 	<p>Informs and engages</p> <ul style="list-style-type: none"> i. Harness the power of the community through conversation and dialogue ii. Inform the public about County programs, services and activities through planned communication 	<p>Performs and delivers results</p> <ul style="list-style-type: none"> i. Enhance our service focus and responsiveness to our municipal partners and the public ii. Deliver exceptional services 	<p>Employs people who make a positive difference</p> <ul style="list-style-type: none"> i. Attract, retain and develop the highest quality staff
					

About Your Property Tax Bill

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



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

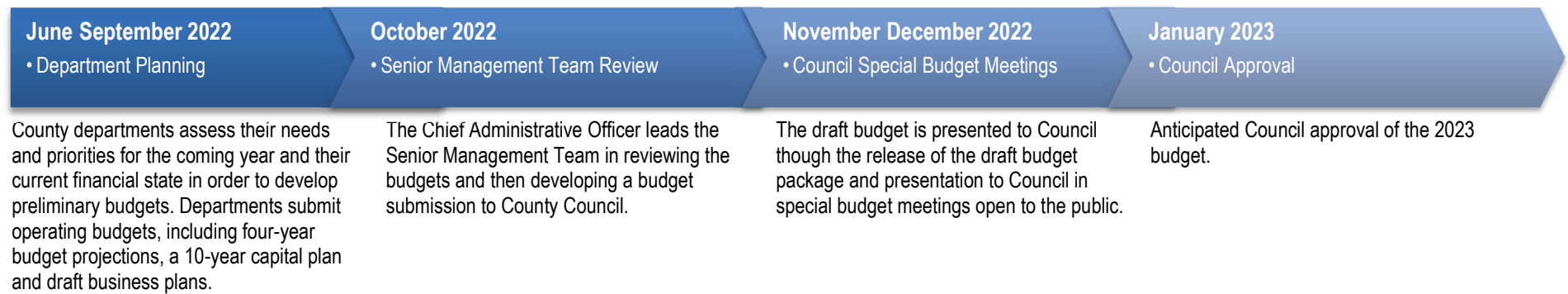
Area Municipal Tax Levy. Rates are set by your area municipality to support services and infrastructure provided by *Blandford-Blenheim, East Zorra-Tavistock, Ingersoll, Norwich, South-West Oxford, Tillsonburg, Woodstock or Zorra*. These services include, but are not limited to, fire, parks and recreation,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

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

About the budget planning process

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

Figure 2: Business Planning and Budget Process



2023 Budget Levy Summary

The 2023 budget presents a total gross expenditure budget of \$308.3 million, an increase of \$32.3 million from 2022 approved budget, resulting in a net levy increase for all County services of **6.2%**. The County's budget is divided among four budgets – General Levy, Library Levy, Court Security Levy and Water and Wastewater Rates

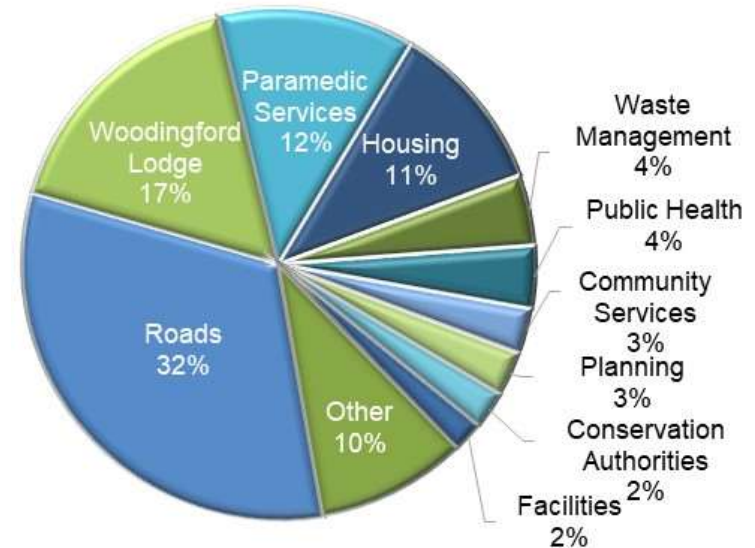
General Levy Impact

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

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

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

2023 Budget General Levy Distribution



Net budget of **\$70.8** million, an increase of \$4.2 million from 2022, resulting in a net levy increase of **6.3%**

Library Levy Impact

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

Net budget of **\$4.3** million, an increase of \$227,196 from 2022, resulting in a net levy increase of **5.6%**; and

Court Security Levy Impact

Court security property taxes funds costs incurred by the Woodstock Police Service and the Ontario Provincial Police for Court Security and Prisoner Transportation services recommended by the Local Court Security Advisory Committee. This is collected from all area municipalities with the exception of the City of Woodstock.

Net budget of **\$10,276**, a decrease of \$41,265 from 2022, resulting in a net levy decrease of **80.1%**; and

Water and Wastewater Rate Impact

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

Water and Wastewater Services are not funded by property taxes. These services are fully funded by water and wastewater rates, which are collected through utility bills. The current water and wastewater rates are approved through By-Law 6274-2020 covering years 2021-2024.

Net budget contribution to reserve of **\$13.2 million**, an increase of \$1.0 million from 2022, or **8.1%**

Operating Expenditures

2023 Approved gross operating expenditures budget is \$224.2 million comprised of:

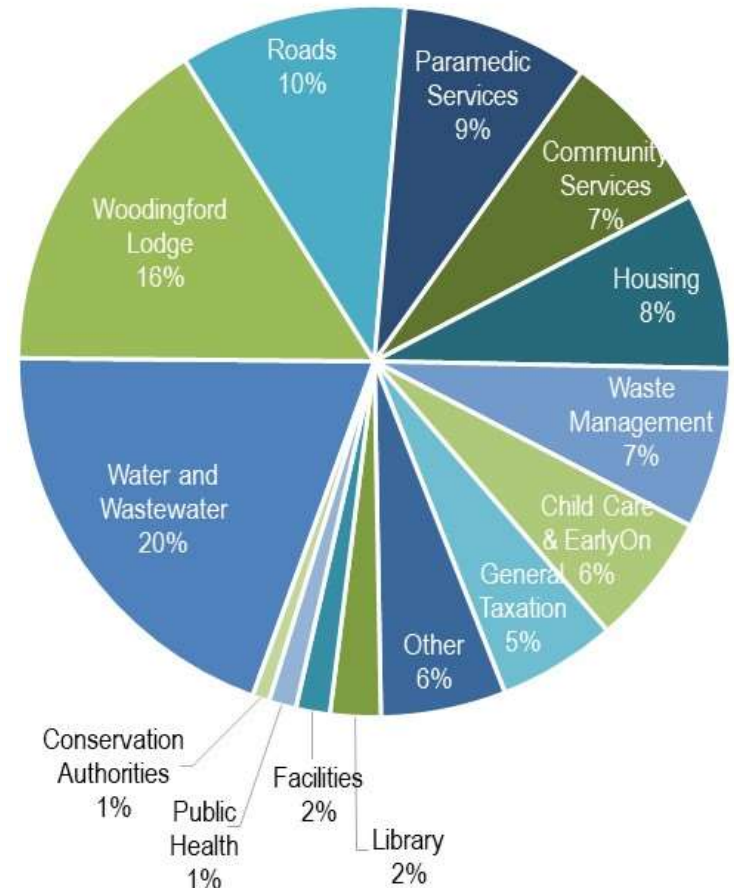
- **\$175.1 million** General Levy Budget; an increase of \$9.4 million or 5.7% from 2022
- **\$5.1 million** Library Levy Budget; an increase of \$0.5 million or 9.8% from 2022
- **\$10,276** Court Security Levy Budget; an decrease of \$41,265 or 80.1% from 2022
- **\$43.9 million** Water and Wastewater Rates Budget; an increase of \$2.6 million or 6.2% from 2022

Gross Operating Budget by Levy year over year

\$000s	2023		
	Operating Expenses	Operating Transfer to Capital	Total
General	157,791	17,340	175,131
Library	5,028	117	5,145
Court Security	10	-	10
Water & Wastewater	30,705	13,207	43,912
Total	193,534	30,664	224,198

\$000s	Change over 2022 Budget			
	Operating Expenses	Operating Transfer to Capital	Total \$	Total %
General	8,242	1,150	9,392	5.7%
Library	441	17	458	9.8%
Court Security	(41)	-	(41)	(80.1%)
Water & Wastewater	1,580	989	2,569	6.2%
Total	10,222	2,156	12,378	5.8%

Operating Expenditure Distribution by Division



Capital Expenditures

The 2023 Approved gross capital budget financed of \$84.1 million has increased by \$20.2 million, or 31.6%. Of the \$84.1 million in capital projects, \$2.8 million relate to prior projects being financed in 2023, \$8.3 million are carryover projects from 2022, with \$73.0 million representing new 2023 budget requests. The 2023 Approved Gross Capital Budget \$84.1 million comprises:

- **\$40.8 million** General Levy Budget; an increase of \$9.3 million or 29.3% from 2022
- **\$0.07 million** Library Levy Budget; an decrease of \$0.1 million or 62.2% from 2022
- **\$43.2 million** Water and Wastewater Rates Budget; an increase of \$11.1 million or 34.5% from 2022

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

Some notable changes to the capital budget program include:

- Ongoing expansion of the Woodstock water and wastewater systems into development areas.
- Norwich water tower paint and repairs.
- Ongoing upgrades to the Drumbo and Tillsonburg Wastewater Treatment Plants.

Gross Capital Budget by Levy year over year

	2023	2022	Change	
\$000s	Budget	Budget	\$	%
General	40,818	31,562	9,255	29.3%
Library	73	194	(121)	(62.2%)
Water & Wastewater	43,190	32,114	11,077	34.5%
Total	84,081	63,870	20,212	31.6%

Gross Capital Budget by asset category

	2023			
\$000s	General	Library	Water & Wastewater	Total Capital
Major Infrastructure				
Asset Management	328	-	-	328
Engineering	180	-	-	180
Facilities	3,434	-	-	3,434
Transportation	25,262	-	-	25,262
Waste Management	1,692	-	-	1,692
Housing	63	-	-	63
Paramedic Services	37	-	-	37
Library	-	24	-	24
Wastewater	-	-	17,251	17,251
Water	-	-	24,053	24,053
	30,995	24	41,304	72,323
Vehicles	4,297	15	272	4,584
Building	3,382	5	-	3,387
Furnishing & Equipment	2,143	29	1,614	3,786
Total Budget	40,818	73	43,190	84,081

Additional details on the capital budget program can be found starting on page 35.

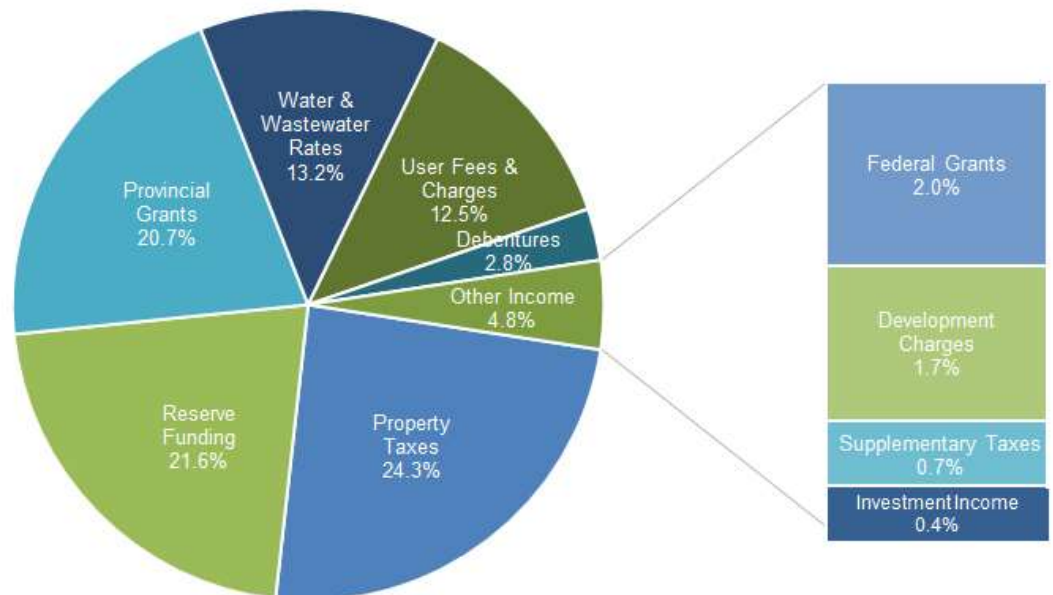
How is the Budget Funded?

Property taxes remain the County's largest source of revenue. The County levy (including Library and court security) represents 24% (26%-2022) of the funding sources included in the 2023 budget. Federal and provincial funding represent 2% and 20% respectively (2% and 20%- 2022), water and wastewater rates 13% (14%- 2022), user fees 13% (11%- 2022), reserve funding 22%, new debt 3%, development charges 2% and other 1%.

2023 Budget Funding Sources

\$000s	2023		
	Operating	Capital	Total
Property Taxes	74,940	118	75,058
Reserve Funding	6,777	59,944	66,720
Provincial Grants	59,809	3,872	63,681
Water & Wastewater Rates	40,550	-	40,550
User Fees & Charges	36,309	2,338	38,647
Debentures	-	8,688	8,688
Federal Grants	1,120	5,035	6,155
Development Charges	1,150	4,087	5,237
Supplementary Taxes	2,187	-	2,187
Investment Income	1,356	-	1,356
Total	224,198	84,081	308,280

2023 Budget Funding sources %



Property Assessment Impact on Taxation

In order to provide stability and certainty to residents and businesses and enable municipalities to focus on responding to challenges posed by the COVID-19 pandemic, the Province postponed property tax reassessments for the 2021 to 2023 tax years. 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.

Budget Development

2022 Revised Budget

For comparative purposes, changes in programs and services that occurred throughout 2022 have been restated within the 2022 budget. The changes have no net impact on the 2022 total approved budget; however, costs and revenues between accounts and/or departments have been reallocated. The revised budget includes in-year council approvals, and carry-forward of 2021 costs/revenues of projects not completed in 2021.

Key Factors Impacting the Budget

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

The 2023 overall levy represents an increase of 6.2% over the 2022 levy, with the base budget to base impact increasing by 3.8%. This increase is represented by non-recurring items, service level impacts, new initiatives, initiative gapping, COVID-19 temporary costs, and carryover/in-year approval.

Budget Impacts	Total	Reserves\ Rates	Other	Taxation	%
Non-recurring	\$3,173,008	\$560,706	\$2,521,658	90,644	0.1%
Service Level	3,240,765	613,614	1,057,121	1,570,030	2.2%
New Initiatives	5,262,667	4,713,851	273,368	275,449	0.4%
Initiative Gapping	(3,091,060)	(2,912,586)	-	(178,474)	(0.3%)
COVID-19	519,961	-	519,961	-	0.0%
In-year Approval/ Carryover	2,785,528	2,635,500	150,028	-	0.0%
Total	11,890,869	5,611,085	4,522,136	1,757,648	2.4%
Levy increase over prior year				4,392,667	6.2%
Base Budget increase				\$2,635,019	3.8%

2022 Budget	
+/- Base Budget	Maintain service at the level of the previous year's approved budget
+/- Non-Recurring	Items that are non-recurring in nature
+/- Service level	Changes in the services provided
+/- New initiatives	Significant new programs or services that are intended to have a lasting impact
+/- Initiative gapping	Phased-in impacts of service level and new initiatives to be realized in future budget year
+/- COVID Impacts (non-recurring)	Non-recurring items related to COVID-19 response
+/- In-Year Budget Approvals/Carryover	In-year approvals previously not included in the budget, or previously approved not completed
= 2023 Approved Budget	

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

2023 New Initiatives

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

#	New Initiative	Description	Investment	Page
1	Agricultural Plastic Diversion Pilot Program	Implementation of a pilot project for the collection (drop-off depot) and recycling of plastic agricultural bale/silage wrap and plastic feed bags at a proposed tipping fee of \$50/tonne (partial subsidization by the County). The County would provide collection bags to farmers for plastic materials, who would then fill them on-site and then transport the clean plastic material to the Oxford County Waste Management Facility (OCWMF) collection depot. The County proposes to transport filled bins to a local regional vendor for end-market processing.	\$20,500	127
2	Early Compactor Replacement Procurement	Advanced replacement of the existing waste management compactor (Unit 722) with a larger capacity model. This compactor is nearing the end of its useful service life and has been recently susceptible to overheating and mechanical failure. Procurement of a new (upgraded) replacement unit is proposed two years in advance of the scheduled replacement date (2025) in order accommodate extended supply chain delivery circumstances and to minimize the liability associated with decreasing reliability / performance of the existing compactor. If approved, the in-service date of the new compactor will be 2024 based on current procurement delivery timeframes.	\$2,075,910	133
3	Curbside Large Article Collection in Tillsonburg	To perform once annual curbside large article collection (LAC) in Tillsonburg in-lieu of large article (resident drop-off) depot operation.	\$9,551	136
4	Tillsonburg Transfer Station Funding	To provide formalized Waste Management Authority and funding to the Town of Tillsonburg for the operation of the Transfer Station for residential drop off of large articles, construction and demolition waste (C&D), glass, porcelain, concrete rubble and scrap metal. Operational costs will be partially offset by tipping fees and revenue from the sale of recyclable material (scrap metal).	\$213,260	138
5	Tillsonburg Yard Waste Depot Funding	To amend the terms of payment outlined in the 2020 Waste Management Agreement between the County and the Town of Tillsonburg based on actual costs (versus unit cost per tonne) for the Town of Tillsonburg operation of the Yard Waste Depot, on behalf of the County.	\$48,610	141

#	New Initiative	Description	Investment	Page
6	Existing Fleet Conversion to Upgraded Sanitary Flushing/ Cleaning Truck	<p>Fleet conversion of two existing wastewater vacuum truck and equipment units (Unit 685 – day cab and Unit 621 –hydrovac excavator mount) to one (1) sanitary flushing/cleaning truck to enhance in-house operational / maintenance capabilities and efficiencies for regular work tasks including, but not limited to, sewage pumping station cleanouts, sanitary sewer system flushing, liquid biosolids transport, wastewater treatment plant process equipment and piping cleanouts (digesters, tankage, sewage inlet channels) which are to keep the associated infrastructure in good working order and achieve the desired level of service.</p> <p>In addition to County deployment, it is envisioned that the upgraded flushing/cleaning truck can, at times, support levels of wastewater system maintenance work performed under service contract by Area Municipalities on the County's behalf.</p>	\$605,292	222
7	Affordable Housing and Housing Repair Program	<p>The challenges associated with housing affordability continue to intensify due to increasing costs, low vacancy rates, limited supply and an insufficient mix of housing options. While these factors all contribute to our current housing crisis, lack of supply is one of the largest concerns. To be consistent with the directives of the Federal and Provincial governments, as well as the strategies of the County 10-Year Shelter Plan, Zero Poverty Action Plan, Safe and Well Oxford Plan and Future Oxford Community Sustainability Plan, staff are proposing a \$1.5 million contribution to the Affordable Housing initiatives for 2023. This contribution will mimic the momentum that was initiated as a result of the additional funds that were approved in the 2022 Human Services Budget, by providing an opportunity to support future affordable housing projects, the creation of a new housing repair program, and an expansion to the existing 'My Second Unit' program.</p>	\$1,615,000	257
8	Continuous Quality Improvement Content Management System	<p>Provide Woodingford Lodge with the software and hardware required to establish a Continuous Quality Improvement (CQI) Content Management System (CMS) to maintain an efficient, sustainable approach to legislative compliance.</p>	\$50,000	282
9	Continuous Quality Improvement Team	<p>Woodingford's approach in response to newly enacted legislation (Fixing Long-Term Care Act 2021) by establishing a dedicated resource to develop, foster, and maintain an organization-wide continuous quality improvement program aligned with Ontario Regulation 246/22.</p>	\$33,700	285

#	New Initiative	Description	Investment	Page
10	Family Transition Program	Establishing a dedicated cost 'Activity' for Woodingford Lodge's award-winning, proactive Family Transition Program, which prepares people on the waitlist for long-term care for their transition into Woodingford, including ensuring their family members are supported, and well-informed of their role(s) throughout the process.	\$14,100	289
11	Infection Prevention and Control Team	Establishment of a team dedicated to implementing and maintaining legislated elements of infection prevention and control in a long-term care setting as per the Fixing Long-Term Care Act 2021 and Ontario Regulation 246.22.	\$298,775	292
12	Emergency Management Coordinator	The Emergency Management (EM) Coordinator will ensure the EM program for the County of Oxford is continually evaluated and updated in response to evolving and emerging risks to the municipality. To ensure the most effective and efficient municipal response to an emergency, Oxford County requires a corporate resource to collaborate with EM stakeholders, research, propose changes, and implements updates the HIRA, CI, hazard-specific emergency response plans, and the municipal emergency response plan. This position will support EM activities for all Oxford County departments.	\$68,911	369
13	Year-round Ox on the Run Mobile Outreach Pilot	<p>Included in the 2023 Library Business Plan is an initiative to extend the Ox on the Run Mobile Outreach Unit from a 4-month summer outreach service, to a year-round service to provide outreach programming and library services pilot.</p> <p>The library would seek to use a decommissioned ambulance to pilot this year-round service before implementing the program permanently with a customized vehicle. The vehicle would be wrapped for library branding and outfitted to transport equipment, supplies, popular reading collections and item holds to deliver a range of library services and programs throughout Oxford County, including underserved communities and vulnerable neighborhoods as identified in the Oxford Early Development Instrument.</p> <p>Throughout the two-year pilot, Ox on the Run would make scheduled stops at a range of locations, including communities without a library branch, community halls and other gathering places, community events, affordable housing areas, retirement communities and participating local businesses.</p>	\$209,059	403

Full-time Equivalent Plan (FTE)

The overall County’s full-time equivalent (FTE) staffing complement is to increase by 28.4 FTEs in 2023, for a total of 648.4 FTEs funded as follows:

- **10.7** County General Levy
- **2.1** Library Levy
- **6.3** Water and wastewater rates
- **6.1** Grant funded-positions
- **3.0** Temporary positions related to COVID-19 (grant funded)

The FTE table describes the staffing complement approved changes with accompanying reports and page references. Further information of 2023 FTE Plan can be found on page 71.

2022 Approved FTE Plan	627.7
2022 Temporary FTE	(10.5)
2022 In-Year FTE changes	2.8
2022 Base FTE Plan	620.0
County Levy	
Communication: Summer Student (page 356)	0.3
Community Planning: Student Planner (page 391) Administration Support (page 387) Development Planner (page 387)	2.7
Paramedic Services: Emergency Management Co-ordinator (page 369)	0.6
Woodingford Lodge: Food Services Worker, Maintenance Worker, Housekeeping/ laundry Aide (page 279)	2.7
Waste Management: Scalehouse Operator (page 125)	0.6
Human Resources: HR Co-ordinator (page 381)	1.0
Finance: Financial Analyst (page 327) Finance Officer (page 321)	2.0
Engineering & Construction: Supervisor of Development (page 102)	1.0
	10.7
Library Levy	
Library: Service Level Changes (page 396)	(0.2)
Mobile Ox on the Run: Outreach Specialist, Public Service Clerk, Summer Students (page 403)	2.3
	2.1
Water and Wastewater Rates	
Water: Water Treatment Operators (page 211), & Utility Locate Summer Student (page 220)	2.3
Water/Wastewater: Technical Services Water Technologist (page 197)	1.0
Wastewater: Wastewater Treatment Maintenance Person (page 204) and Tandem Truck/Machine Operator (2024 Budget) (page 222)	3.0
	6.3
Grants	
Human Services: Housing program co-ordinator (extended July to December) (page 249) and Human Services Supervisor (page 241)	1.5
Woodingford Lodge: Infection Prevention and Control–Supervisor & Registered Practical Nurse (page 292), Supervisor of Resident Care (page 276), Personal Support Worker (page 279) and Registered Practical Nurse (page 274)	4.6
	6.1
Temporary – COVID-19 – Funded	
Paramedic Services: Temporary Paramedics	0.6
Woodingford Lodge: Screening and swabbing positions	2.4
	3.0
2023 Approved budget increase	28.4
Approved 2023 FTE Plan	648.4

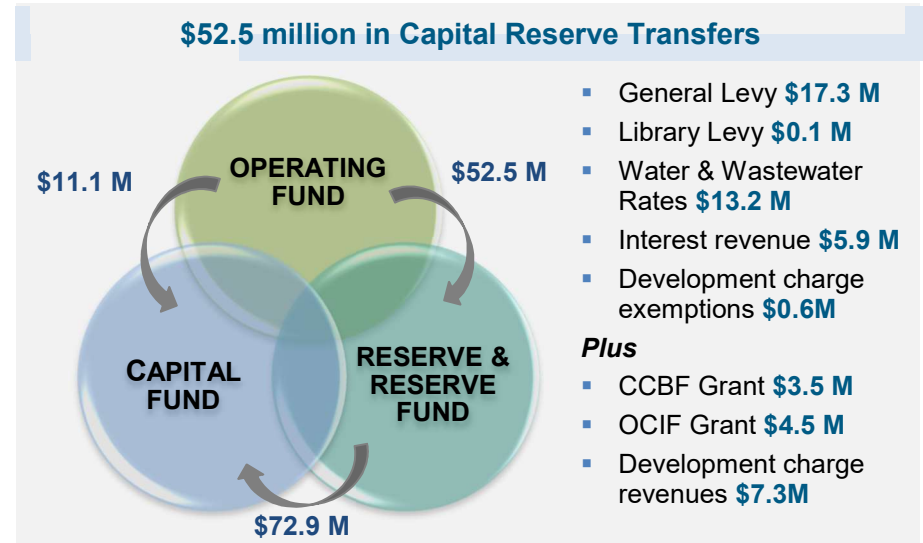
Transfer to/from Reserves and Reserve Funds

Included in the operating budget are reserve transfers to fund both operating and capital initiatives. \$72.9 million of the \$84.1 million capital budget is funded from reserves. A summary of these transfers are outlined below:

Capital reserve transfers consist of:

- **\$30,664,063** Asset Management Plan Contributions
- **\$5,901,892** Interest revenue allocation
- **\$608,500** Development charge exemptions
- **\$7,972,621** Capital grants
- **\$7,316,570** Development charge revenues collected

Total Capital Transfer of \$52,463,646



The Asset Management Plan Contributions of **\$30,664,063** is divided as follows:

\$17,340,142 General Levy Asset Management Plan Contributions

- **\$196,505** Information Technology capital (funded from interdepartmental charges) - \$15,860↓
- **\$1,216,987** Facilities (funded from interdepartmental charges and rent) - \$156,128↑
- **\$2,455,600** Fleet (funded from interdepartmental charges) - \$404,200↑
- **\$8,624,000** Roads – \$400,000↑
- **\$2,640,000** Bridges – Unchanged
- **\$302,000** Woodingford Lodge equipment - \$15,500↑
- **\$965,250** Housing facilities (County-owned) – \$140,250↑
- **\$939,800** Paramedic Services vehicle and equipment - \$49,800↑

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

\$117,000 Library Levy Asset Management Plan Contributions

- **\$117,000** Library facilities - \$17,000↑

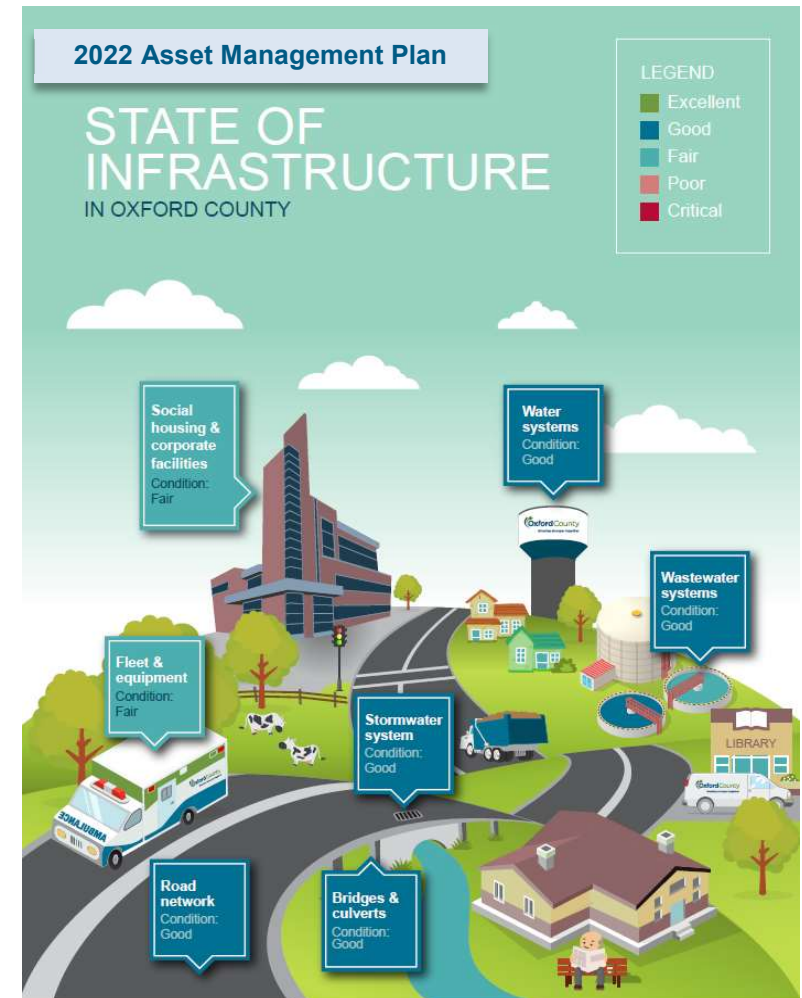
\$13,206,921 Water & Wastewater Rates Asset Management Plan Contributions

- **\$6,486,946** Wastewater reserves (collected from rates) \$649,796↑
- **\$6,719,975** Water reserves (collected from rates) - \$560,758↑

Investing in Capital

Municipalities, through O.Reg. 588/17, must undergo ongoing asset management planning through the Asset Management Plan. The document sets out a strategic framework to guide future investments and support economic growth. The following table summarizes the 2023 capital asset contributions and how they compare to the recommended annual capital investments determined through asset management planning.

Asset Area ('000s)		AMP Required Investment	2023 Budget Investment	2023 Budget Surplus/(Deficit)	2027 Projected Reserve Balance
	Roads	19,759	14,807	(4,952)	5,663
	Bridges & Culverts	5,414	6,142	728	15,846
Facilities	Library	250	136	(114)	811
	Corporate	1,600	3,354	1,754	1,753
	Paramedic Services	90	20	(70)	107
	Social Housing	1,540	1,055	(485)	252
	Total Facilities	3,480	4,565	1,085	2,923
	Fleet & Equip	Corporate Fleet	2,850	2,715	(135)
Paramedic Services		997	930	(67)	531
Woodingford Lodge		405	313	(92)	364
Total Fleet/Equip		4,252	3,958	(294)	5,269
Water	Woodstock	3,975	4,165	190	5,285
	Tillsonburg	1,756	1,741	(15)	435
	Ingersoll	1,347	1,177	(170)	454
	Townships	3,168	1,478	(1,690)	3,055
	Total Water	10,246	8,561	(1,685)	9,229
Wastewater	Woodstock	5,548	2,653	(2,895)	2,312
	Tillsonburg	2,139	1,758	(381)	8,309
	Ingersoll	2,109	2,560	451	5,252
	Norwich	612	531	(81)	1,141
	Tavistock	887	1,585	699	290
	Plattsville	325	268	(58)	1,593
	Thamesford	612	372	(240)	806
	Drumbo	354	104	(250)	89
	Mt Elgin	401	83	(318)	52
	Embro	210	159	(51)	1,649
	Innerkip	182	134	(48)	1,668
	Total Wastewater	13,379	10,207	(3,172)	23,161
Total		\$56,530	\$48,240	(8,290)	\$62,091



Additional Details on advancement of the asset management plan in the 2023 Budget can be found starting on page 35.

Challenges & Risks

Oxford County is facing a number of pressures in planning for 2023 that are not unique to Oxford, but reflective of the social and economic realities also faced by other communities in Ontario. They include:

- **COVID-19 Response and Recovery** On March 17, 2020, Ontario's Premier declared a provincial emergency through the authority granted under the *Emergency Management and Civil Protection Act* (EMCPA). Due to drastic measures required to mitigate the impact of the COVID-19 pandemic on citizens' health and financial well-being, all levels of government, nationally and internationally, stepped up to provide assistance. Although the emergency orders have ended, the lingering effects and changes in our infection prevention processes still remain paramount in our recovery efforts.

 - 2023 budget includes over \$0.5 million in COVID-19 expenses anticipated to extend into 2023. The budget anticipates grant funding to mitigate these expenses through the remaining Safe Restart Agreement funds and other program-specific grant funding.
- **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 \$950,000, an increase of \$450,000, into the Affordable Housing reserve. This dedicated reserve is used to fund affordable housing projects throughout the County.
 - \$1 million of the projected 2022 Budget surplus contributed to the affordable housing reserve to support 2023 Budget housing initiatives.
 - A \$2.95 million in new investment for developing more affordable housing projects, and extension of the My Second Unit program and augment the housing repair program.
- Continue support of affordable housing units across the County, including those in Woodstock, Plattsville and Tillsonburg.
- In 2022, County Council voted to increase hours of operations of the overnight shelter to a 24/7 model in Woodstock. The 2023 Budget includes the ongoing support of staffing, supplies and managing COVID-19 for the 24/7 model throughout 2023.
- **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 2023 budget reflects a \$0.40 million increase for roads funding as a measure to ensure the service levels of the County's road infrastructure is maintained in response to increased demands on use, in accordance with the Asset Management Plan.
 - Reserve policy that supports investing 75% of the General operating surplus into capital reserves.
- **Asset Management Plan** Through O.Reg. 588/17 additional asset management planning for municipal infrastructure is required. The implementation deadline is phased in over six years, with the next deadline to occur in 2024, with the publishing of the updated Asset Management Plan for all assets. To meet the regulation, cross-functional teams and work plans spanning across Oxford County municipalities are required.

 - 2023 budget includes the ongoing implementation of a multi-year project to streamline asset information. The projects planned will ensure convenient access to relevant, reliable, comprehensive and timely information to support informed decision making.
- **Insurance Costs** Insurance costs have increased substantially over the past year. Due both the Pandemic and changes in claims history, insurance costs are expected to increase as much as 20% in 2023,

following a more than 30% increase in 2022. Insurance premiums increases at these levels are being experienced globally due to a hardened market resulting from significant cost of environmental claims. This matter may require concerted political advocacy with the senior levels of governments.

- **Staffing Resources** New and expanded services across the County, and evolving changes to service delivery has placed pressure on current staffing resources to meet the higher demands. Over the last number of years we have seen our voluntary turnover rate and number of vacancies posted and filled steadily increasing. Canadian employers are facing a hard labour market with a sharp rise in vacancies that began in 2021, related to Canada's recovering economy. Locally, this is impacting the County's attraction and retention efforts and has resulted in extended vacancies, further exasperating our ability to meet the increased service level demands.
 - The budget includes a number of FTEs to meet temporary and long-term needs.
 - An employee engagement survey was conducted in the fall of 2022. The results of the survey will aid in determining corporate and departmental gaps and opportunities for improvement with a view to using this information to develop initiatives that will aid in employee attraction and retention.
- **Long-term Care** The global COVID-19 pandemic has heightened awareness of weaknesses in Long-term Care. In April 2022, the *Fixing Long-Term Care Act (FLTCA), 2021* along with *Ontario Regulation (O. Reg.) 246/22* came into effect, revising, and in some cases, increasing regulatory requirements. The revised legislation not only places more emphasis on quality and compliance, it redefines and expands the definition of 'continuous quality improvement' to include not only clinical / nursing-based quality, but also organizational quality.
 - 2023 Budget includes establishing two team to address this - infection and prevention control team (new initiative 11) and a continuous quality improvement team (new initiative 9)

- **Inflation** Canada's rapid rise in inflation, is significantly increasing the cost of goods, in particular energy and chemicals. The Consumer Price Index in September has increased by 6.9% over a year ago, well above the Bank of Canada's 1-3% target. Coupled with this rise in costs, low unemployment causing delays in the supply chain and the risk of a recession in 2023 are posing much uncertainty for Oxford County businesses and residents.

Opportunities

In addition to the 13 new initiatives identified within 2023 Budget, there are a number of opportunities for both new programs, and modernization of services:

- **Modernization Funding** Using provincial modernization funding, the County is undergoing a number of review and implementation projects. Current reviews ongoing, with expected completion by February 2023 include:
 - Digitizing disability management
 - Accounts payable digitization implementation
 - Automated scheduling solution for long term care
 - Modernizing access to archival records
 - Emergency notification and communication software
 - Nutritional services review
 - Subsidized housing operations optimization review
 - Digital risk management and information system implementation
 Opportunities identified through these reviews referenced above and previous reviews undertaken will continue to be analyzed and are subject to Council approval as necessary prior to further proceeding.
- **Canada-Wide Early Learning Child Care** March 28 2022, Ontario reached a \$13.2 billion agreement with the Federal Government for funding under the Canada Wide Early Learning Child Care (CWELCC) program. The roll out of CWELCC reduces costs of child care for families by providing a 50% reduction in parent fees throughout 2023

working towards an average of \$10/day by September 2025 for those child care providers enrolled in the program. Affordable child care options will increase opportunities for parents and caregivers to participate in employment or educational activities while working towards affordability, accessibility, quality and inclusion. As Child Care Service Managers, the County will work with our community providers to meet the program guidelines and assist in administration of the funding program to support the initiative.

- **Second Unit Program** To efficiently make use of available funding and existing home space, the “My Second Unit” program was initiated in August 2022, to provide financial assistance to homeowners seeking to create a second affordable unit in their home. Based on the success of this program and with consideration of Provincial legislation respecting Additional Residential Units, opportunities to expand this program to include detached second units will be considered.
- **Community Paramedicine** In late 2021, the Ontario government committed to a fully funded paramedicine program until March 31, 2024. This program will leverage the skills of Paramedicine practitioners to help reduce hallway healthcare and provide additional and appropriate care for seniors. This program will delay the need for long-term care for our seniors by providing them with enhanced at-home supports.
- **Social Assistance Modernization** Social Assistance modernization will continue throughout 2023 with the implementation of centralized intake and the announcement of Employment Ontario Service System Manager in December 2022. Transition will continue throughout 2023 with the intent to reduce administrative requirements for human services allowing increased time to provide case management support for clients.

Summary and outlook

In summary, the 2023 business plans and budget prepared on the basis of the County’s Strategic Plan (2020-2022) represent a responsible budget given the challenges faced in the upcoming year with a year over year increase in base budget of 3.8%. In addition to the base budget increase there are 13 new initiatives in the budget that contribute to the overall levy increase of 6.2%. 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 2023 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**

2023 Capital Business Plan & Budget



Capital Expenses

Capital expenses total \$84.1 million in 2023 (\$63.9 million–2022) representing a 31.5% increase (3.6% decrease–2022). The 2023 capital expenses include \$8.3 million in carry forward projects. Of the capital projects included in the 2023 requested budget 18.2% represent road network projects, 6.3% stormwater projects, 8.3% bridges and culverts, 42.2% water and wastewater projects, 7.4% fleet and equipment, 9.1% facilities projects, and 8.5% furnishings and minor capital including studies.

Capital Revenue

The County of Oxford's capital budget is funded by several sources of revenues; taxation, water/wastewater rates and reserves, reserves, development charges, grants, debentures and other sources. The 2023 Capital Plan can be found on page 35.

- **Taxation** Funding raised through tax support from the operating budget. Funded from current year appropriations from the tax levy.
- **Water/Wastewater Rates and Reserves** User fees recovered from water and wastewater customers. Water and wastewater fees include an annual capital allocation to reserves, with any surplus from operating water and wastewater systems allocated to the respective reserves.
- **Reserves** Transfers from the County's reserves/reserve funds to fund capital projects. Reserves are funded from operating budget through taxation. Transfers from reserves offer financial flexibility and budgeted to offset significant capital costs.
- **Development Charges** Transfers from the County's reserves/reserve funds to fund capital projects. Reserves are funded from operating budget through taxation. Transfers from reserves offer financial flexibility and budgeted to offset significant capital costs.
- **Grants** Funds received from the provincial or federal government to fund capital projects.
- **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 Projects – Tax Supported

Of the \$37.4 million in tax supported capital projects (2023 request) included in the 2023 budget 1.4% represent non infrastructure solutions, 43.8% replacement projects, 28.1% renewal projects, 0.5% maintenance projects and 26.1% expansion projects. Notable capital projects in the 2023 budget include:

Project Description	Asset Activity	Carry Forward ² \$	2023 Request \$	Total 2023 \$
Paramedic Services (page 368)				
Vehicles and equipment	Replacement	651,600	1,182,179	1,833,779
Woodingford Lodge (page 271)				
Equipment and furnishings	Replacement	-	422,411	422,411
Buildings	Renewal	-	1,068,506	1,068,506
Facilities and Fleet (page 96)				
Vehicles	Replacement	1,610,300	1,521,850	3,132,150
Electric Vehicle Chargers	Expansion	-	1,405,000	1,405,000
Renewable Energy Projects	Expansion	-	1,326,000	1,326,000
410 Buller Masonry	Renewal	-	1,150,000	1,150,000
Transportation Services (page 113)				
Various County Road improvements	Various	194,000	13,445,000	13,639,000
Bridge and Culvert rehabilitation / replacement	Renewal	250,000	6,080,000	6,330,000
Waste Management (page 121)				
Compost pad expansion and second weigh scale	Expansion	180,000	1,501,500	1,681,500
Human Services (page 255)				
Housing / Shelter buildings	Replacement	129,000	2,000,085	2,129,085

Funding details, along with the 10 year capital plan can be found starting on page 35 with capital projects described in the department's business plan

Capital Projects – Rate Supported

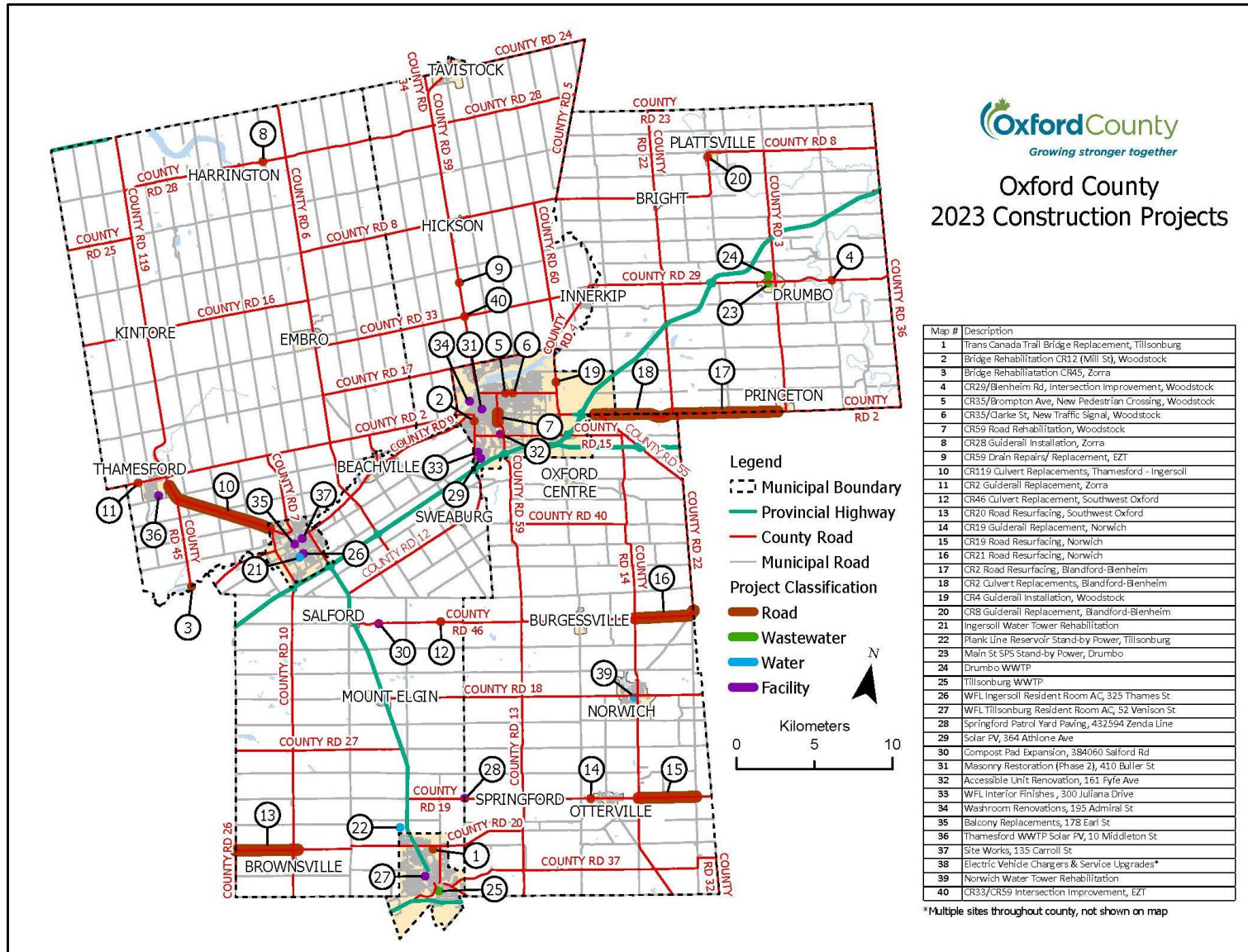
Of the \$35.6 million in rate supported capital projects (2023 request) included in the 2023 budget 2.1% represent non-infrastructure solutions, 37.0% replacement projects, 17.2% renewal projects, and 43.7% expansion projects. Notable capital projects in the 2023 budget include:

Project Description	Asset Activity	Carry Forward ² \$	2023 Request \$	Total 2023 \$
Combined Water and Wastewater (page 157)				
SCADA master plan	Expansion	-	2,208,000	2,208,000
Wastewater (page 159)				
Woodstock-Pattullo Industrial Park servicing	Expansion	110,000	2,456,500	2,566,500
Woodstock-City projects	Replacement	-	2,458,000	2,458,000
Tillsonburg-Wastewater Treatment Plant upgrade	Expansion	-	6,415,000	6,415,000
Tillsonburg-Town projects	Replacement	-	687,000	687,000
Ingersoll Town projects	Replacement	-	787,000	787,000
Norwich Lagoon expansion	Expansion	595,000	-	595,000
Drumbo Wastewater Treatment Plant capacity expansion	Expansion	1,610,000	725,000	2,335,000
Mount Elgin Wastewater Treatment Plant Capacity Expansion	Expansion	-	1,200,000	1,200,000
Water (page 161)				
Woodstock-City projects	Replacement	-	2,380,000	2,380,000
Tillsonburg-Town projects	Replacement	-	384,000	384,000
Ingersoll-Town projects	Replacement	-	1,884,000	1,884,000
Ingersoll-Cast Iron Pipe Replacement	Replacement	140,000	1,000,000	1,140,000
Township-Norwich Water Tower paint & repairs	Replacement	-	4,025,000	4,025,000

Funding details, along with the 10 year capital plan can be found starting on page 35 with capital projects described in the department's business plan.

² Carry forward includes prior years approved budget not spent

Oxford County 2023 Construction Projects



Asset Management Plan

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

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

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



Annual Capital Investment Required

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

Current Investment

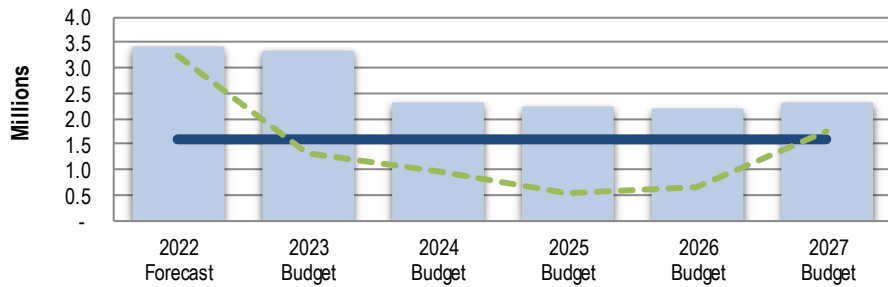
The County's current investment in capital assets consists of

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

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

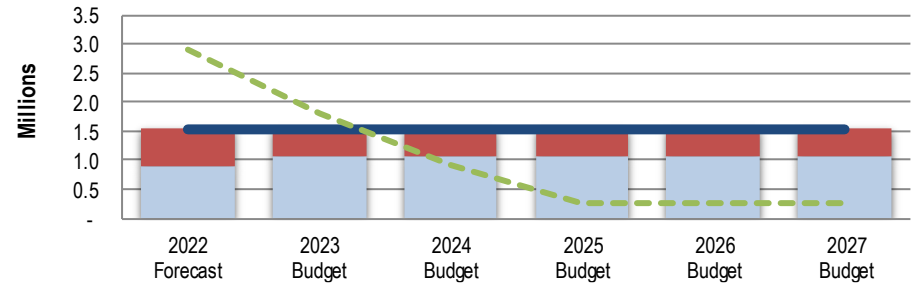
Facilities: Corporate

	Key	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Annual Required Investment	■	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000
Current Investment	■	3,421,413	3,354,121	2,311,335	2,233,478	2,210,687	2,302,015
Deficit	■	-	-	-	-	-	-
Surplus	■	1,821,413	1,754,121	711,335	633,478	610,687	702,015
Reserve Balance	■	3,224,076	1,321,909	969,485	528,743	638,538	1,752,504



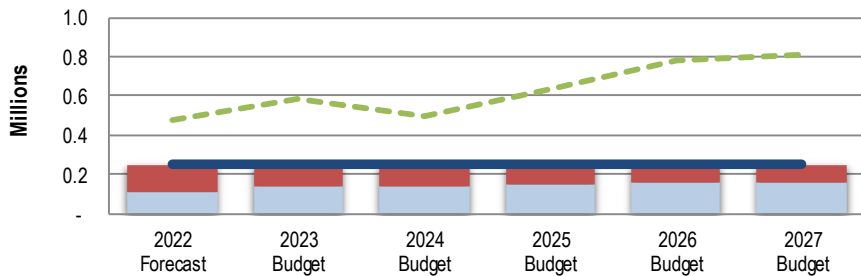
Facilities: Social Housing

	Key	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Annual Required Investment	■	1,540,000	1,540,000	1,540,000	1,540,000	1,540,000	1,540,000
Current Investment	■	896,402	1,054,715	1,065,369	1,056,302	1,064,464	1,085,263
Deficit	■	643,598	485,285	474,631	483,698	475,536	454,737
Surplus	■	-	-	-	-	-	-
Reserve Balance	■	2,911,201	1,821,131	919,500	267,244	256,708	251,871



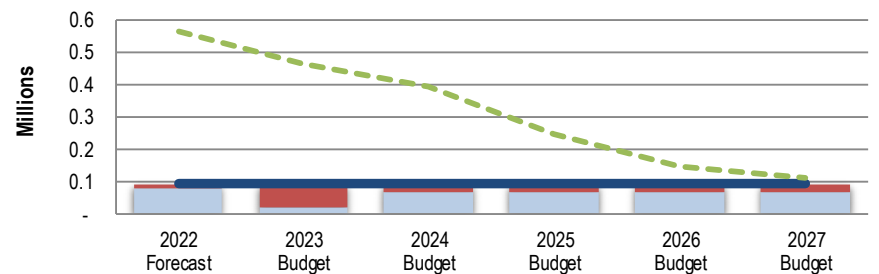
Facilities: Library

	Key	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Annual Required Investment	■	250,000	250,000	250,000	250,000	250,000	250,000
Current Investment	■	112,233	136,206	143,246	146,646	154,669	160,674
Deficit	■	137,767	113,794	106,754	103,354	95,331	89,326
Surplus	■	-	-	-	-	-	-
Reserve Balance	■	475,338	582,925	494,371	630,028	784,697	811,391



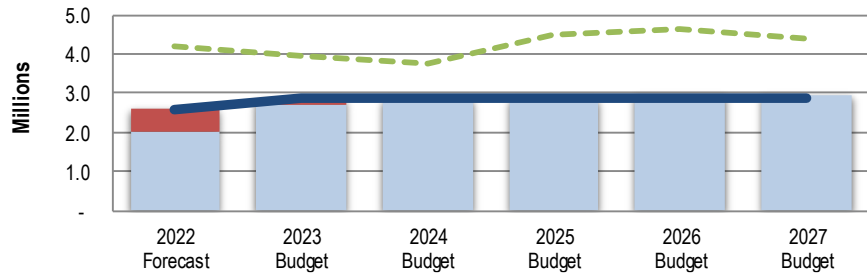
Facilities: Paramedic Services

	Key	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Annual Required Investment	■	90,000	90,000	90,000	90,000	90,000	90,000
Current Investment	■	78,693	20,167	66,219	65,107	63,422	63,770
Deficit	■	11,307	69,833	23,781	24,893	26,578	26,230
Surplus	■	-	-	-	-	-	-
Reserve Balance	■	559,625	465,027	393,746	247,286	145,708	106,878



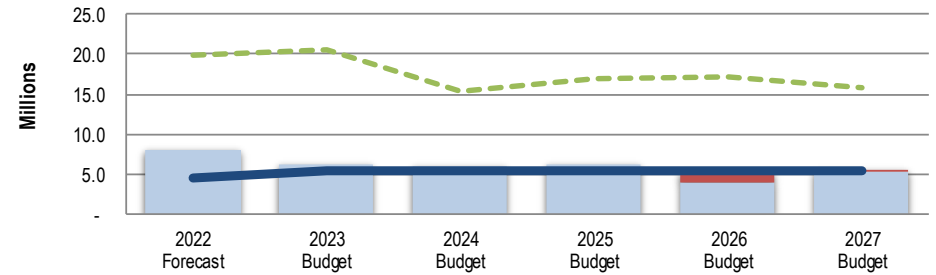
Fleet & Equipment (excluding IT and Woodingford Lodge Equipment)

	Key	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Annual Required Investment	■	2,600,000	2,850,000	2,850,000	2,850,000	2,850,000	2,850,000
Current Investment	■	1,998,683	2,715,276	2,807,472	2,850,037	2,963,028	2,943,423
Deficit	■	601,317	134,724	42,528	-	-	-
Surplus	■	-	-	-	37	113,028	93,423
Reserve Balance	■	4,216,443	3,925,050	3,737,679	4,490,616	4,635,844	4,373,867



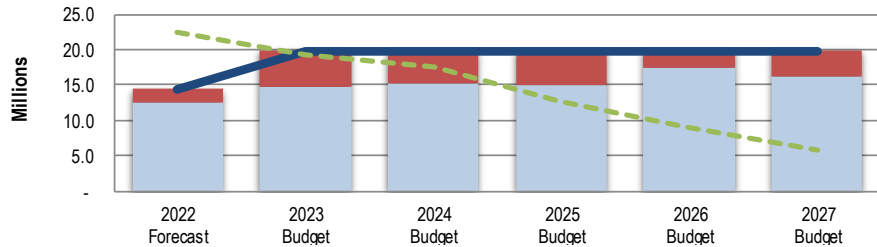
Bridges & Culverts

	Key	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Annual Required Investment	■	4,600,000	5,414,000	5,414,000	5,414,000	5,414,000	5,414,000
Current Investment	■	8,084,307	6,141,828	6,060,620	6,264,310	4,005,499	5,271,006
Deficit	■	-	-	-	-	1,408,501	142,994
Surplus	■	3,484,307	727,828	646,620	850,310	-	-
Reserve Balance	■	19,850,738	20,622,414	15,275,689	16,994,999	17,075,498	15,846,504



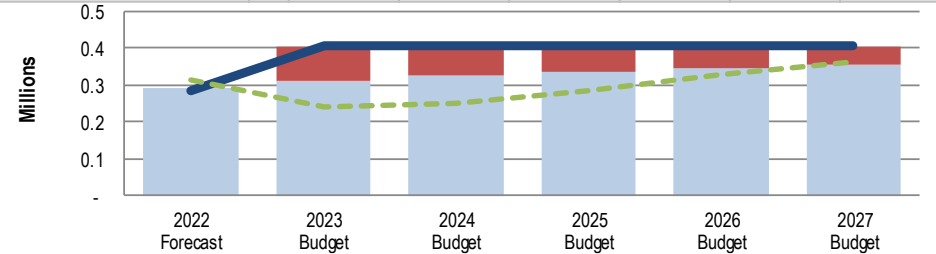
Road Network – includes facilities and stormwater

	Key	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Annual Required Investment	■	14,390,000	19,759,000	19,759,000	19,759,000	19,759,000	19,759,000
Current Investment	■	12,443,021	14,806,654	15,333,351	14,990,316	17,327,591	16,122,719
Deficit	■	1,946,979	4,952,346	4,425,649	4,768,684	2,431,409	3,636,281
Surplus	■	-	-	-	-	-	-
Reserve Balance	■	22,418,052	19,307,259	17,431,243	12,556,447	8,890,238	5,807,957



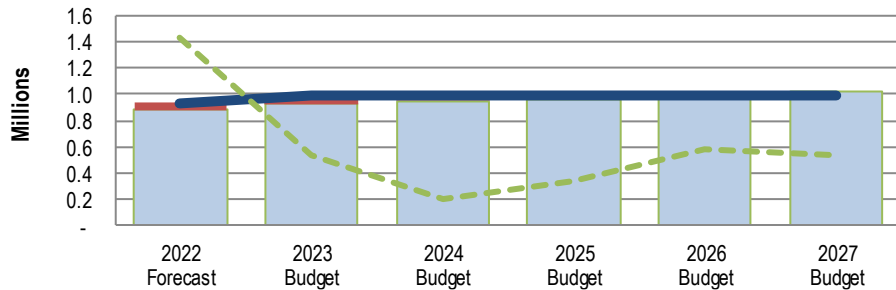
WFL Equipment

	Key	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Annual Required Investment	■	286,500	405,000	405,000	405,000	405,000	405,000
Current Investment	■	292,908	312,524	327,112	335,813	345,223	354,568
Deficit	■	-	92,476	77,888	69,187	59,777	50,432
Surplus	■	6,408	-	-	-	-	-
Reserve Balance	■	315,893	241,346	248,366	285,699	330,402	364,300



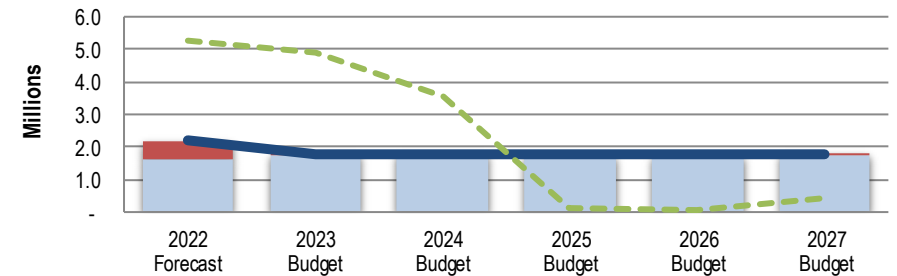
Paramedic Fleet & Equipment

	Key	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Investment	■	938,000	997,000	997,000	997,000	997,000	997,000
Current Investment	■	881,368	930,111	951,821	967,317	994,491	1,017,996
Deficit	■	56,632	66,889	45,179	29,683	2,509	-
Surplus	■	-	-	-	-	-	20,996
Reserve Balance	■	1,434,309	530,641	201,132	345,149	580,960	530,722



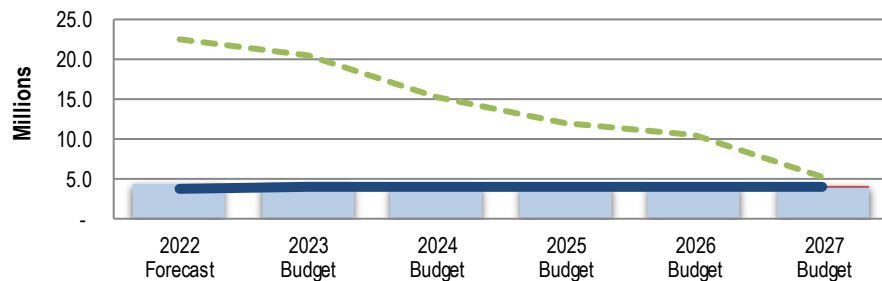
Water – Tillsonburg

	Key	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Annual Required Investment	■	2,175,000	1,756,000	1,756,000	1,756,000	1,756,000	1,756,000
Current Investment	■	1,646,398	1,740,958	1,732,998	1,694,862	1,692,892	1,734,147
Deficit	■	528,602	15,042	23,002	61,138	63,108	21,853
Surplus	■	-	-	-	-	-	-
Reserve Balance	■	5,255,964	4,884,532	3,538,215	137,629	69,388	435,006



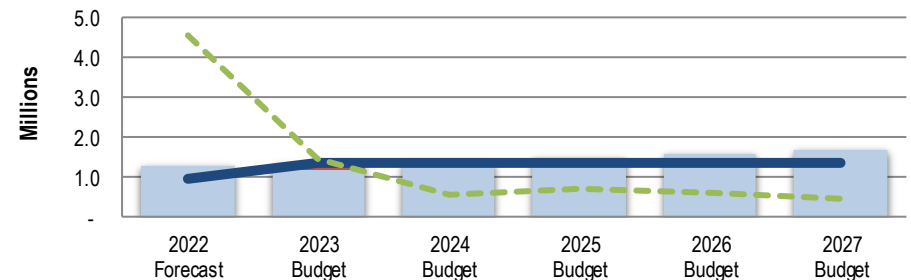
Water – Woodstock

	Key	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Annual Required Investment	■	3,750,000	3,975,000	3,975,000	3,975,000	3,975,000	3,975,000
Current Investment	■	4,211,076	4,164,894	3,980,537	3,805,878	3,804,693	3,805,588
Deficit	■	-	-	-	169,122	170,307	169,412
Surplus	■	461,076	189,894	5,537	-	-	-
Reserve Balance	■	22,391,338	20,468,122	15,077,709	11,839,033	10,441,456	5,285,401



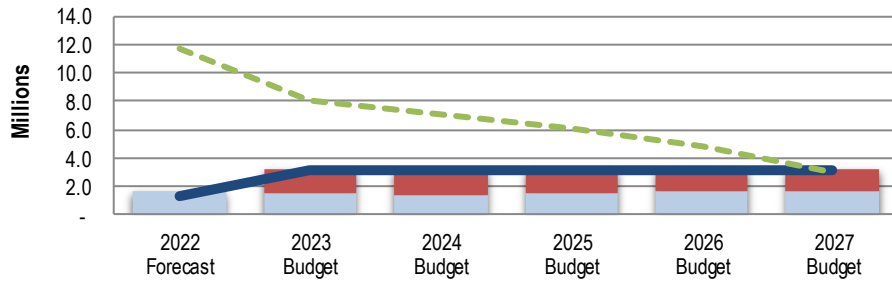
Water – Ingersoll

	Key	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Annual Required Investment	■	950,000	1,347,000	1,347,000	1,347,000	1,347,000	1,347,000
Current Investment	■	1,308,391	1,176,914	1,390,342	1,465,155	1,588,710	1,696,599
Deficit	■	-	170,086	-	-	-	-
Surplus	■	358,391	-	43,342	118,155	241,710	349,599
Reserve Balance	■	4,557,881	1,456,135	569,397	698,550	601,217	453,834



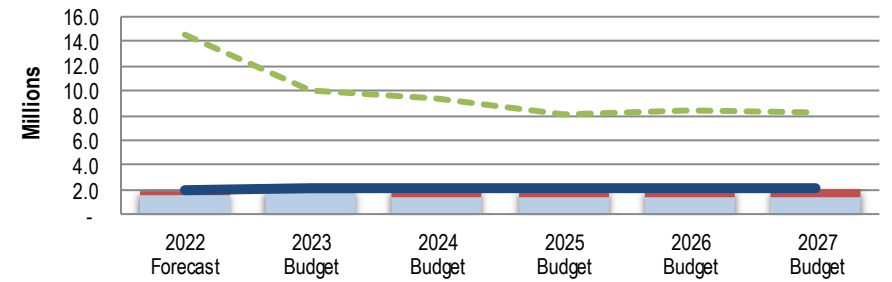
Water – Townships

	Key	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Annual Required Investment	—	1,400,000	3,168,000	3,168,000	3,168,000	3,168,000	3,168,000
Current Investment	■	1,653,462	1,478,129	1,419,553	1,557,017	1,616,708	1,638,142
Deficit	■	-	1,689,871	1,748,447	1,610,983	1,551,292	1,529,858
Surplus	■	253,462	-	-	-	-	-
Reserve Balance	■	11,759,231	8,084,880	7,136,555	6,085,576	4,879,557	3,054,861



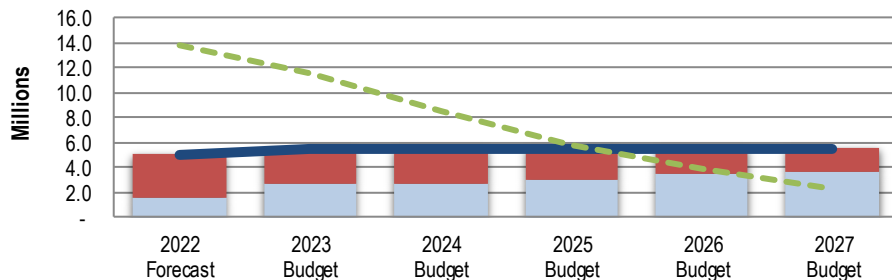
Wastewater – Tillsonburg

	Key	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Annual Required Investment	—	1,960,000	2,139,000	2,139,000	2,139,000	2,139,000	2,139,000
Current Investment	■	1,620,458	1,757,976	1,495,382	1,411,080	1,433,940	1,447,637
Deficit	■	339,542	381,024	643,618	727,920	705,060	691,363
Surplus	■	-	-	-	-	-	-
Reserve Balance	■	14,466,537	10,033,076	9,447,150	8,105,984	8,379,954	8,309,250



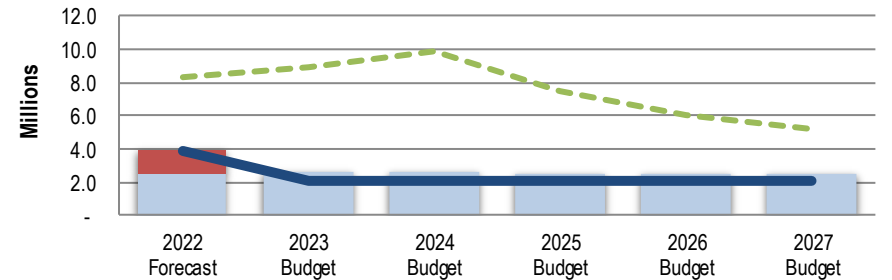
Wastewater – Woodstock

	Key	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Annual Required Investment	—	5,055,000	5,548,000	5,548,000	5,548,000	5,548,000	5,548,000
Current Investment	■	1,520,342	2,653,303	2,613,230	3,035,347	3,510,113	3,710,755
Deficit	■	3,534,658	2,894,697	2,934,770	2,512,653	2,037,887	1,837,245
Surplus	■	-	-	-	-	-	-
Reserve Balance	■	13,784,558	11,501,682	8,539,874	5,743,319	3,864,642	2,311,845



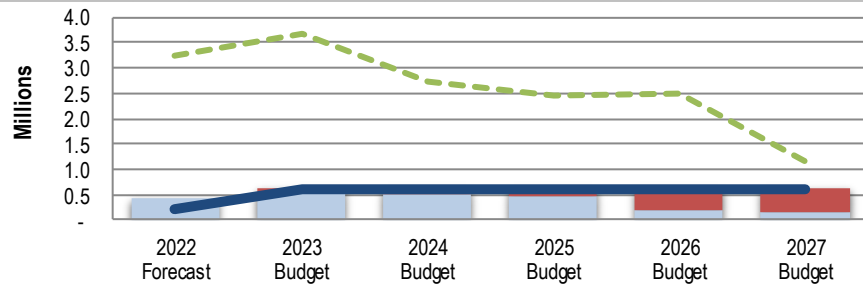
Wastewater – Ingersoll

	Key	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Annual Required Investment	—	3,930,000	2,109,000	2,109,000	2,109,000	2,109,000	2,109,000
Current Investment	■	2,444,868	2,560,422	2,590,826	2,473,174	2,492,182	2,464,153
Deficit	■	1,485,132	-	-	-	-	-
Surplus	■	-	451,422	481,826	364,174	383,182	355,153
Reserve Balance	■	8,283,318	8,879,469	9,835,434	7,493,675	6,072,418	5,251,820



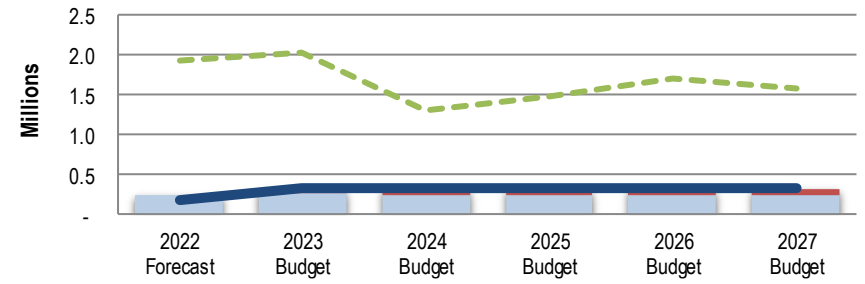
Wastewater – Norwich

	Key	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Annual Required Investment	■	220,000	612,000	612,000	612,000	612,000	612,000
Current Investment	■	430,200	530,917	513,020	488,561	182,716	162,872
Deficit	■	-	81,083	98,980	123,439	429,284	449,128
Surplus	■	210,200	-	-	-	-	-
Reserve Balance	■	3,235,739	3,651,744	2,715,691	2,450,325	2,477,501	1,140,997



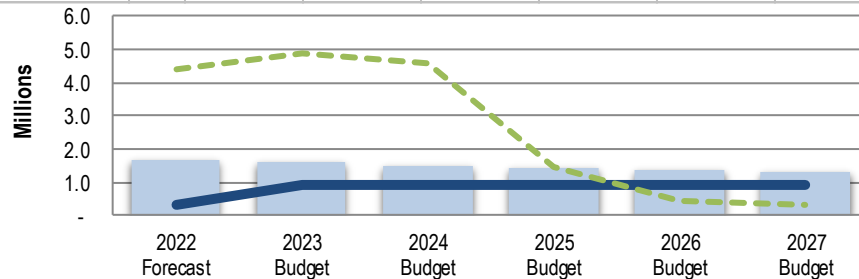
Wastewater – Plattsville

	Key	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Annual Required Investment	■	190,000	325,000	325,000	325,000	325,000	325,000
Current Investment	■	235,148	267,500	253,465	238,394	240,995	248,532
Deficit	■	-	57,501	71,535	86,606	84,005	76,468
Surplus	■	45,148	-	-	-	-	-
Reserve Balance	■	1,925,978	2,035,601	1,312,188	1,478,709	1,699,652	1,593,414



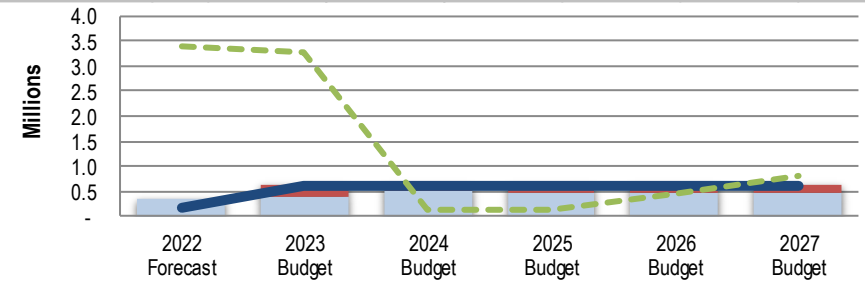
Wastewater – Tavistock

	Key	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Annual Required Investment	■	310,000	887,000	887,000	887,000	887,000	887,000
Current Investment	■	1,685,112	1,584,780	1,458,351	1,404,370	1,341,682	1,322,234
Deficit	■	-	-	-	-	-	-
Surplus	■	1,375,112	697,780	571,351	517,370	454,682	435,234
Reserve Balance	■	4,423,230	4,898,753	4,605,460	1,484,074	461,972	290,466



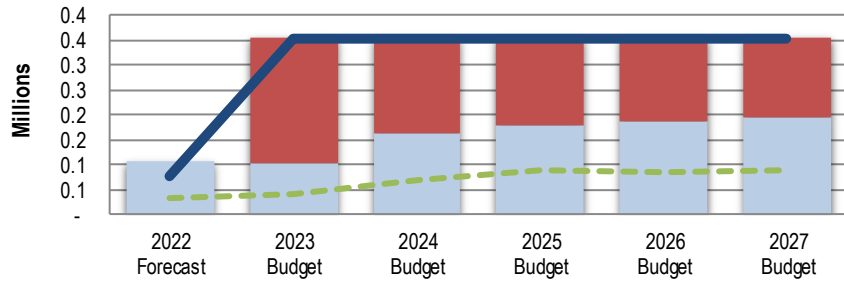
Wastewater – Thamesford

	Key	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Annual Required Investment	■	175,000	612,000	612,000	612,000	612,000	612,000
Current Investment	■	361,867	372,120	483,444	447,295	454,804	467,696
Deficit	■	-	239,880	128,556	164,705	157,196	144,304
Surplus	■	186,867	-	-	-	-	-
Reserve Balance	■	3,388,050	3,295,660	142,430	128,081	446,004	806,401



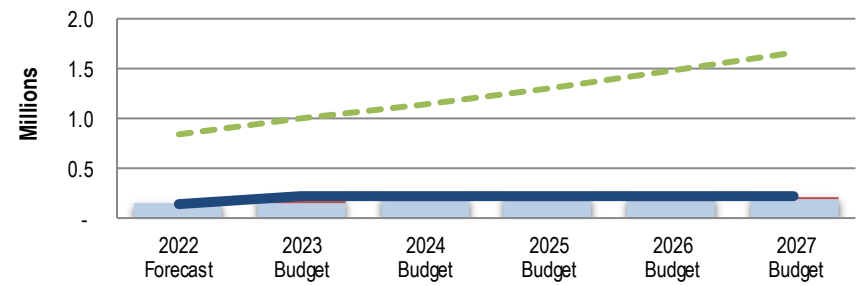
Wastewater – Drumbo

	Key	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Annual Required Investment	—	75,000	354,000	354,000	354,000	354,000	354,000
Current Investment	■	106,156	104,239	161,618	180,360	186,536	193,292
Deficit	■	-	249,761	192,382	173,640	167,464	160,708
Surplus	■	31,156	-	-	-	-	-
Reserve Balance	■	33,769	42,214	69,602	88,375	84,997	88,703



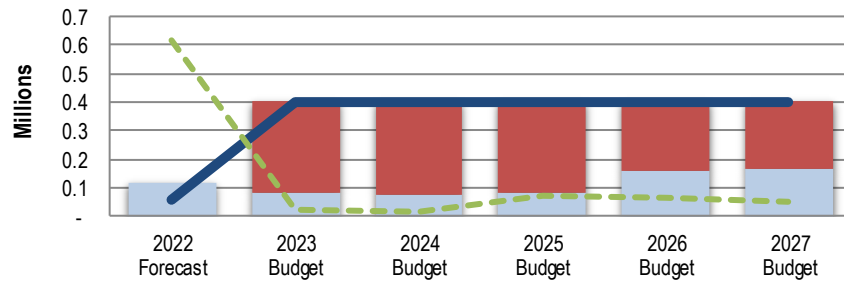
Wastewater – Embro

	Key	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Annual Required Investment	—	140,000	210,000	210,000	210,000	210,000	210,000
Current Investment	■	141,717	159,031	162,703	164,959	173,750	180,974
Deficit	■	-	50,969	47,297	45,041	36,250	29,026
Surplus	■	1,717	-	-	-	-	-
Reserve Balance	■	834,264	990,564	1,133,654	1,298,613	1,468,363	1,649,337



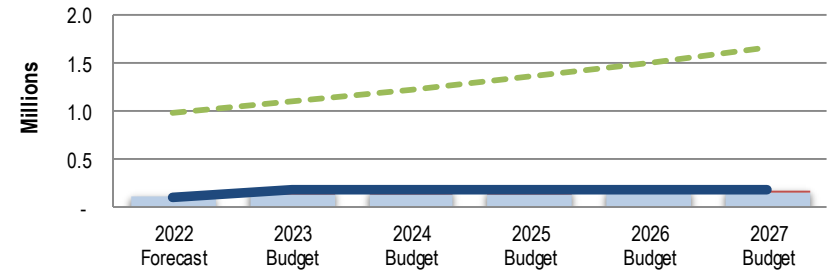
Wastewater – Mt Elgin

	Key	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Annual Required Investment	—	55,000	401,000	401,000	401,000	401,000	401,000
Current Investment	■	116,069	83,322	72,121	78,285	159,262	163,850
Deficit	■	-	317,678	328,879	322,715	241,738	237,150
Surplus	■	61,069	-	-	-	-	-
Reserve Balance	■	616,299	24,424	15,484	70,964	62,455	51,550



Wastewater – Innerkip

	Key	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Annual Required Investment	—	110,000	182,000	182,000	182,000	182,000	182,000
Current Investment	■	120,279	133,512	136,470	140,402	151,634	161,874
Deficit	■	-	48,488	45,530	41,598	30,366	20,126
Surplus	■	10,279	-	-	-	-	-
Reserve Balance	■	975,833	1,104,989	1,218,486	1,358,888	1,506,522	1,668,396



	CARRY	2023	2023		2023		W/WWW					
	FORWARD	REQUESTED	CAPITAL	UNFINANCED	FINANCED		RATES &		DC	GRANTS	DEBT	OTHER
DESCRIPTION	BUDGET (2)	BUDGET (3)	BUDGET	CAPITAL (1)	CAPITAL	TAXATION	RESERVES	RESERVES				SOURCES
HUMAN RESOURCES												
HUMAN RESOURCES												
GENERAL												
112000 HUMAN RESOURCES	-	2,000	2,000	-	2,000	2,000	-	-	-	-	-	-
TOTAL GENERAL	-	2,000	2,000	-	2,000	2,000	-	-	-	-	-	-
TOTAL HUMAN RESOURCES	-	2,000	2,000	-	2,000	2,000	-	-	-	-	-	-
TOTAL HUMAN RESOURCES	-	2,000	2,000	-	2,000	2,000	-	-	-	-	-	-
CORPORATE SERVICES												
CORPORATE SERVICES												
GENERAL												
120000 FINANCE	-	2,000	2,000	-	2,000	2,000	-	-	-	-	-	-
120100 CAPITAL PLANNING	-	2,000	2,000	-	2,000	2,000	-	-	-	-	-	-
123000 INFORMATION TECHNOLOGY	-	421,105	421,105	-	421,105	-	-	421,105	-	-	-	-
900050 ASSET MGMT SYSTEMS ENHANCEMENT	328,000	-	328,000	-	328,000	-	151,136	176,864	-	-	-	-
TOTAL GENERAL	328,000	425,105	753,105	-	753,105	4,000	151,136	597,969	-	-	-	-
TOTAL CORPORATE SERVICES	328,000	425,105	753,105	-	753,105	4,000	151,136	597,969	-	-	-	-
TOTAL CORPORATE SERVICES	328,000	425,105	753,105	-	753,105	4,000	151,136	597,969	-	-	-	-
PUBLIC WORKS												
ENGINEERING AND CONSTRUCTION												
GENERAL												
290000 CAPITAL ADMIN	-	24,000	24,000	-	24,000	24,000	-	-	-	-	-	-
900031 INFRASTRUCTURE DESIGN GUIDELNS	130,000	50,000	180,000	-	180,000	-	80,000	100,000	-	-	-	-
TOTAL GENERAL	130,000	74,000	204,000	-	204,000	24,000	80,000	100,000	-	-	-	-
TOTAL ENGINEERING AND CONSTRUCTION	130,000	74,000	204,000	-	204,000	24,000	80,000	100,000	-	-	-	-
FACILITIES												
GREEN INITIATIVES												
911006 GREEN INITIATIVES FACILITIES	-	264,600	264,600	-	264,600	-	-	264,600	-	-	-	-
911012 EV CHARGERS	-	1,405,000	1,405,000	-	1,405,000	-	60,000	1,345,000	-	-	-	-
911900 FACILITIES RENEWABLE ENERGY	-	1,326,000	1,326,000	(759,000)	567,000	-	-	21,000	-	-	546,000	-
TOTAL GREEN INITIATIVES	-	2,995,600	2,995,600	(759,000)	2,236,600	-	60,000	1,630,600	-	-	546,000	-
ADMINISTRATION BUILDINGS												
210000 FACILITIES ADMIN	-	16,500	16,500	-	16,500	-	-	16,500	-	-	-	-
210010 ADMIN BUILDING (21 REEVE)	-	84,620	84,620	-	84,620	-	-	84,620	-	-	-	-
210030 ARCHIVES (82 LIGHT)	-	16,200	16,200	-	16,200	-	-	16,200	-	-	-	-
210110 COIN TOWERS	-	57,750	57,750	-	57,750	-	-	57,750	-	-	-	-
215000 410 BULLER	-	17,500	17,500	-	17,500	-	-	17,500	-	-	-	-
911002 COURTHOUSE RENOVATIONS	30,000	17,250	47,250	-	47,250	-	-	47,250	-	-	-	-
915000 BOH - Facility	-	1,150,000	1,150,000	-	1,150,000	-	-	1,150,000	-	-	-	-
TOTAL ADMINISTRATION BUILDINGS	30,000	1,359,820	1,389,820	-	1,389,820	-	-	1,389,820	-	-	-	-
TOTAL FACILITIES	30,000	4,355,420	4,385,420	(759,000)	3,626,420	-	60,000	3,020,420	-	-	546,000	-
FLEET												

DESCRIPTION	CARRY	2023	2023	UNFINANCED	2023	TAXATION	W/WW	RESERVES	RESERVES	DC	GRANTS	DEBT	OTHER
	FORWARD	REQUESTED	CAPITAL		FINANCED		RATES &						
	BUDGET (2)	BUDGET (3)	BUDGET	CAPITAL (1)	CAPITAL								
FLEET													
220110 F - VAN	-	68,200	68,200	-	68,200	-	-	-	68,200	-	-	-	-
220326 R - H - PICKUP	59,500	-	59,500	-	59,500	-	-	-	59,500	-	-	-	-
220335 R - H - TRUCK	73,300	-	73,300	-	73,300	-	-	-	73,300	-	-	-	-
220338 R - W - PICKUP	59,500	-	59,500	-	59,500	-	-	-	59,500	-	-	-	-
220339 R - S - PICKUP	-	84,600	84,600	-	84,600	-	-	-	84,600	-	-	-	-
220344 R - S - TRUCK	73,300	-	73,300	-	73,300	-	-	-	73,300	-	-	-	-
220346 R - D - TRUCK	73,300	-	73,300	-	73,300	-	-	-	73,300	-	-	-	-
220350 R - D - PICKUP	59,500	-	59,500	-	59,500	-	-	-	59,500	-	-	-	-
220351 R - W - TRUCK	73,300	-	73,300	-	73,300	-	-	-	73,300	-	-	-	-
220360 R - H - TANDEM	-	425,500	425,500	-	425,500	-	-	-	425,500	-	-	-	-
220374 R - H - TANDEM	401,000	-	401,000	-	401,000	-	-	-	401,000	-	-	-	-
220386 R - S - TANDEM	-	425,550	425,550	-	425,550	-	-	-	425,550	-	-	-	-
220391 R - W - TANDEM	420,000	-	420,000	-	420,000	-	-	-	420,000	-	-	-	-
220522 WW - PICKUP	59,300	-	59,300	-	59,300	-	-	-	59,300	-	-	-	-
220523 WW - PICKUP	59,300	-	59,300	-	59,300	-	-	-	59,300	-	-	-	-
220570 WW - VAN	-	78,900	78,900	-	78,900	-	-	-	78,900	-	-	-	-
220637 W - PICKUP	-	120,000	120,000	-	120,000	-	-	-	120,000	-	-	-	-
220638 W - PICKUP	-	110,000	110,000	-	110,000	-	-	-	110,000	-	-	-	-
220655 W - PICKUP	-	85,500	85,500	-	85,500	-	-	-	85,500	-	-	-	-
220656 W - PICKUP	-	85,900	85,900	-	85,900	-	-	-	85,900	-	-	-	-
220723 L - COMPACTOR 826h	-	50,000	50,000	-	50,000	-	-	-	50,000	-	-	-	-
220744 L - TRUCK	199,000	-	199,000	-	199,000	-	-	-	199,000	-	-	-	-
220752 L - PICKUP	-	37,700	37,700	-	37,700	-	-	-	37,700	-	-	-	-
TOTAL FLEET	1,610,300	1,571,850	3,182,150	-	3,182,150	-	-	-	3,182,150	-	-	-	-
TOTAL FLEET	1,610,300	1,571,850	3,182,150	-	3,182,150	-	-	-	3,182,150	-	-	-	-
TRANSPORTATION SERVICES													
GENERAL													
230000 ROADS ADMIN	-	1,500	1,500	-	1,500	-	-	-	1,500	-	-	-	-
TOTAL GENERAL	-	1,500	1,500	-	1,500	-	-	-	1,500	-	-	-	-
FACILITIES													
213010 HIGHLAND YARD FAC	-	86,200	86,200	-	86,200	-	-	-	86,200	-	-	-	-
213020 SPRINGFORD YARD FAC	50,000	200,000	250,000	-	250,000	-	-	-	250,000	-	-	-	-
213030 WOODSTOCK YARD FAC	21,000	-	21,000	-	21,000	-	-	-	21,000	-	-	-	-
TOTAL FACILITIES	71,000	286,200	357,200	-	357,200	-	-	-	357,200	-	-	-	-
ROAD NETWORK													
930000 TRANSPORTATION MASTER PLAN	-	130,000	130,000	-	130,000	-	-	-	32,500	97,500	-	-	-
930004 CR 4	15,000	15,000	30,000	-	30,000	-	-	-	-	30,000	-	-	-
930008 CR 8	-	225,000	225,000	-	225,000	-	-	-	-	225,000	-	-	-
930009 CR 9	75,000	-	75,000	-	75,000	-	-	-	75,000	-	-	-	-
930015 CR 15	-	20,000	20,000	-	20,000	-	-	-	20,000	-	-	-	-

DESCRIPTION	CARRY	2023	2023	UNFINANCED	2023	TAXATION	W/WW	RESERVES	RESERVES	DC	GRANTS	DEBT	OTHER
	FORWARD	REQUESTED	CAPITAL		FINANCED		RATES &						SOURCES
	BUDGET (2)	BUDGET (3)	BUDGET	CAPITAL (1)	CAPITAL								
930016 CR 16	50,000	-	50,000	-	50,000	-	-	-	25,000	25,000	-	-	-
930019 CR 19	34,000	500,000	534,000	-	534,000	-	-	-	534,000	-	-	-	-
930029 CR 29	-	2,000,000	2,000,000	-	2,000,000	-	-	-	100,000	-	1,900,000	-	-
930035 CR 35	-	100,000	100,000	-	100,000	-	-	-	100,000	-	-	-	-
930054 CR 54	-	300,000	300,000	-	300,000	-	-	-	300,000	-	-	-	-
930059 CR 59	-	2,410,000	2,410,000	-	2,410,000	-	-	-	125,000	-	2,185,000	-	100,000
930070 GUIDE RAILS	-	320,000	320,000	-	320,000	-	-	-	320,000	-	-	-	-
930073 DC TECHNICAL STUDY RDS	-	75,000	75,000	-	75,000	-	-	-	-	75,000	-	-	-
930076 PEDESTRIAN CROSSINGS	-	250,000	250,000	-	250,000	-	-	-	250,000	-	-	-	-
930077 INTERSECTION UPGRADES	-	495,000	495,000	-	495,000	-	-	-	495,000	-	-	-	-
930078 INTERSECTION ILLUMINATION	-	55,000	55,000	-	55,000	-	-	-	55,000	-	-	-	-
930079 CYCLING INFRASTRUCTURE	-	50,000	50,000	-	50,000	-	-	-	50,000	-	-	-	-
930080 RETAINING WALLS	-	30,000	30,000	-	30,000	-	-	-	30,000	-	-	-	-
930099 REHAB & RESURFACING	-	4,800,000	4,800,000	-	4,800,000	-	-	-	2,850,000	-	950,000	-	1,000,000
930102 CRACK SEALING	-	200,000	200,000	-	200,000	-	-	-	100,000	-	-	-	100,000
930150 URBANIZATION	-	100,000	100,000	-	100,000	-	-	-	50,000	50,000	-	-	-
930300 TRAFFIC SIGNALS	20,000	1,295,000	1,315,000	-	1,315,000	-	-	-	1,065,000	250,000	-	-	-
930301 TRAFFIC - TRAFFIC CALMING	-	150,000	150,000	-	150,000	-	-	-	150,000	-	-	-	-
TOTAL ROAD NETWORK	194,000	13,520,000	13,714,000	-	13,714,000	-	-	-	6,726,500	752,500	5,035,000	-	1,200,000
STORM NETWORK													
930115 DRAIN IMPROV	-	200,000	200,000	-	200,000	-	-	-	200,000	-	-	-	-
930116 PRINCETON DRAIN	500,000	750,000	1,250,000	-	1,250,000	-	-	-	1,250,000	-	-	-	-
930197 STRIK DRAIN	-	85,000	85,000	-	85,000	-	-	-	85,000	-	-	-	-
930198 URBAN STORM SEWER	-	460,000	460,000	-	460,000	-	-	-	460,000	-	-	-	-
930199 RURAL STORM SEWER	-	3,110,000	3,110,000	-	3,110,000	-	-	-	1,377,000	-	1,733,000	-	-
TOTAL STORM NETWORK	500,000	4,605,000	5,105,000	-	5,105,000	-	-	-	3,372,000	-	1,733,000	-	-
TRAILS													
900014 TRAILS	81,000	-	81,000	-	81,000	-	-	-	81,000	-	-	-	-
900027 CORRIDOR FENCING	32,000	-	32,000	-	32,000	-	-	-	32,000	-	-	-	-
TOTAL TRAILS	113,000	-	113,000	-	113,000	-	-	-	113,000	-	-	-	-
BRIDGES AND CULVERTS													
930200 BRIDGE REHAB	250,000	6,080,000	6,330,000	-	6,330,000	-	-	-	3,430,000	-	1,900,000	-	1,000,000
TOTAL BRIDGES AND CULVERTS	250,000	6,080,000	6,330,000	-	6,330,000	-	-	-	3,430,000	-	1,900,000	-	1,000,000
TOTAL TRANSPORTATION SERVICES	1,128,000	24,492,700	25,620,700	-	25,620,700	-	-	-	14,000,200	752,500	8,668,000	-	2,200,000
WASTE MANAGEMENT													
GENERAL													
280000 WASTE MGMT	-	126,100	126,100	-	126,100	7,600	-	-	118,500	-	-	-	-
283000 WASTE MGMT - TILLSONBURG	-	50,500	50,500	-	50,500	-	-	-	50,500	-	-	-	-
918700 LANDFILL SOUTH OPERATING AREA	-	10,000	10,000	-	10,000	-	-	-	10,000	-	-	-	-
TOTAL GENERAL	-	186,600	186,600	-	186,600	7,600	-	-	179,000	-	-	-	-
FACILITIES													

DESCRIPTION	CARRY	2023	2023	UNFINANCED	2023	TAXATION	W/WW	RESERVES	RESERVES	DC	GRANTS	DEBT	OTHER
	FORWARD	REQUESTED	CAPITAL		FINANCED		RATES &						
	BUDGET (2)	BUDGET (3)	BUDGET	CAPITAL (1)	CAPITAL								
218700 SALFORD LF BLDGS	-	10,500	10,500	-	10,500	-	-	10,500	-	-	-	-	-
911800 SALFORD LANDFILL FACILITIES	180,000	1,501,500	1,681,500	-	1,681,500	-	-	1,681,500	-	-	-	-	-
TOTAL FACILITIES	180,000	1,512,000	1,692,000	-	1,692,000	-	-	1,692,000	-	-	-	-	-
TOTAL WASTE MANAGEMENT	180,000	1,698,600	1,878,600	-	1,878,600	7,600	-	1,871,000	-	-	-	-	-
TOTAL PUBLIC WORKS	3,078,300	32,192,570	35,270,870	(759,000)	34,511,870	31,600	140,000	22,173,770	752,500	8,668,000	546,000	2,200,000	
WOODINGFORD LODGE													
WOODINGFORD LODGE													
GENERAL													
391000 WFL - WOODSTOCK	-	828,265	828,265	-	828,265	28,000	-	778,925	-	21,340	-	-	-
392000 WFL - INGERSOLL	-	328,328	328,328	-	328,328	11,500	-	302,450	-	14,378	-	-	-
393000 WFL - TILLSONBURG	-	371,324	371,324	-	371,324	11,500	-	345,446	-	14,378	-	-	-
TOTAL GENERAL	-	1,527,917	1,527,917	-	1,527,917	51,000	-	1,426,821	-	50,096	-	-	-
TOTAL WOODINGFORD LODGE	-	1,527,917	1,527,917	-	1,527,917	51,000	-	1,426,821	-	50,096	-	-	-
TOTAL WOODINGFORD LODGE	-	1,527,917	1,527,917	-	1,527,917	51,000	-	1,426,821	-	50,096	-	-	-
HUMAN SERVICES													
HOUSING													
SOCIAL HOUSING FACILITIES													
360000 H.S.I. SHELTER	-	35,400	35,400	-	35,400	-	-	35,400	-	-	-	-	-
360425 HSG - 16 GEORGE	-	15,750	15,750	-	15,750	-	-	15,750	-	-	-	-	-
360440 HSG - 111 BROCK	-	25,200	25,200	-	25,200	-	-	25,200	-	-	-	-	-
360451 HSG - 235 THAMES	-	126,500	126,500	-	126,500	-	-	126,500	-	-	-	-	-
360454 HSG - 178 EARL	-	670,000	670,000	-	670,000	-	-	670,000	-	-	-	-	-
360455 HSG - 135 CARROLL	42,000	227,000	269,000	-	269,000	-	-	269,000	-	-	-	-	-
360462 HSG - 174 LISGAR	-	73,500	73,500	-	73,500	-	-	73,500	-	-	-	-	-
360463 HSG - 215 LISGAR	30,000	1,500	31,500	-	31,500	-	-	31,500	-	-	-	-	-
360464 HSG - EARLE	32,000	48,850	80,850	-	80,850	-	-	80,850	-	-	-	-	-
360465 HSG - VERNA	-	94,500	94,500	-	94,500	-	-	94,500	-	-	-	-	-
360470 HSG - PAVEY/ALICE	-	15,750	15,750	-	15,750	-	-	15,750	-	-	-	-	-
360471 HSG - JAMES	-	126,000	126,000	-	126,000	-	-	126,000	-	-	-	-	-
360472 HSG - 816 ALICE	-	61,950	61,950	-	61,950	-	-	61,950	-	-	-	-	-
360473 HSG - CROSS PL	-	26,250	26,250	-	26,250	-	-	26,250	-	-	-	-	-
360474 HSG - KARN	-	63,000	63,000	-	63,000	-	-	63,000	-	-	-	-	-
360475 HSG - 742 PAVEY	-	40,425	40,425	-	40,425	-	-	40,425	-	-	-	-	-
360476 HSG - 82 FINKLE	-	20,600	20,600	-	20,600	-	-	20,600	-	-	-	-	-
360477 HSG - 161 FYFE	-	219,660	219,660	-	219,660	-	-	219,660	-	-	-	-	-
360478 HSG - 738 PARKINSON	25,000	45,200	70,200	-	70,200	-	-	70,200	-	-	-	-	-
361050 AHP - 385/387 DUNDAS ST	-	63,050	63,050	-	63,050	-	-	63,050	-	-	-	-	-
TOTAL SOCIAL HOUSING FACILITIES	129,000	2,000,085	2,129,085	-	2,129,085	-	-	2,129,085	-	-	-	-	-
TOTAL HOUSING	129,000	2,000,085	2,129,085	-	2,129,085	-	-	2,129,085	-	-	-	-	-
TOTAL HUMAN SERVICES	129,000	2,000,085	2,129,085	-	2,129,085	-	-	2,129,085	-	-	-	-	-
PARAMEDIC SERVICES													

	CARRY	2023	2023		2023		W/WW					
	FORWARD	REQUESTED	CAPITAL	UNFINANCED	FINANCED		RATES &					OTHER
DESCRIPTION	BUDGET (2)	BUDGET (3)	BUDGET	CAPITAL (1)	CAPITAL	TAXATION	RESERVES	RESERVES	DC	GRANTS	DEBT	SOURCES
PARAMEDIC SERVICES												
GENERAL												
510000 PARAMEDIC SERVICES	651,600	1,187,179	1,838,779	-	1,838,779	5,000	-	1,833,779	-	-	-	-
TOTAL GENERAL	651,600	1,187,179	1,838,779	-	1,838,779	5,000	-	1,833,779	-	-	-	-
FACILITIES												
915010 EMS MILL ST	-	14,000	14,000	-	14,000	-	-	14,000	-	-	-	-
915030 EMS 162 CARNEGIE ING	-	15,750	15,750	-	15,750	-	-	15,750	-	-	-	-
915040 EMS 81 KING TBURG	-	21,000	21,000	-	21,000	-	-	21,000	-	-	-	-
TOTAL FACILITIES	-	50,750	50,750	-	50,750	-	-	50,750	-	-	-	-
TOTAL PARAMEDIC SERVICES	651,600	1,237,929	1,889,529	-	1,889,529	5,000	-	1,884,529	-	-	-	-
TOTAL PARAMEDIC SERVICES	651,600	1,237,929	1,889,529	-	1,889,529	5,000	-	1,884,529	-	-	-	-
PLANNING												
PLANNING												
GENERAL												
400000 PLANNING	-	4,000	4,000	-	4,000	4,000	-	-	-	-	-	-
TOTAL GENERAL	-	4,000	4,000	-	4,000	4,000	-	-	-	-	-	-
TOTAL PLANNING	-	4,000	4,000	-	4,000	4,000	-	-	-	-	-	-
TOTAL PLANNING	-	4,000	4,000	-	4,000	4,000	-	-	-	-	-	-
LIBRARY												
LIBRARY												
GENERAL												
600000 LIBRARY ADMINISTRATION	-	20,000	20,000	-	20,000	20,000	-	-	-	-	-	-
610000 SPECIAL PROGRAMS	-	24,000	24,000	-	24,000	-	-	24,000	-	-	-	-
TOTAL GENERAL	-	44,000	44,000	-	44,000	20,000	-	24,000	-	-	-	-
FACILITIES												
916040 OCL ING	-	5,250	5,250	-	5,250	-	-	5,250	-	-	-	-
916060 Norwich Library	-	24,150	24,150	-	24,150	-	-	24,150	-	-	-	-
TOTAL FACILITIES	-	29,400	29,400	-	29,400	-	-	29,400	-	-	-	-
TOTAL LIBRARY	-	73,400	73,400	-	73,400	20,000	-	53,400	-	-	-	-
TOTAL LIBRARY	-	73,400	73,400	-	73,400	20,000	-	53,400	-	-	-	-
WATER & WASTEWATER												
WATER & WASTEWATER GENERAL												
GREEN INITIATIVES												
911008 GREEN INITIATIVES WASTEWATER	-	20,000	20,000	-	20,000	-	20,000	-	-	-	-	-
TOTAL GREEN INITIATIVES	-	20,000	20,000	-	20,000	-	20,000	-	-	-	-	-
GENERAL												
250000 WW GENERAL	-	157,250	157,250	-	157,250	-	157,250	-	-	-	-	-
260000 WATER GENERAL	-	136,000	136,000	-	136,000	-	136,000	-	-	-	-	-
900016 SCADA MASTER PLAN	-	2,208,000	2,208,000	-	2,208,000	-	1,910,827	-	297,173	-	-	-
900018 WATER MODEL	15,000	-	15,000	-	15,000	-	3,750	-	11,250	-	-	-
900025 WWW MASTER PLAN	-	140,000	140,000	-	140,000	-	34,998	-	105,002	-	-	-

DESCRIPTION	CARRY	2023	2023	UNFINANCED CAPITAL (1)	2023	TAXATION	W/WW	RESERVES	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES
	FORWARD BUDGET (2)	REQUESTED BUDGET (3)	CAPITAL BUDGET		FINANCED CAPITAL		RATES &						
900026 DC TECHNICAL STUDY W/WW	-	75,000	75,000	-	75,000	-	233	-	-	74,767	-	-	-
900034 WASTEWATER MODEL	-	45,000	45,000	-	45,000	-	45,000	-	-	-	-	-	-
TOTAL GENERAL	15,000	2,761,250	2,776,250	-	2,776,250	-	2,288,058	-	-	488,192	-	-	-
TOTAL WATER & WASTEWATER GENERAL	15,000	2,781,250	2,796,250	-	2,796,250	-	2,308,058	-	-	488,192	-	-	-
WASTEWATER SYSTEMS													
WOODSTOCK - WW													
250100 WW WDSK	-	239,300	239,300	-	239,300	-	239,300	-	-	-	-	-	-
911280 WDSTK - WW FACILITIES - T	-	148,050	148,050	-	148,050	-	148,050	-	-	-	-	-	-
950151 WDSK - PATTULLO INDUSTRIAL PRK	110,000	2,456,500	2,566,500	(2,278,500)	288,000	-	288,000	-	-	-	-	-	-
950158 WDSTK - CITY PROJECTS	-	2,458,000	2,458,000	-	2,458,000	-	2,458,000	-	-	-	-	-	-
950163 WDSTK - LANSDOWNE PS	155,000	-	155,000	-	155,000	-	-	-	-	155,000	-	-	-
950165 WDSTK - SANITARY OVERSIZING	-	60,000	60,000	-	60,000	-	-	-	-	60,000	-	-	-
950172 WDSTK - N TRUNK SEWER I/I	64,000	15,000	79,000	-	79,000	-	65,866	-	-	13,134	-	-	-
950174 WDSTK - LINEAR R/R CR PROJ	-	560,000	560,000	-	560,000	-	560,000	-	-	-	-	-	-
TOTAL WOODSTOCK - WW	329,000	5,936,850	6,265,850	(2,278,500)	3,987,350	-	3,759,216	-	-	228,134	-	-	-
TILLSONBURG - WW													
250200 WW TBURG	-	45,000	45,000	-	45,000	-	45,000	-	-	-	-	-	-
911281 TBURG - WW FACILITIES - T	-	45,000	45,000	-	45,000	-	45,000	-	-	-	-	-	-
950200 TBURG - WWTP PHASE 1 UPGRADE	-	6,415,000	6,415,000	-	6,415,000	-	5,153,169	-	-	1,261,831	-	-	-
950226 TBURG - TOWN PROJECTS	-	687,000	687,000	-	687,000	-	687,000	-	-	-	-	-	-
TOTAL TILLSONBURG - WW	-	7,192,000	7,192,000	-	7,192,000	-	5,930,169	-	-	1,261,831	-	-	-
INGERSOLL - WW													
250300 WW INGERSOLL	-	96,400	96,400	-	96,400	-	96,400	-	-	-	-	-	-
911282 ING - WW FACILITIES - T	-	115,320	115,320	-	115,320	-	115,320	-	-	-	-	-	-
950330 ING - TOWN PROJECTS	-	787,000	787,000	-	787,000	-	787,000	-	-	-	-	-	-
950332 ING-RELINING	-	550,000	550,000	-	550,000	-	550,000	-	-	-	-	-	-
950336 ING - SW INDUSTRIAL PARK	-	100,000	100,000	-	100,000	-	100,000	-	-	-	-	-	-
TOTAL INGERSOLL - WW	-	1,648,720	1,648,720	-	1,648,720	-	1,648,720	-	-	-	-	-	-
NORWICH - WW													
250400 WW NORWICH	-	13,000	13,000	-	13,000	-	13,000	-	-	-	-	-	-
950412 NOR-LAGOON EXPANSION	595,000	-	595,000	-	595,000	-	-	-	-	595,000	-	-	-
950450 NOR - SANITARY REPLACEMENTS	-	50,000	50,000	-	50,000	-	50,000	-	-	-	-	-	-
TOTAL NORWICH - WW	595,000	63,000	658,000	-	658,000	-	63,000	-	-	595,000	-	-	-
TAVISTOCK - WW													
250500 WW TAVISTOCK	-	95,000	95,000	-	95,000	-	95,000	-	-	-	-	-	-
950504 TAV - WWTP EXPANSION/UPGRADE	-	250,000	250,000	-	250,000	-	250,000	-	-	-	-	-	-
950513 TAV - WILLIAM SPS REHAB	100,000	20,000	120,000	-	120,000	-	120,000	-	-	-	-	-	-
950550 TAV - SANITARY REPLACEMENTS	-	50,000	50,000	-	50,000	-	50,000	-	-	-	-	-	-
TOTAL TAVISTOCK - WW	100,000	415,000	515,000	-	515,000	-	515,000	-	-	-	-	-	-
PLATTSVILLE - WW													
250600 WW PLATTSVILLE	-	7,000	7,000	-	7,000	-	7,000	-	-	-	-	-	-

DESCRIPTION	CARRY	2023	2023	UNFINANCED CAPITAL (1)	2023	TAXATION	W/WW	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES
	FORWARD BUDGET (2)	REQUESTED BUDGET (3)	CAPITAL BUDGET		FINANCED CAPITAL		RATES & RESERVES					
950607 PLAT - BIOSOLIDS CLEAN-OUT	-	27,000	27,000	-	27,000	-	27,000	-	-	-	-	-
TOTAL PLATTSVILLE - WW	-	34,000	34,000	-	34,000	-	34,000	-	-	-	-	-
THAMESFORD - WW												
250700 WW THAMESFORD	-	27,400	27,400	-	27,400	-	27,400	-	-	-	-	-
911286 THAMES - WW FACILITIES - T	-	3,300	3,300	-	3,300	-	3,300	-	-	-	-	-
950718 THAMES - WWTP PRETREATMENT/SCR	200,000	135,000	335,000	-	335,000	-	335,000	-	-	-	-	-
TOTAL THAMESFORD - WW	200,000	165,700	365,700	-	365,700	-	365,700	-	-	-	-	-
DRUMBO - WW												
250800 WW DRUMBO	-	10,000	10,000	-	10,000	-	10,000	-	-	-	-	-
950807 DRUMBO - STANDBY POWER	10,000	10,000	20,000	-	20,000	-	20,000	-	-	-	-	-
950810 DRUMBO - WWTP CAPACITY EXP	1,610,000	725,000	2,335,000	(2,257,310)	77,690	-	50,000	-	27,690	-	-	-
TOTAL DRUMBO - WW	1,620,000	745,000	2,365,000	(2,257,310)	107,690	-	80,000	-	27,690	-	-	-
MT ELGIN - WW												
950905 MT ELGIN - WWTP CAPACITY EXP	-	1,200,000	1,200,000	(550,000)	650,000	-	650,000	-	-	-	-	-
TOTAL MT ELGIN - WW	-	1,200,000	1,200,000	(550,000)	650,000	-	650,000	-	-	-	-	-
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
TOTAL INNERKIP - WW	-	-	-	75,000	75,000	-	-	-	-	-	-	75,000
TOTAL WASTEWATER SYSTEMS	2,844,000	17,400,270	20,244,270	(4,948,310)	15,295,960	-	13,045,805	-	2,112,655	-	-	137,500
WATER SYSTEMS												
WOODSTOCK - W												
260100 WATER WOODSTOCK	-	84,000	84,000	-	84,000	-	84,000	-	-	-	-	-
911261 WDSTK - WATER FAC - T	-	137,120	137,120	-	137,120	-	137,120	-	-	-	-	-
911265 WDSTK - WATER FAC - D	-	27,970	27,970	-	27,970	-	27,970	-	-	-	-	-
960105 WDSTK - UV UPGRADE	-	675,000	675,000	-	675,000	-	675,000	-	-	-	-	-
960141 WDSTK - CITY PROJECTS	-	2,380,000	2,380,000	-	2,380,000	-	2,380,000	-	-	-	-	-
960149 WDSTK - CITY PROJ OVERSIZING	-	395,000	395,000	-	395,000	-	-	-	395,000	-	-	-
960152 WDSTK - THORNTON WELLFIELD	-	175,000	175,000	-	175,000	-	175,000	-	-	-	-	-
960153 WDSTCK - LINEAR R/R CR PROJ	-	800,000	800,000	-	800,000	-	800,000	-	-	-	-	-
960154 WDSTK - BOWERHILL BPS	-	250,000	250,000	-	250,000	-	250,000	-	-	-	-	-
960156 WDSK - PATTULLO INDUSTRIAL PRK	90,000	182,000	272,000	-	272,000	-	272,000	-	-	-	-	-
960159 WDSTK - THORNTON FEEDERMN REPL	350,000	-	350,000	-	350,000	-	350,000	-	-	-	-	-
960170 WDSTK -CR4 & Lansdowne WM	-	-	-	4,462,000	4,462,000	-	-	-	320,000	-	4,142,000	-
960171 WDSTK - CR17 WATERMAIN	-	-	-	4,000,000	4,000,000	-	-	-	-	-	4,000,000	-
TOTAL WOODSTOCK - W	440,000	5,106,090	5,546,090	8,462,000	14,008,090	-	5,151,090	-	715,000	-	8,142,000	-
TILLSONBURG - W												
260200 WATER TILLSONBURG	35,000	356,000	391,000	-	391,000	-	391,000	-	-	-	-	-
911262 TBURG - WATER FACILITIES - T	-	12,130	12,130	-	12,130	-	12,130	-	-	-	-	-

	CARRY	2023	2023		2023		W/WW					
	FORWARD	REQUESTED	CAPITAL	UNFINANCED	FINANCED		RATES &		DC	GRANTS	DEBT	OTHER
DESCRIPTION	BUDGET (2)	BUDGET (3)	BUDGET	CAPITAL (1)	CAPITAL	TAXATION	RESERVES	RESERVES				SOURCES
960200 TBURG - WELL 7A	65,000	130,000	195,000	-	195,000	-	195,000	-	-	-	-	-
960201 TBURG - WELL 3 UPGRADE	90,000	25,000	115,000	-	115,000	-	115,000	-	-	-	-	-
960207 TBURG-GRNDWTR MODEL	-	175,000	175,000	-	175,000	-	175,000	-	-	-	-	-
960208 TBURG - UV UPGRADE	-	270,000	270,000	-	270,000	-	270,000	-	-	-	-	-
960214 TBURG - BOOSTED PRESSURE	-	300,000	300,000	-	300,000	-	300,000	-	-	-	-	-
960235 TBURG - TOWN PROJECTS	-	384,000	384,000	-	384,000	-	384,000	-	-	-	-	-
960243 TBURG - STANDBY POWER	-	15,000	15,000	-	15,000	-	15,000	-	-	-	-	-
960249 TBURG - TOWN PROJ OVERSIZING	-	50,000	50,000	-	50,000	-	50,000	-	-	-	-	-
TOTAL TILLSONBURG - W	190,000	1,717,130	1,907,130	-	1,907,130	-	1,907,130	-	-	-	-	-
INGERSOLL - W												
260300 WATER INGERSOLL	150,000	6,000	156,000	-	156,000	-	156,000	-	-	-	-	-
911267 WATER INGERSOLL FACILITIES - D	-	30,000	30,000	-	30,000	-	30,000	-	-	-	-	-
911272 WATER INGERSOLL FACILITIES - T	-	6,300	6,300	-	6,300	-	6,300	-	-	-	-	-
960307 ING - GROUNDWATER MODEL	-	200,000	200,000	-	200,000	-	200,000	-	-	-	-	-
960309 ING - WELL 7 UPGRADE	-	350,000	350,000	-	350,000	-	350,000	-	-	-	-	-
960325 ING - TOWN PROJECTS	-	1,884,000	1,884,000	-	1,884,000	-	1,884,000	-	-	-	-	-
960335 ING - CAST IRON PIPE REPLACE	140,000	1,000,000	1,140,000	-	1,140,000	-	1,140,000	-	-	-	-	-
960341 ING-TOWER PAINT REPAIR	235,000	125,000	360,000	-	360,000	-	360,000	-	-	-	-	-
TOTAL INGERSOLL - W	525,000	3,601,300	4,126,300	-	4,126,300	-	4,126,300	-	-	-	-	-
TOWNSHIPS - W												
260400 WATER TOWNSHIPS	35,000	394,000	429,000	-	429,000	-	429,000	-	-	-	-	-
911264 WATER TOWNSHIP FACILITIES - T	-	39,350	39,350	-	39,350	-	39,350	-	-	-	-	-
911268 WATER TOWNSHIP FACILITIES - D	-	23,200	23,200	-	23,200	-	23,200	-	-	-	-	-
960400 TOWNSHIP DISTRIB REPLACEMENT	-	50,000	50,000	-	50,000	-	50,000	-	-	-	-	-
960402 NEW ASSET SUPPLY/LINEAR	-	50,000	50,000	-	50,000	-	46,037	-	3,963	-	-	-
960413 THAMES - UV UPGRADE	-	200,000	200,000	-	200,000	-	200,000	-	-	-	-	-
960419 TWSP - PRESSURE & LEAK STUDY	-	110,000	110,000	-	110,000	-	110,000	-	-	-	-	-
960422 TWSP - WATER QUALITY IMP	70,000	40,000	110,000	-	110,000	-	110,000	-	-	-	-	-
960437 TAV - WELL 4	-	20,000	20,000	-	20,000	-	5,000	-	15,000	-	-	-
960441 NOR-TOWER PAINT/REPAIR	-	4,025,000	4,025,000	-	4,025,000	-	4,025,000	-	-	-	-	-
TOTAL TOWNSHIPS - W	105,000	4,951,550	5,056,550	-	5,056,550	-	5,037,587	-	18,963	-	-	-
TOTAL WATER SYSTEMS	1,260,000	15,376,070	16,636,070	8,462,000	25,098,070	-	16,222,107	-	733,963	-	8,142,000	-
TOTAL WATER & WASTEWATER	4,119,000	35,557,590	39,676,590	3,513,690	43,190,280	-	31,575,970	-	3,334,810	-	8,142,000	137,500
TOTAL County of Oxford - Capital	8,305,900	73,020,596	81,326,496	2,754,690	84,081,186	117,600	31,867,106	28,265,574	4,087,310	8,718,096	8,688,000	2,337,500

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

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL
CAPITAL COSTS											
CAPITAL COSTS											
HUMAN RESOURCES											
HUMAN RESOURCES											
GENERAL											
112000 HUMAN RESOURCES	2,000	-	-	-	-	-	-	-	-	-	2,000
TOTAL GENERAL	2,000	-	-	-	-	-	-	-	-	-	2,000
TOTAL HUMAN RESOURCES	2,000	-	-	-	-	-	-	-	-	-	2,000
TOTAL HUMAN RESOURCES	2,000	-	-	-	-	-	-	-	-	-	2,000
CORPORATE SERVICES											
CORPORATE SERVICES											
GENERAL											
120000 FINANCE	2,000	-	-	-	-	-	-	-	-	-	2,000
120100 CAPITAL PLANNING	2,000	-	-	-	-	-	-	-	-	-	2,000
123000 INFORMATION TECHNOLOGY	421,105	101,050	233,550	268,015	332,255	138,050	210,400	254,165	179,255	114,900	2,252,745
900050 ASSET MGMT SYSTEMS ENHANCEMENT	328,000	60,000	-	-	-	-	-	-	-	-	388,000
TOTAL GENERAL	753,105	161,050	233,550	268,015	332,255	138,050	210,400	254,165	179,255	114,900	2,644,745
TOTAL CORPORATE SERVICES	753,105	161,050	233,550	268,015	332,255	138,050	210,400	254,165	179,255	114,900	2,644,745
TOTAL CORPORATE SERVICES	753,105	161,050	233,550	268,015	332,255	138,050	210,400	254,165	179,255	114,900	2,644,745
PUBLIC WORKS											
ENGINEERING AND CONSTRUCTION											
GENERAL											
290000 CAPITAL ADMIN	24,000	-	24,000	-	-	-	26,000	-	-	-	74,000
900031 INFRASTRUCTURE DESIGN GUIDELNS	180,000	-	-	-	-	-	-	-	-	-	180,000
TOTAL GENERAL	204,000	-	24,000	-	-	-	26,000	-	-	-	254,000
TOTAL ENGINEERING AND CONSTRUCTION	204,000	-	24,000	-	-	-	26,000	-	-	-	254,000
FACILITIES											
GREEN INITIATIVES											
911006 GREEN INITIATIVES FACILITIES	264,600	519,200	200,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	3,083,800
911012 EV CHARGERS	1,405,000	75,000	-	-	-	-	-	-	-	-	1,480,000
911900 FACILITIES RENEWABLE ENERGY	567,000	921,000	1,940,000	7,500,000	855,000	1,880,000	1,660,000	700,000	870,000	905,000	17,798,000
TOTAL GREEN INITIATIVES	2,236,600	1,515,200	2,140,000	7,800,000	1,155,000	2,180,000	1,960,000	1,000,000	1,170,000	1,205,000	22,361,800
ADMINISTRATION BUILDINGS											
210000 FACILITIES ADMIN	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	165,000
210010 ADMIN BUILDING (21 REEVE)	84,620	138,100	378,800	69,000	391,000	799,500	67,500	39,000	39,000	39,000	2,045,520
210030 ARCHIVES (82 LIGHT)	16,200	28,200	16,500	-	-	-	-	-	-	-	60,900
210040 POA (419 HUNTER)	-	-	40,600	-	-	-	-	-	-	-	40,600
210070 93 GRAHAM	-	11,000	4,400	110,000	-	-	-	-	-	-	125,400
210110 COIN TOWERS	57,750	-	14,300	-	8,800	-	-	-	-	-	80,850

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL
215000 410 BULLER	17,500	44,000	-	55,000	55,000	143,000	-	71,500	82,500	-	468,500
911000 FACILITIES CONDITION ASSESSMT	-	-	500,000	500,000	-	30,000	-	250,000	-	-	1,280,000
911002 COURTHOUSE RENOVATIONS	47,250	120,000	100,000	250,000	250,000	250,000	100,000	250,000	250,000	250,000	1,867,250
911020 ADMIN BLDG SPACE OPTIMIZATION	-	50,000	400,000	-	-	-	-	-	-	-	450,000
915000 BOH - Facility	1,150,000	-	-	176,000	-	-	-	-	-	-	1,326,000
TOTAL ADMINISTRATION BUILDINGS	1,389,820	407,800	1,471,100	1,176,500	721,300	1,239,000	184,000	627,000	388,000	305,500	7,910,020
TOTAL FACILITIES	3,626,420	1,923,000	3,611,100	8,976,500	1,876,300	3,419,000	2,144,000	1,627,000	1,558,000	1,510,500	30,271,820
FLEET											
FLEET											
220101 F - PICKUP	-	91,600	-	-	-	-	91,600	-	-	-	183,200
220104 F - VAN	-	-	68,200	-	-	-	-	-	68,200	-	136,400
220110 F - VAN	68,200	-	-	-	-	-	-	68,200	-	-	136,400
220113 F - PICKUP	-	86,500	-	-	-	-	-	91,600	-	-	178,100
220114 F - PICKUP	-	-	-	63,100	-	-	-	-	63,100	-	126,200
220116 F - PICKUP	-	86,500	-	-	-	-	-	91,600	-	-	178,100
220117 F - PICKUP	-	-	66,200	-	-	-	-	66,200	-	-	132,400
220325 R - S - SIGN TRUCK	-	-	-	130,000	-	-	-	-	130,000	-	260,000
220326 R - H - PICKUP	59,500	-	-	-	-	67,700	-	-	-	-	127,200
220327 R - H - UTILITY	-	70,000	-	-	-	-	70,000	-	-	-	140,000
220328 R - W - UTILITY	-	70,000	-	-	-	-	70,000	-	-	-	140,000
220331 R - W - PAINT TRAILER	-	-	-	-	-	10,500	-	-	-	-	10,500
220334 R - S - LINE PAINTER	-	-	-	400,000	-	-	-	-	-	-	400,000
220335 R - H - TRUCK	73,300	-	-	-	-	67,700	-	-	-	-	141,000
220336 R - H - TRAILER	-	-	-	-	10,500	-	-	-	-	-	10,500
220338 R - W - PICKUP	59,500	-	-	-	-	66,200	-	-	-	-	125,700
220339 R - S - PICKUP	84,600	-	-	-	-	-	91,600	-	-	-	176,200
220344 R - S - TRUCK	73,300	-	-	-	-	67,700	-	-	-	-	141,000
220346 R - D - TRUCK	73,300	-	-	-	-	67,700	-	-	-	-	141,000
220350 R - D - PICKUP	59,500	-	-	-	-	67,700	-	-	-	-	127,200
220351 R - W - TRUCK	73,300	-	-	-	-	66,200	-	-	-	-	139,500
220352 R - S- PICKUP	-	70,000	-	-	-	-	70,000	-	-	-	140,000
220353 R - W - PICKUP	-	-	70,000	-	-	-	-	70,000	-	-	140,000
220360 R - H - TANDEM	425,500	-	-	-	-	-	-	-	-	-	425,500
220361 R - W - TANDEM	-	-	425,400	-	-	-	-	-	-	-	425,400
220362 R - W - TANDEM	-	-	-	-	-	-	425,400	-	-	-	425,400
220364 R - H - TANDEM	-	-	-	425,400	-	-	-	-	-	-	425,400
220365 R - D - TANDEM	-	-	-	425,400	-	-	-	-	-	-	425,400
220366 R - S - TANDEM	-	-	-	425,400	-	-	-	-	-	-	425,400
220367 R - W - TANDEM	-	-	-	-	-	-	427,400	-	-	-	427,400

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL
220368 R - W - SINGLE	-	-	-	-	425,400	-	-	-	-	-	425,400
220370 R - W - SINGLE	-	-	-	-	425,400	-	-	-	-	-	425,400
220371 R - W - SINGLE DUMP	-	-	-	-	-	447,800	-	-	-	-	447,800
220373 R - S - TANDEM	-	-	-	-	-	-	-	447,800	-	-	447,800
220374 R - H - TANDEM	401,000	-	-	-	-	-	-	-	-	-	401,000
220375 R - H - TANDEM	-	-	-	-	-	447,800	-	-	-	-	447,800
220382 R - D - TANDEM	-	425,400	-	-	-	-	-	-	-	-	425,400
220386 R - S - TANDEM	425,550	-	-	-	-	-	-	-	-	-	425,550
220387 R - H - TANDEM	-	-	-	-	-	-	-	447,800	-	-	447,800
220391 R - W - TANDEM	420,000	-	-	-	-	-	-	-	-	425,400	845,400
220393 R - W - TANDEM	-	-	-	-	-	-	425,400	-	-	-	425,400
220394 R - W - TANDEM	-	-	-	-	-	425,400	-	-	-	-	425,400
220402 R - W - BRUSHCHIPPER	-	-	-	-	-	-	-	-	91,600	-	91,600
220403 R - H - KUBOTA	-	-	15,000	-	-	-	-	15,000	-	-	30,000
220404 R - H - ASPHALT ROLLER	-	-	-	-	-	81,500	-	-	-	-	81,500
220407 R - H - BRUSHCHIPPER	-	-	-	-	-	-	-	-	-	91,600	91,600
220408 R - H - ASPHALT PAVER	-	-	-	-	-	-	203,600	-	-	-	203,600
220411 R - S - GRADER	-	-	-	-	-	427,400	-	-	-	-	427,400
220413 R-D-SWEEPER	-	268,700	-	-	-	-	-	-	-	-	268,700
220415 R - S - FORK LIFT	-	-	-	-	-	-	50,900	-	-	-	50,900
220417 R - D - SWEEPER	-	-	-	-	-	335,000	-	-	-	-	335,000
220420 R - D - TRACTOR	-	-	-	200,000	-	-	-	-	-	-	200,000
220422 R - H - TRACTOR	-	-	-	-	-	-	-	-	200,000	-	200,000
220424 R - H - BACKHOE	-	-	-	-	-	-	-	-	-	193,400	193,400
220425 R - S - TRACTOR	-	-	200,000	-	-	-	-	-	-	-	200,000
220427 R - W - TRACTOR	-	-	-	200,000	-	-	-	-	-	-	200,000
220461 R - D - ANTI-ICE	-	-	-	-	-	-	-	23,000	-	-	23,000
220462 R - H - ANTI-ICE	-	-	-	-	-	-	-	-	23,000	-	23,000
220463 R - S - ANTI-ICE	-	-	-	-	-	-	-	-	23,000	-	23,000
220464 R - W - ANTI-ICE	-	-	-	-	-	-	-	23,000	-	-	23,000
220501 WW - MOWER TRACTOR	-	-	-	13,300	-	-	-	-	-	-	13,300
220503 WW - RIDING MOWER	-	-	-	-	-	-	13,300	-	-	-	13,300
220505 WW - LOADER	-	-	-	-	-	-	-	-	150,000	-	150,000
220506 WW - Forklift	-	-	-	-	-	-	-	-	-	50,900	50,900
220507 WW - MOWER TRACTOR	-	-	-	-	-	-	-	5,000	-	-	5,000
220522 WW - PICKUP	59,300	-	-	-	-	-	67,700	-	-	-	127,000
220523 WW - PICKUP	59,300	-	-	-	-	67,700	-	-	-	-	127,000
220524 WW - PICKUP	-	-	91,600	-	-	-	-	91,600	-	-	183,200
220525 WW - PICKUP	-	-	91,600	-	-	-	-	91,600	-	-	183,200

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL
220529 WW - PICKUP	-	-	67,700	-	-	-	-	67,700	-	-	135,400
220532 WW - 4X4 PICKUP	-	-	-	-	63,100	-	-	-	-	63,100	126,200
220542 WW - ROLLOFF BIN TRUCK	-	-	-	266,700	-	-	-	-	-	-	266,700
220556 WW - VAC TRUCK	-	-	285,000	-	-	-	-	-	-	-	285,000
220560 WW - TRAILER	-	-	-	-	-	-	-	-	-	5,400	5,400
220561 WW - TRAILER	-	-	-	-	-	-	-	-	-	60,000	60,000
220562 WW - TRAILER	-	-	-	-	-	-	-	-	-	6,000	6,000
220563 WW FORKLIFT	-	-	-	-	-	-	-	-	50,900	-	50,900
220570 WW - VAN	78,900	-	-	-	-	-	-	78,900	-	-	157,800
220573 WW - VAN	-	-	-	-	-	68,200	-	-	-	-	68,200
220574 WW - VAN	-	-	-	-	-	68,200	-	-	-	-	68,200
220575 WW VAN	-	-	-	68,200	-	-	-	-	68,200	-	136,400
220620 W - TRAILER	-	-	-	-	-	-	-	10,500	-	-	10,500
220632 W - 4X4 PICKUP	-	-	-	63,100	-	-	-	-	63,100	-	126,200
220633 W - PICKUP	-	-	91,600	-	-	-	-	91,600	-	-	183,200
220634 W - PICKUP	-	-	-	-	58,100	-	-	-	-	58,100	116,200
220636 W - PICKUP	-	-	-	-	63,100	-	-	-	-	63,100	126,200
220637 W - PICKUP	120,000	-	-	-	-	-	70,000	-	-	-	190,000
220638 W - PICKUP	110,000	-	-	-	-	70,000	-	-	-	-	180,000
220646 W - PICKUP	-	-	63,100	-	-	-	-	63,100	-	-	126,200
220648 W - PICKUP	-	-	63,100	-	-	-	-	63,100	-	-	126,200
220649 W-PICKUP	-	-	-	37,000	-	-	-	-	37,000	-	74,000
220652 W - 4X4 PICKUP	-	-	63,100	-	-	-	-	63,100	-	-	126,200
220653 W-PICKUP	-	-	-	-	37,000	-	-	-	-	37,000	74,000
220654 W - PICKUP	-	-	-	-	49,900	-	-	-	-	49,900	99,800
220655 W - PICKUP	85,500	-	-	-	-	-	91,600	-	-	-	177,100
220656 W - PICKUP	85,900	-	-	-	-	-	91,600	-	-	-	177,500
220659 W - PICKUP	-	-	63,100	-	-	-	-	63,100	-	-	126,200
220660 W - PICKUP	-	63,100	-	-	-	-	-	63,100	-	-	126,200
220661 W - PICKUP	-	-	63,100	-	-	-	-	63,100	-	-	126,200
220662 W - PICKUP	-	85,500	-	-	-	-	91,600	-	-	-	177,100
220663 W - PICKUP	-	-	66,200	-	-	-	-	66,200	-	-	132,400
220664 W CARGO VAN	-	-	78,900	-	-	-	-	-	78,900	-	157,800
220665 W - PICKUP	-	50,900	-	-	-	-	50,900	-	-	-	101,800
220680 W - VAN	-	68,200	-	-	-	-	-	68,200	-	-	136,400
220681 W - VAN	-	-	-	68,200	-	-	-	-	68,200	-	136,400
220682 W - VAN	-	68,200	-	-	-	-	-	68,200	-	-	136,400
220684 W - SINGLE	-	-	-	-	280,000	-	-	-	-	-	280,000
220692 GENSET TRAILER	-	-	-	-	-	-	-	-	-	60,000	60,000

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL
220693 GENSET TRAILER	-	-	-	-	-	-	-	-	-	60,000	60,000
220694 GENSET TRAILER	-	-	-	-	-	-	-	-	-	60,000	60,000
220695 SCRUBBER TRAILER	-	-	-	-	-	-	-	-	-	60,000	60,000
220696 SCRUBBER TRAILER	-	-	-	-	-	-	-	-	-	60,000	60,000
220697 W - COVERED TRAILER	-	-	-	-	-	-	-	-	-	10,500	10,500
220701 L - UTV	-	-	-	17,000	-	-	-	-	17,000	-	34,000
220702 L - UTV	-	-	-	15,000	-	-	-	-	15,000	-	30,000
220703 ZTRAK MOWER	-	-	-	-	13,300	-	-	-	-	-	13,300
220705 L - Vac	-	-	-	-	-	-	-	-	-	10,500	10,500
220723 L - COMPACTOR 826h	50,000	-	-	-	-	-	-	1,984,400	-	-	2,034,400
220731 L - PULL SCRAPER	-	-	-	-	-	-	-	130,000	-	-	130,000
220732 L - UTILITY TRACTOR	-	-	-	-	-	130,000	-	-	-	-	130,000
220733 L - LOADER	-	-	-	-	-	-	-	-	-	300,000	300,000
220741 L - TRACTOR	-	-	-	-	350,000	-	-	-	-	-	350,000
220742 L - TRACTOR DOZER	-	-	-	-	1,297,500	-	-	-	-	-	1,297,500
220744 L - TRUCK	199,000	-	-	-	-	-	-	-	-	-	199,000
220745 L - TANKER	-	-	-	-	-	-	-	55,000	-	-	55,000
220746 L - TRACTOR	-	-	-	-	-	-	86,500	-	-	-	86,500
220750 L - TRUCK	-	84,700	-	-	-	-	91,600	-	-	-	176,300
220752 L - PICKUP	37,700	-	-	-	-	-	37,700	-	-	-	75,400
220753 TREE - PICKUP	-	-	-	-	58,100	-	-	-	-	58,100	116,200
220801 ADMIN - CAR	-	-	53,000	-	-	-	-	53,000	-	-	106,000
220802 ADMIN - CAR	-	-	45,000	-	-	-	-	45,000	-	-	90,000
220805 Admin - Pickup	-	-	66,200	-	-	-	-	66,200	-	-	132,400
220905 LIBRARY VAN	-	82,200	-	-	-	-	-	82,200	-	-	164,400
220912 C - PICKUP	-	-	-	-	37,000	-	-	-	-	37,000	74,000
220913 C - PICKUP	-	39,200	-	-	-	-	39,200	-	-	-	78,400
220915 C - PICKUP	-	39,200	-	-	-	-	39,200	-	-	-	78,400
220917 C - PICKUP	-	50,900	-	-	-	-	-	50,900	-	-	101,800
220919 C - VAN	-	39,200	-	-	-	-	39,200	-	-	-	78,400
220921 C - VAN	-	-	-	-	37,000	-	-	-	-	37,000	74,000
TOTAL FLEET	3,182,150	1,840,000	2,097,100	2,817,800	3,205,400	3,050,400	2,736,000	4,829,000	1,147,200	1,857,000	26,762,050
TOTAL FLEET	3,182,150	1,840,000	2,097,100	2,817,800	3,205,400	3,050,400	2,736,000	4,829,000	1,147,200	1,857,000	26,762,050
TRANSPORTATION SERVICES											
GENERAL											
230000 ROADS ADMIN	1,500	-	-	-	-	-	-	-	-	-	1,500
TOTAL GENERAL	1,500	-	-	-	-	-	-	-	-	-	1,500
FACILITIES											
213000 DRUMBO YARD FAC	-	45,100	264,000	-	-	-	71,500	5,500	-	-	386,100

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL
213010 HIGHLAND YARD FAC	86,200	11,000	39,100	30,300	-	-	16,500	55,000	-	9,400	247,500
213020 SPRINGFORD YARD FAC	250,000	-	22,000	38,500	-	-	-	-	-	-	310,500
213030 WOODSTOCK YARD FAC	21,000	-	24,800	-	-	-	-	-	-	-	45,800
911300 ROADS FACILITIES GENERAL	-	11,000	-	-	-	-	11,000	-	-	-	22,000
911301 DRUMBO YARD FACILITIES	-	-	-	159,500	-	-	-	-	-	-	159,500
911302 HIGHLAND YARD FACILITIES	-	-	-	159,500	-	-	-	-	-	-	159,500
911303 SPRINGFORD YARD FACILITIES	-	-	152,250	-	-	-	-	-	-	-	152,250
911304 WOODSTOCK YARD FACILITIES	-	-	94,500	-	-	-	-	-	-	-	94,500
TOTAL FACILITIES	357,200	67,100	596,650	387,800	-	-	99,000	60,500	-	9,400	1,577,650
ROAD NETWORK											
930000 TRANSPORTATION MASTER PLAN	130,000	-	-	-	200,000	200,000	-	-	-	200,000	730,000
930001 ROADS NEEDS STUDY	-	-	120,000	-	-	-	-	150,000	-	-	270,000
930002 CR 2	-	150,000	50,000	3,000,000	-	-	-	-	-	-	3,200,000
930003 CR 3	-	1,350,000	1,350,000	-	-	-	-	-	-	-	2,700,000
930004 CR 4	30,000	150,000	2,400,000	250,000	2,500,000	5,000,000	-	-	-	-	10,330,000
930008 CR 8	225,000	1,200,000	-	-	1,500,000	-	-	-	-	-	2,925,000
930009 CR 9	75,000	1,000,000	-	-	-	-	-	-	-	-	1,075,000
930012 CR 12	-	-	100,000	-	1,500,000	-	-	-	-	-	1,600,000
930015 CR 15	20,000	250,000	-	500,000	-	-	-	-	-	-	770,000
930016 CR 16	50,000	2,300,000	-	-	-	-	-	-	-	-	2,350,000
930018 CR 18	-	-	-	250,000	750,000	500,000	5,000,000	-	-	-	6,500,000
930019 CR 19	534,000	650,000	100,000	4,000,000	4,000,000	-	-	-	-	-	9,284,000
930020 CR 20	-	-	-	250,000	-	250,000	300,000	-	3,000,000	-	3,800,000
930022 CR 22	-	-	250,000	-	1,500,000	2,700,000	2,700,000	3,600,000	-	-	10,750,000
930029 CR 29	2,000,000	-	-	-	-	-	-	-	-	-	2,000,000
930035 CR 35	100,000	50,000	3,000,000	2,000,000	100,000	2,000,000	-	-	-	-	7,250,000
930054 CR 54	300,000	-	-	-	-	-	-	-	-	-	300,000
930059 CR 59	2,410,000	1,050,000	1,500,000	2,000,000	-	-	-	-	-	-	6,960,000
930070 GUIDE RAILS	320,000	150,000	170,000	-	-	-	-	-	-	-	640,000
930073 DC TECHNICAL STUDY RDS	75,000	-	-	-	-	75,000	-	-	-	-	150,000
930076 PEDESTRIAN CROSSINGS	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,500,000
930077 INTERSECTION UPGRADES	495,000	525,000	-	50,000	700,000	1,100,000	150,000	100,000	3,625,000	6,000,000	12,745,000
930078 INTERSECTION ILLUMINATION	55,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	280,000
930079 CYCLING INFRASTRUCTURE	50,000	4,700,000	3,500,000	3,500,000	-	-	-	-	-	-	11,750,000
930080 RETAINING WALLS	30,000	200,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	2,070,000
930099 REHAB & RESURFACING	4,800,000	6,580,000	4,750,000	2,500,000	3,000,000	4,000,000	3,000,000	4,000,000	4,500,000	4,000,000	41,130,000
930102 CRACK SEALING	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
930119 CR 119	-	-	-	-	50,000	1,000,000	-	-	-	-	1,050,000
930150 URBANIZATION	100,000	-	1,500,000	-	-	-	-	-	-	-	1,600,000

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL
930300 TRAFFIC SIGNALS	1,315,000	475,000	400,000	600,000	400,000	850,000	350,000	320,000	370,000	250,000	5,330,000
930301 TRAFFIC - TRAFFIC CALMING	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,500,000
TOTAL ROAD NETWORK	13,714,000	21,405,000	20,045,000	19,755,000	17,055,000	18,530,000	12,355,000	9,025,000	12,350,000	11,305,000	155,539,000
STORM NETWORK											
930115 DRAIN IMPROV	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
930116 PRINCETON DRAIN	1,250,000	750,000	900,000	-	-	-	-	-	-	-	2,900,000
930197 STRIK DRAIN	85,000	-	-	-	-	-	-	-	-	-	85,000
930198 URBAN STORM SEWER	460,000	605,000	1,010,000	1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	9,575,000
930199 RURAL STORM SEWER	3,110,000	1,250,000	1,250,000	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000	15,760,000
TOTAL STORM NETWORK	5,105,000	2,805,000	3,360,000	3,150,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	30,320,000
TRAILS											
900014 TRAILS	81,000	-	200,000	-	-	-	-	-	-	-	281,000
900027 CORRIDOR FENCING	32,000	-	-	-	-	-	-	-	-	-	32,000
TOTAL TRAILS	113,000	-	200,000	-	-	-	-	-	-	-	313,000
BRIDGES AND CULVERTS											
930200 BRIDGE REHAB	6,330,000	11,250,000	4,770,000	4,050,000	6,500,000	5,900,000	5,800,000	4,985,000	4,700,000	5,081,000	59,366,000
930201 BRIDGE NEEDS STUDY	-	150,000	-	150,000	-	150,000	-	150,000	-	170,000	770,000
TOTAL BRIDGES AND CULVERTS	6,330,000	11,400,000	4,770,000	4,200,000	6,500,000	6,050,000	5,800,000	5,135,000	4,700,000	5,251,000	60,136,000
TOTAL TRANSPORTATION SERVICES	25,620,700	35,677,100	28,971,650	27,492,800	26,205,000	27,230,000	20,904,000	16,870,500	19,700,000	19,215,400	247,887,150
WASTE MANAGEMENT											
GENERAL											
280000 WASTE MGMT	126,100	2,094,000	-	-	-	-	-	-	-	-	2,220,100
283000 WASTE MGMT - TILLSONBURG	50,500	-	-	-	-	-	-	-	-	-	50,500
900032 LANDFILL PIPING	-	250,000	-	-	-	-	-	-	-	-	250,000
900033 LANDFILL COVER	-	250,000	-	-	-	-	-	-	-	-	250,000
918700 LANDFILL SOUTH OPERATING AREA	10,000	-	1,000,000	-	-	-	-	-	-	-	1,010,000
TOTAL GENERAL	186,600	2,594,000	1,000,000	-	-	-	-	-	-	-	3,780,600
FACILITIES											
218700 SALFORD LF BLDGS	10,500	115,500	-	-	-	16,500	25,300	8,800	-	-	176,600
911800 SALFORD LANDFILL FACILITIES	1,681,500	61,000	33,000	-	330,000	-	-	-	-	-	2,105,500
TOTAL FACILITIES	1,692,000	176,500	33,000	-	330,000	16,500	25,300	8,800	-	-	2,282,100
TOTAL WASTE MANAGEMENT	1,878,600	2,770,500	1,033,000	-	330,000	16,500	25,300	8,800	-	-	6,062,700
TOTAL PUBLIC WORKS	34,511,870	42,210,600	35,736,850	39,287,100	31,616,700	33,715,900	25,835,300	23,335,300	22,405,200	22,582,900	311,237,720
WOODINGFORD LODGE											
WOODINGFORD LODGE											
GENERAL											
391000 WFL - WOODSTOCK	828,265	744,720	323,980	311,720	324,110	335,620	319,430	278,700	294,620	458,130	4,219,295
392000 WFL - INGERSOLL	328,328	225,101	976,700	43,600	48,680	82,550	54,090	189,300	58,620	57,800	2,064,769
393000 WFL - TILLSONBURG	371,324	41,271	224,300	948,200	47,880	48,253	105,870	205,970	54,860	70,340	2,118,268

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL
TOTAL GENERAL	1,527,917	1,011,092	1,524,980	1,303,520	420,670	466,423	479,390	673,970	408,100	586,270	8,402,332
FACILITIES											
911500 WOODINGFORD LODGE FLOORING	-	440,000	-	-	-	-	-	-	-	-	440,000
TOTAL FACILITIES	-	440,000	-	-	-	-	-	-	-	-	440,000
TOTAL WOODINGFORD LODGE	1,527,917	1,451,092	1,524,980	1,303,520	420,670	466,423	479,390	673,970	408,100	586,270	8,842,332
TOTAL WOODINGFORD LODGE	1,527,917	1,451,092	1,524,980	1,303,520	420,670	466,423	479,390	673,970	408,100	586,270	8,842,332
HUMAN SERVICES											
HOUSING											
SOCIAL HOUSING FACILITIES											
360000 H.S.I. SHELTER	35,400	36,200	36,900	37,700	38,400	39,200	39,900	40,800	41,600	42,400	388,500
360425 HSG - 16 GEORGE	15,750	-	152,900	-	-	88,000	-	33,000	38,500	11,000	339,150
360435 HSG - 70 MARIA	-	11,000	93,500	176,000	77,000	-	-	420,200	-	-	777,700
360440 HSG - 111 BROCK	25,200	44,000	22,600	104,500	55,000	-	-	177,100	-	-	428,400
360451 HSG - 235 THAMES	126,500	88,000	115,500	50,600	-	-	99,000	76,600	-	-	556,200
360452 HSG - 221 THAMES	-	27,500	173,800	38,500	-	-	6,600	11,600	-	110,000	368,000
360453 HSG - 272 HARRIS	-	3,300	-	-	-	-	19,800	-	64,900	-	88,000
360454 HSG - 178 EARL	670,000	88,000	110,000	-	-	-	11,000	115,500	11,000	-	1,005,500
360455 HSG - 135 CARROLL	269,000	148,500	99,000	33,000	-	23,100	-	-	88,000	-	660,600
360456 HSG - 329 TUNIS	-	3,900	-	33,000	-	-	13,200	71,500	-	-	121,600
360461 HSG - 57 ROLPH	-	173,900	15,300	-	102,400	-	-	-	-	-	291,600
360462 HSG - 174 LISGAR	73,500	11,000	130,400	38,500	82,500	110,000	6,600	5,500	-	110,000	568,000
360463 HSG - 215 LISGAR	31,500	46,200	162,800	-	181,500	-	-	44,000	11,000	49,500	526,500
360464 HSG - EARLE	80,850	11,000	9,900	-	49,500	45,100	-	15,400	-	-	211,750
360465 HSG - VERNA	94,500	110,000	-	-	-	55,000	-	22,000	-	-	281,500
360470 HSG - PAVEY/ALICE	15,750	19,800	8,800	17,600	-	-	-	-	-	-	61,950
360471 HSG - JAMES	126,000	222,200	66,000	-	-	192,500	49,500	-	-	198,000	854,200
360472 HSG - 816 ALICE	61,950	8,300	27,500	-	151,800	71,500	-	41,800	-	49,500	412,350
360473 HSG - CROSS PL	26,250	127,600	30,800	198,000	44,000	13,200	16,500	-	33,000	-	489,350
360474 HSG - KARN	63,000	355,900	13,200	39,600	154,000	-	44,000	-	77,000	-	746,700
360475 HSG - 742 PAVEY	40,425	16,500	44,000	220,000	154,000	418,000	82,500	456,500	99,000	-	1,530,925
360476 HSG - 82 FINKLE	20,600	132,000	-	88,000	-	-	16,500	22,000	-	-	279,100
360477 HSG - 161 FYFE	219,660	265,700	55,000	-	-	58,300	66,000	-	-	49,500	714,160
360478 HSG - 738 PARKINSON	70,200	16,500	-	-	-	99,000	5,500	22,000	143,000	-	356,200
361050 AHP - 385/387 DUNDAS ST	63,050	-	-	-	-	-	-	-	-	-	63,050
TOTAL SOCIAL HOUSING FACILITIES	2,129,085	1,967,000	1,367,900	1,075,000	1,090,100	1,212,900	476,600	1,575,500	607,000	619,900	12,120,985
TOTAL HOUSING	2,129,085	1,967,000	1,367,900	1,075,000	1,090,100	1,212,900	476,600	1,575,500	607,000	619,900	12,120,985
TOTAL HUMAN SERVICES	2,129,085	1,967,000	1,367,900	1,075,000	1,090,100	1,212,900	476,600	1,575,500	607,000	619,900	12,120,985
PARAMEDIC SERVICES											
PARAMEDIC SERVICES											

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL
GENERAL											
510000 PARAMEDIC SERVICES	1,838,779	1,281,330	823,300	758,680	1,068,234	1,089,980	1,354,084	1,095,840	953,130	787,553	11,050,910
TOTAL GENERAL	1,838,779	1,281,330	823,300	758,680	1,068,234	1,089,980	1,354,084	1,095,840	953,130	787,553	11,050,910
FACILITIES											
915010 EMS MILL ST	14,000	-	-	-	-	-	-	-	50,000	-	64,000
915020 EMS 208 BYSHAM	-	30,300	39,600	-	-	-	-	-	-	-	69,900
915030 EMS 162 CARNEGIE ING	15,750	38,500	40,000	14,300	-	5,500	-	8,300	-	16,500	138,850
915040 EMS 81 KING TBURG	21,000	52,100	-	-	-	30,300	134,800	-	38,500	11,000	287,700
915050 EMS WILMOT DRUMBO	-	8,300	49,500	3,300	-	-	-	7,700	-	-	68,800
915060 EMS CR8 EMBRO	-	8,300	49,500	4,400	-	-	-	7,700	-	-	69,900
915070 EMS TIDEY NORWICH	-	-	-	44,000	102,600	-	-	-	-	27,500	174,100
TOTAL FACILITIES	50,750	137,500	178,600	66,000	102,600	35,800	134,800	23,700	88,500	55,000	873,250
TOTAL PARAMEDIC SERVICES	1,889,529	1,418,830	1,001,900	824,680	1,170,834	1,125,780	1,488,884	1,119,540	1,041,630	842,553	11,924,160
TOTAL PARAMEDIC SERVICES	1,889,529	1,418,830	1,001,900	824,680	1,170,834	1,125,780	1,488,884	1,119,540	1,041,630	842,553	11,924,160
PLANNING											
PLANNING											
GENERAL											
400000 PLANNING	4,000	-	-	-	-	-	-	-	-	-	4,000
TOTAL GENERAL	4,000	-	-	-	-	-	-	-	-	-	4,000
TOTAL PLANNING	4,000	-	-	-	-	-	-	-	-	-	4,000
TOTAL PLANNING	4,000	-	-	-	-	-	-	-	-	-	4,000
LIBRARY											
LIBRARY											
GENERAL											
600000 LIBRARY ADMINISTRATION	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000
610000 SPECIAL PROGRAMS	24,000	-	-	-	-	-	-	-	-	-	24,000
TOTAL GENERAL	44,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	224,000
FACILITIES											
916040 OCL ING	5,250	135,000	-	-	-	-	-	-	-	-	140,250
916060 Norwich Library	24,150	-	-	-	-	-	-	-	-	-	24,150
916110 THAMESFORD LIBRARY	-	143,000	-	-	223,300	-	-	27,500	-	350,400	744,200
916140 TILLSONBURG LIBRARY	-	11,000	-	-	-	27,500	-	-	-	-	38,500
TOTAL FACILITIES	29,400	289,000	-	-	223,300	27,500	-	27,500	-	350,400	947,100
TOTAL LIBRARY	73,400	309,000	20,000	20,000	243,300	47,500	20,000	47,500	20,000	370,400	1,171,100
TOTAL LIBRARY	73,400	309,000	20,000	20,000	243,300	47,500	20,000	47,500	20,000	370,400	1,171,100
WATER & WASTEWATER											
WATER & WASTEWATER GENERAL											
GREEN INITIATIVES											
911008 GREEN INITIATIVES WASTEWATER	20,000	16,500	33,000	-	-	-	-	-	-	-	69,500

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL
TOTAL GREEN INITIATIVES	20,000	16,500	33,000	-	-	-	-	-	-	-	69,500
GENERAL											
250000 WW GENERAL	157,250	655,000	-	-	-	-	-	-	-	-	812,250
260000 WATER GENERAL	136,000	-	-	-	-	-	-	-	-	-	136,000
900016 SCADA MASTER PLAN	2,208,000	2,880,000	2,206,000	1,552,000	2,648,000	2,518,000	1,707,000	2,195,000	1,063,000	-	18,977,000
900018 WATER MODEL	15,000	-	-	-	-	-	-	-	-	-	15,000
900025 WWW MASTER PLAN	140,000	-	-	-	220,000	-	-	-	-	-	360,000
900026 DC TECHNICAL STUDY WWW	75,000	-	-	-	-	75,000	-	-	-	-	150,000
900028 BIOSOLIDS MASTER PLAN	-	150,000	-	-	-	-	-	-	-	-	150,000
900034 WASTEWATER MODEL	45,000	155,000	-	-	-	-	-	-	-	-	200,000
TOTAL GENERAL	2,776,250	3,840,000	2,206,000	1,552,000	2,868,000	2,593,000	1,707,000	2,195,000	1,063,000	-	20,800,250
TOTAL WATER & WASTEWATER GENERAL	2,796,250	3,856,500	2,239,000	1,552,000	2,868,000	2,593,000	1,707,000	2,195,000	1,063,000	-	20,869,750
WASTEWATER SYSTEMS											
WOODSTOCK - WW											
250100 WW WDSK	239,300	167,000	99,000	59,000	272,000	8,000	10,000	290,000	485,000	-	1,629,300
911279 WDSTK - WW FACILITIES - C	-	20,900	-	-	67,200	-	28,500	-	-	-	116,600
911280 WDSTK - WW FACILITIES - T	148,050	326,700	742,500	27,500	25,300	-	148,000	56,100	-	-	1,474,150
950104 WDSTK - WWTP STAGE 2	-	-	-	450,000	450,000	4,500,000	4,500,000	-	-	-	9,900,000
950140 WDSTK - NW TRUNK UPSIZING	-	500,000	-	-	-	-	-	-	-	-	500,000
950150 WDSTK - NE INDUSTRIAL PARK	-	-	6,335,000	100,000	-	-	-	-	3,342,000	-	9,777,000
950151 WDSK - PATTULLO INDUSTRIAL PRK	288,000	6,607,000	-	-	-	-	-	-	-	-	6,895,000
950152 WDSTK - SE SERVICING PHASE 2	-	-	-	1,767,000	-	-	-	-	-	-	1,767,000
950155 WDSTK - SW SANITARY EXTENSION	-	-	500,000	-	-	-	-	-	-	-	500,000
950158 WDSTK - CITY PROJECTS	2,458,000	1,985,000	1,942,000	2,000,000	2,060,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	20,445,000
950162 WDSTK - 11th LINE SANITARY	-	-	-	-	-	-	50,000	200,000	-	-	250,000
950163 WDSTK - LANSDOWNE PS	155,000	2,500,000	500,000	-	-	-	-	-	-	-	3,155,000
950165 WDSTK - SANITARY OVERSIZING	60,000	-	-	-	-	-	-	-	-	-	60,000
950172 WDSTK - N TRUNK SEWER I/I	79,000	-	-	-	-	-	-	-	-	-	79,000
950173 WDSTK - SAN REPL (59&FAIRWAY)	-	-	50,000	200,000	-	-	-	-	-	-	250,000
950174 WDSTK - LINEAR R/R CR PROJ	560,000	240,000	1,020,000	1,150,000	600,000	-	100,000	-	1,000,000	-	4,670,000
TOTAL WOODSTOCK - WW	3,987,350	12,346,600	11,188,500	5,753,500	3,474,500	6,508,000	6,836,500	2,546,100	6,827,000	2,000,000	61,468,050
TILLSONBURG - WW											
250200 WW TBURG	45,000	145,000	175,000	82,000	58,000	-	4,000	545,000	211,000	300,000	1,565,000
911281 TBURG - WW FACILITIES - T	45,000	44,600	267,900	6,100	2,200	9,900	-	13,200	-	-	388,900
911292 TBURG - WW FACILITIES - C	-	11,000	5,500	-	-	-	-	-	4,400	-	20,900
950200 TBURG - WWTP PHASE 1 UPGRADE	6,415,000	-	-	-	-	-	-	-	-	-	6,415,000
950216 TBURG - CRANBERRY RD EXT	-	-	856,000	-	-	-	-	-	-	-	856,000
950226 TBURG - TOWN PROJECTS	687,000	1,528,000	1,231,000	893,000	1,251,000	787,000	552,000	495,000	568,000	1,236,000	9,228,000
950229 TBURG - LINEAR R/R CR PROJ	-	8,000	-	-	-	-	-	-	-	-	8,000

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL
TOTAL TILLSONBURG - WW	7,192,000	1,736,600	2,535,400	981,100	1,311,200	796,900	556,000	1,053,200	783,400	1,536,000	18,481,800
INGERSOLL - WW											
250300 WW INGERSOLL	96,400	124,000	107,000	18,000	50,000	303,000	32,000	185,000	39,000	647,000	1,601,400
911282 ING - WW FACILITIES - T	115,320	12,400	66,800	-	-	-	78,400	-	-	-	272,920
950330 ING - TOWN PROJECTS	787,000	498,000	737,000	488,000	2,768,000	626,000	1,166,000	2,561,000	1,447,000	500,000	11,578,000
950332 ING-RELINING	550,000	152,000	-	-	-	-	-	-	-	-	702,000
950336 ING - SW INDUSTRIAL PARK	100,000	455,000	3,500,000	3,000,000	-	-	-	-	-	-	7,055,000
TOTAL INGERSOLL - WW	1,648,720	1,241,400	4,410,800	3,506,000	2,818,000	929,000	1,276,400	2,746,000	1,486,000	1,147,000	21,209,320
NORWICH - WW											
250400 WW NORWICH	13,000	27,000	11,000	8,000	1,351,000	45,000	-	-	30,000	15,000	1,500,000
911283 NOR - WW FACILITIES - T	-	16,500	81,400	-	-	-	-	-	-	-	97,900
911294 NOR - WW FACILITIES - C	-	14,300	28,100	-	-	-	-	66,000	-	-	108,400
950409 NOR - BIOSOLIDS CLEAN-OUT	-	1,000,000	-	-	-	-	-	-	-	-	1,000,000
950410 NOR - BERM REPAIR	-	100,000	-	-	-	-	-	-	-	-	100,000
950412 NOR-LAGOON EXPANSION	595,000	3,200,000	6,800,000	-	-	-	-	-	-	-	10,595,000
950450 NOR - SANITARY REPLACEMENTS	50,000	200,000	594,000	100,000	100,000	206,000	605,000	100,000	100,000	100,000	2,155,000
TOTAL NORWICH - WW	658,000	4,557,800	7,514,500	108,000	1,451,000	251,000	605,000	166,000	130,000	115,000	15,556,300
TAVISTOCK - WW											
250500 WW TAVISTOCK	95,000	154,000	27,000	14,000	4,000	-	-	331,000	165,000	34,000	824,000
911284 TAV - WW FACILITIES - T	-	-	11,700	-	5,500	-	-	22,000	-	-	39,200
911295 TAV - WW FACILITIES - C	-	22,000	-	-	-	-	107,800	-	-	-	129,800
950504 TAV - WWTP EXPANSION/UPGRADE	250,000	-	400,000	1,400,000	800,000	4,800,000	-	-	-	-	7,650,000
950513 TAV - WILLIAM SPS REHAB	120,000	300,000	3,000,000	-	-	-	-	-	-	-	3,420,000
950550 TAV - SANITARY REPLACEMENTS	50,000	662,000	572,000	367,000	220,000	-	220,000	-	220,000	-	2,311,000
TOTAL TAVISTOCK - WW	515,000	1,138,000	4,010,700	1,781,000	1,029,500	4,800,000	327,800	353,000	385,000	34,000	14,374,000
PLATTSVILLE - WW											
250600 WW PLATTSVILLE	7,000	68,000	8,000	82,000	108,000	-	9,000	234,000	-	-	516,000
911285 PLAT - WW FACILITIES - T	-	16,500	-	-	-	-	-	7,700	-	-	24,200
911296 PLAT - WW FACILITIES - C	-	-	45,100	-	-	-	-	7,700	-	-	52,800
950607 PLAT - BIOSOLIDS CLEAN-OUT	27,000	650,000	-	-	-	-	-	-	-	-	677,000
950608 PLAT - BERM REPAIR	-	100,000	-	-	-	-	-	-	-	-	100,000
950650 PLAT - SANITARY REPLACEMENTS	-	-	200,000	-	220,000	-	220,000	-	-	-	640,000
TOTAL PLATTSVILLE - WW	34,000	834,500	253,100	82,000	328,000	-	229,000	249,400	-	-	2,010,000
THAMESFORD - WW											
250700 WW THAMESFORD	27,400	6,000	-	8,000	20,000	-	-	137,000	12,000	238,000	448,400
911286 THAMES - WW FACILITIES - T	3,300	-	75,900	27,600	-	-	-	14,300	6,600	-	127,700
950718 THAMES - WWTP PRETREATMENT/SCR	335,000	3,500,000	300,000	-	-	-	-	-	-	-	4,135,000
TOTAL THAMESFORD - WW	365,700	3,506,000	375,900	35,600	20,000	-	-	151,300	18,600	238,000	4,711,100
DRUMBO - WW											

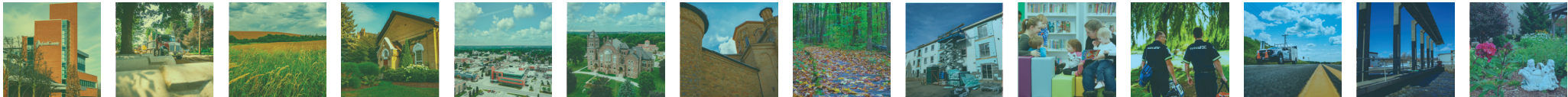
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL
250800 WW DRUMBO	10,000	-	-	2,000	3,000	3,000	-	39,000	23,000	-	80,000
950807 DRUMBO - STANDBY POWER	20,000	-	-	-	-	-	-	-	-	-	20,000
950810 DRUMBO - WWTP CAPACITY EXP	77,690	1,981,015	30,360	173,000	-	-	-	-	-	-	2,262,065
TOTAL DRUMBO - WW	107,690	1,981,015	30,360	175,000	3,000	3,000	-	39,000	23,000	-	2,362,065
MT ELGIN - WW											
250900 WW MT. ELGIN	-	36,000	-	-	-	-	-	-	-	-	36,000
950905 MT ELGIN - WWTP CAPACITY EXP	650,000	-	1,819,500	-	-	-	-	-	-	-	2,469,500
TOTAL MT ELGIN - WW	650,000	36,000	1,819,500	-	-	-	-	-	-	-	2,505,500
EMBRO - WW											
251000 WW EMBRO	-	-	-	4,000	-	-	-	3,000	-	6,000	13,000
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	66,500	62,500	62,500	62,500	65,500	62,500	68,500	638,000
INNERKIP - WW											
251100 WW INNERKIP	-	-	-	4,000	-	-	-	8,000	20,000	-	32,000
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
TOTAL INNERKIP - WW	75,000	75,000	75,000	79,000	75,000	75,000	75,000	83,000	95,000	75,000	782,000
TOTAL WASTEWATER SYSTEMS	15,295,960	27,515,415	32,276,260	12,567,700	10,572,700	13,425,400	9,968,200	7,452,500	9,810,500	5,213,500	144,098,135
WATER SYSTEMS											
WOODSTOCK - W											
260100 WATER WOODSTOCK	84,000	243,000	121,000	411,000	275,000	21,000	145,000	513,000	165,000	35,000	2,013,000
911261 WDSTK - WATER FAC - T	137,120	54,200	142,500	589,500	192,000	11,600	-	5,500	2,800	9,900	1,145,120
911265 WDSTK - WATER FAC - D	27,970	24,000	42,900	128,200	22,100	104,500	-	-	-	7,800	357,470
960105 WDSTK - UV UPGRADE	675,000	-	-	-	-	-	-	-	-	-	675,000
960120 BOWERHILL RESERVOIR REHAB	-	750,000	-	-	-	-	-	-	-	-	750,000
960134 WDSTK - SW WATERMAIN EXTENSION	-	-	500,000	-	-	-	-	-	-	-	500,000
960135 WDSTK - NE INDUSTRIAL PARK	-	3,304,000	-	-	-	-	-	-	-	-	3,304,000
960141 WDSTK - CITY PROJECTS	2,380,000	1,828,000	1,883,000	1,939,000	1,997,000	1,900,000	1,900,000	1,900,000	1,900,000	1,900,000	19,527,000
960149 WDSTK - CITY PROJ OVERSIZING	395,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	575,000
960152 WDSTK - THORNTON WELLFIELD	175,000	-	-	-	-	-	-	-	-	-	175,000
960153 WDSTCK - LINEAR R/R CR PROJ	800,000	190,000	1,520,000	1,100,000	600,000	-	-	-	-	-	4,210,000
960154 WDSTK - BOWERHILL BPS	250,000	2,000,000	-	-	-	-	-	-	-	-	2,250,000
960155 WDSTK - ZONE 3 BOOSTER PUMPING STN	-	-	-	-	-	-	145,000	400,000	-	-	545,000
960156 WDSK - PATTULLO INDUSTRIAL PRK	272,000	-	-	-	-	-	-	-	-	-	272,000
960159 WDSTK - THORNTON FEEDERMN REPL	350,000	-	350,000	350,000	5,000,000	3,000,000	2,000,000	-	-	-	11,050,000
960160 WDSTK - SE SERVICING PHASE 2	-	-	1,710,000	-	-	-	-	-	-	-	1,710,000
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	4,462,000	-	-	-	-	-	-	-	-	-	4,462,000
960171 WDSTK - CR17 WATERMAIN	4,000,000	-	-	-	-	-	-	-	-	-	4,000,000

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL
TOTAL WOODSTOCK - W	14,008,090	8,413,200	6,289,400	4,537,700	8,106,100	5,057,100	4,260,000	3,838,500	2,087,800	1,972,700	58,570,590
TILLSONBURG - W											
260200 WATER TILLSONBURG	391,000	72,000	169,000	144,000	132,000	66,000	93,000	317,000	200,000	-	1,584,000
911262 TBURG - WATER FACILITIES - T	12,130	20,600	34,700	93,500	160,700	33,200	164,000	-	-	2,200	521,030
911266 TBURG - WATER FACILITIES - D	-	27,500	-	-	38,500	-	-	-	-	-	66,000
960200 TBURG - WELL 7A	195,000	288,000	1,800,000	-	-	-	-	-	-	-	2,283,000
960201 TBURG - WELL 3 UPGRADE	115,000	300,000	-	-	-	-	-	-	-	-	415,000
960207 TBURG-GRNDWTR MODEL	175,000	-	-	-	-	-	-	-	-	-	175,000
960208 TBURG - UV UPGRADE	270,000	-	-	-	-	-	-	-	-	-	270,000
960211 TBURG - TRANSMISSION MAIN	-	-	-	-	2,248,500	-	-	-	-	-	2,248,500
960213 TBURG - CRANBERRY RD EXT	-	-	1,309,000	-	-	-	-	-	-	-	1,309,000
960214 TBURG - BOOSTED PRESSURE	300,000	-	-	-	-	-	-	-	-	-	300,000
960235 TBURG - TOWN PROJECTS	384,000	2,165,000	1,627,000	1,367,000	566,000	1,793,000	1,003,000	1,580,000	868,000	989,000	12,342,000
960243 TBURG - STANDBY POWER	15,000	-	-	-	-	-	-	-	-	-	15,000
960249 TBURG - TOWN PROJ OVERSIZING	50,000	-	-	-	-	-	-	-	-	-	50,000
TOTAL TILLSONBURG - W	1,907,130	2,873,100	4,939,700	1,604,500	3,145,700	1,892,200	1,260,000	1,897,000	1,068,000	991,200	21,578,530
INGERSOLL - W											
260300 WATER INGERSOLL	156,000	38,000	181,000	171,000	71,000	159,000	190,000	1,008,000	201,000	68,000	2,243,000
911267 WATER INGERSOLL FACILITIES - D	30,000	170,500	33,000	-	3,900	-	-	-	-	-	237,400
911272 WATER INGERSOLL FACILITIES - T	6,300	53,900	105,100	23,200	168,300	-	38,500	61,600	19,800	-	476,700
960307 ING - GROUNDWATER MODEL	200,000	170,000	-	-	-	-	-	-	-	-	370,000
960309 ING - WELL 7 UPGRADE	350,000	-	-	-	-	-	-	-	-	-	350,000
960325 ING - TOWN PROJECTS	1,884,000	1,761,000	997,000	1,407,000	1,300,000	2,007,000	1,156,000	118,000	3,374,000	1,000,000	15,004,000
960335 ING - CAST IRON PIPE REPLACE	1,140,000	-	1,000,000	-	-	-	-	-	-	-	2,140,000
960337 ING - SW INDUSTRIAL PARK	-	-	-	2,200,000	-	-	-	-	-	-	2,200,000
960341 ING-TOWER PAINT REPAIR	360,000	10,000	-	-	-	-	-	-	-	-	370,000
TOTAL INGERSOLL - W	4,126,300	2,203,400	2,316,100	3,801,200	1,543,200	2,166,000	1,384,500	1,187,600	3,594,800	1,068,000	23,391,100
TOWNSHIPS - W											
260400 WATER TOWNSHIPS	429,000	199,000	348,000	136,000	32,000	172,000	160,000	491,000	288,000	95,000	2,350,000
911264 WATER TOWNSHIP FACILITIES - T	39,350	87,800	102,200	121,000	36,900	108,900	10,800	239,300	17,700	65,500	829,450
911268 WATER TOWNSHIP FACILITIES - D	23,200	20,900	5,500	24,300	-	-	-	4,400	-	-	78,300
960400 TOWNSHIP DISTRIB REPLACEMENT	50,000	909,000	934,000	244,000	1,313,000	723,000	522,000	300,000	875,000	300,000	6,170,000
960402 NEW ASSET SUPPLY/LINEAR	50,000	250,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	-	1,350,000
960413 THAMES - UV UPGRADE	200,000	-	-	-	-	-	-	-	-	-	200,000
960419 TWSP - PRESSURE & LEAK STUDY	110,000	-	-	-	-	-	-	-	-	-	110,000
960422 TWSP - WATER QUALITY IMP	110,000	100,000	-	-	-	-	-	-	-	-	210,000
960429 MANGANESE FILTRATION TOWNSHIPS	-	500,000	665,000	1,985,000	1,563,000	372,000	2,295,000	1,900,000	3,100,000	-	12,380,000
960437 TAV - WELL 4	20,000	320,000	711,500	82,100	214,300	2,192,100	-	-	-	-	3,540,000
960441 NOR-TOWER PAINT/REPAIR	4,025,000	-	10,000	-	-	-	-	-	-	-	4,035,000

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	TOTAL
960443 TWSP - STRONTIUM FILTRATION	-	100,000	-	-	-	-	-	-	-	-	100,000
960462 TAV - TOWER PAINT/REPAIR	-	-	-	-	-	-	-	-	-	4,000,000	4,000,000
TOTAL TOWNSHIPS - W	5,056,550	2,486,700	2,926,200	2,742,400	3,309,200	3,718,000	3,137,800	3,084,700	4,430,700	4,460,500	35,352,750
TOTAL WATER SYSTEMS	25,098,070	15,976,400	16,471,400	12,685,800	16,104,200	12,833,300	10,042,300	10,007,800	11,181,300	8,492,400	138,892,970
TOTAL WATER & WASTEWATER	43,190,280	47,348,315	50,986,660	26,805,500	29,544,900	28,851,700	21,717,500	19,655,300	22,054,800	13,705,900	303,860,855
TOTAL CAPITAL COSTS	84,081,186	94,865,887	90,871,840	69,583,815	64,418,759	65,558,253	50,228,074	46,661,275	46,715,985	38,822,823	651,807,897
TOTAL CAPITAL COSTS	84,081,186	94,865,887	90,871,840	69,583,815	64,418,759	65,558,253	50,228,074	46,661,275	46,715,985	38,822,823	651,807,897
FINANCING											
RESERVES	60,132,680	57,198,268	58,928,055	46,073,206	51,782,959	38,336,976	32,441,552	32,952,328	27,666,222	28,007,163	433,519,409
DEVELOPMENT CHARGES	4,087,310	9,572,919	3,495,785	818,109	2,683,980	9,274,277	3,860,022	327,947	325,263	170,000	34,615,612
CANADA COMMUNITY BUILDING FUND	5,035,000	4,180,000	3,690,000	3,960,000	3,650,000	3,700,000	3,650,000	3,700,000	3,695,000	3,700,000	38,960,000
GRANTS	3,683,096	14,044,000	6,569,000	6,560,000	4,462,000	4,460,000	4,458,000	4,275,000	4,673,000	4,323,000	57,507,096
DEBENTURES	8,688,000	8,416,000	17,682,500	11,640,000	1,493,000	9,192,000	5,460,000	2,600,000	9,099,000	905,000	75,175,500
OTHER SOURCES	2,337,500	1,434,700	462,500	512,500	326,820	537,500	312,500	2,786,000	1,237,500	1,652,660	11,600,180
TOTAL FINANCING	83,963,586	94,845,887	90,827,840	69,563,815	64,398,759	65,500,753	50,182,074	46,641,275	46,695,985	38,757,823	651,377,797
TOTAL County of Oxford - Capital	117,600	20,000	44,000	20,000	20,000	57,500	46,000	20,000	20,000	65,000	430,100

2023 Budget Summary

Business Plan & Budget



IN LIEU AND SUPPS	(1,787,900)	(1,787,900)	(2,187,300)	(399,400)	22.3%
TOTAL PROPERTY TAXATION	(1,787,900)	(1,787,900)	(2,187,300)	(399,400)	22.3%
PROVINCIAL GRANTS	(64,275,263)	(53,691,542)	(59,808,745)	(6,117,203)	11.4%
FEDERAL GRANTS	(1,130,137)	(1,042,137)	(1,120,317)	(78,180)	7.5%
WATER AND WASTEWATER RATES	(40,418,190)	(37,990,220)	(40,550,350)	(2,560,130)	6.7%
USER FEES AND CHARGES	(32,155,270)	(29,453,554)	(31,521,225)	(2,067,671)	7.0%
NET INVESTMENT INCOME	(1,138,048)	(720,220)	(1,356,328)	(636,108)	88.3%
OTHER REVENUE	(4,563,263)	(4,658,090)	(4,787,859)	(129,769)	2.8%
TOTAL GENERAL REVENUES	(143,680,171)	(127,555,763)	(139,144,824)	(11,589,061)	9.1%
RESERVE TRANSFER	(10,297,279)	(10,898,822)	(6,701,185)	4,197,637	(38.5%)
DEVELOPMENT CHARGES	(1,083,641)	(1,043,642)	(1,149,611)	(105,969)	10.2%
TOTAL OTHER REVENUES	(11,380,920)	(11,942,464)	(7,850,796)	4,091,668	(34.3%)
	(156,848,991)	(141,286,127)	(149,182,920)	(7,896,793)	
SALARIES	55,319,175	54,736,666	58,784,699	4,048,033	7.4%
BENEFITS	14,676,235	16,350,671	17,008,813	658,142	4.0%
CAPITAL PROJECT ALLOCATION	(1,000,000)	(890,000)	(1,097,320)	(207,320)	23.3%
GAPPING ALLOCATION	-	(550,000)	(1,007,987)	(457,987)	83.3%
TOTAL SALARIES AND BENEFITS	68,995,410	69,647,337	73,688,205	4,040,868	5.8%
MATERIALS	29,832,858	30,041,088	33,040,629	2,999,541	10.0%
CONTRACTED SERVICES	30,521,764	28,757,308	30,514,594	1,757,286	6.1%
RENTS AND FINANCIAL EXPENSES	787,880	735,008	927,749	192,741	26.2%
EXTERNAL TRANSFERS	45,666,692	36,800,366	39,785,974	2,985,608	8.1%
TOTAL OPERATING EXPENSES	106,809,194	96,333,770	104,268,946	7,935,176	8.2%
PRINCIPAL REPAYMENT	12,381,216	12,144,948	11,556,842	(588,106)	(4.8%)
INTEREST REPAYMENT	2,629,124	2,551,307	2,227,639	(323,668)	(12.7%)
TOTAL DEBT REPAYMENT	15,010,340	14,696,255	13,784,481	(911,774)	(6.2%)
CONTRIBUTIONS TO RESERVES	2,868,552	2,039,398	1,184,250	(855,148)	(41.9%)
CONT TO CAPITAL RESERVES	28,235,858	28,508,082	30,664,063	2,155,981	7.6%
DC EXEMPTIONS	2,325,043	595,500	608,500	13,000	2.2%
TOTAL RESERVE TRANSFERS	33,429,453	31,142,980	32,456,813	1,313,833	4.2%
INTERDEPARTMENTAL CHARGES	17,788,755	17,332,585	19,757,342	2,424,757	14.0%
DEPARTMENTAL CHARGES	882,750	913,585	1,190,780	277,195	30.3%
TOTAL INTERDEPART CHARGES	18,671,505	18,246,170	20,948,122	2,701,952	14.8%

	2022	2022	2023	\$ OVER	% OVER
	2022	APPROVED	DRAFT	2022	2022
	FORECAST	BUDGET	BUDGET	BUDGET	BUDGET
INTERDEPARTMENTAL RECOVERIES					
INTERDEPARTMENTAL RECOVERIES	(17,788,749)	(17,332,578)	(19,757,336)	(2,424,758)	14.0%
DEPARTMENTAL RECOVERIES	(881,175)	(913,595)	(1,190,764)	(277,169)	30.3%
TOTAL INTERDEPARTMENTAL RECOVERIES	(18,669,924)	(18,246,173)	(20,948,100)	(2,701,927)	14.8%
TOTAL EXPENSES	224,245,978	211,820,339	224,198,467	12,378,128	5.8%
PROGRAM SURPLUS/DEFICIT					
RESERVE CONTRIBUTION TO (FROM)					
RESERVE CONT-SURPLUS	3,275,638	-	-	-	-
RESERVE CONT-DEFICIT	(531,242)	-	(75,369)	(75,369)	-
TOTAL RESERVE CONTRIBUTION TO (FROM)	2,744,396	-	(75,369)	(75,369)	-
TOTAL PROGRAM SURPLUS/DEFICIT	2,744,396	-	(75,369)	(75,369)	-
NET OPERATING	70,141,383	70,534,212	74,940,178	4,405,966	6.2%
CAPITAL					
CAPITAL REVENUES					
CAPITAL REVENUES					
CAPITAL FEDERAL GRANTS	(6,668,085)	(5,210,750)	(5,035,000)	175,750	(3.4%)
CAPITAL PROVINCIAL GRANTS	(3,092,353)	(1,797,010)	(3,872,096)	(2,075,086)	115.5%
CAPITAL RESERVE TRANSFER	(49,407,609)	(43,562,015)	(59,943,680)	(16,381,665)	37.6%
CAPITAL PROCEEDS FROM DEBENTURES	(2,068,525)	(6,105,000)	(8,688,000)	(2,583,000)	42.3%
CAPITAL DEVELOPMENT CHARGES	(6,554,219)	(4,854,593)	(4,087,310)	997,283	(19.6%)
CAPITAL CONTRIBUTIONS	(2,254,187)	(2,209,400)	(2,337,500)	(358,100)	18.1%
TOTAL CAPITAL REVENUES	(70,044,978)	(63,738,768)	(83,963,586)	(20,224,818)	31.7%
TOTAL CAPITAL REVENUES	(70,044,978)	(63,738,768)	(83,963,586)	(20,224,818)	31.7%
CAPITAL EXPENSES					
CAPITAL					
MAJOR INFRASTRUCTURE	60,461,997	55,187,459	72,323,230	17,135,771	31.1%
VEHICLES	2,727,451	2,519,100	4,584,350	2,065,250	82.0%
BUILDING	3,959,659	3,309,044	3,387,176	78,132	2.4%
FURNISHINGS AND EQUIPMENT	3,026,375	2,854,065	3,786,430	932,365	32.7%
TOTAL CAPITAL	70,175,482	63,869,668	84,081,186	20,211,518	31.6%
TOTAL CAPITAL EXPENSES	70,175,482	63,869,668	84,081,186	20,211,518	31.6%
NET CAPITAL	130,504	130,900	117,600	(13,300)	(10.2%)
SUMMARY					
TOTAL LEVY	70,271,887	70,665,112	75,057,778	4,392,666	6.2%

Budget for Public Sector Accounting Board (PSAB) Purposes

	2023	PRINCIPAL	AREA			TRANSFERS		2023
	BUDGET	DEBT	MUNICIPAL DEBT	CAPITAL	DEBENTURE	TO/FROM	AMORTIZATION	PSAB
		REPAYMENT (1)	REPAYMENTS (2)		PROCEEDS	SURPLUS (3)	(4)	BUDGET
REVENUES								
PROPERTY TAXATION	(2,187,300)	-	-	-	-	-	-	(2,187,300)
GENERAL REVENUES	(139,144,824)	-	6,554,484	-	-	(5,599,144)	-	(138,189,484)
OTHER REVENUES	(7,850,796)	-	-	-	-	(1,581,896)	-	(9,432,692)
INTERDEPARTMENTAL RECOVERIES	(20,948,100)	-	-	-	-	-	-	(20,948,100)
CAPITAL REVENUES	(83,963,586)	-	-	-	8,688,000	59,943,680	-	(15,331,906)
TOTAL REVENUES	(254,094,606)	-	6,554,484	-	8,688,000	52,762,640	-	(186,089,482)
EXPENSES								
SALARIES AND BENEFITS	73,688,205	-	-	-	-	-	-	73,688,205
OPERATING EXPENSES	104,268,946	-	-	(216,000)	-	-	-	104,052,946
DEBT REPAYMENT	13,784,481	(6,159,279)	(6,554,484)	-	-	-	-	1,070,718
CAPITAL	84,081,186	-	-	(81,326,496)	-	(2,754,690)	-	-
CAPITAL	-	-	-	-	-	-	21,842,056	21,842,056
RESERVE TRANSFERS	32,381,444	-	-	-	-	(32,381,444)	-	-
INTERDEPARTMENTAL CHARGES	20,948,122	-	-	-	-	-	-	20,948,122
TOTAL EXPENSES	329,152,384	(6,159,279)	(6,554,484)	(81,542,496)	-	(35,136,134)	21,842,056	221,602,047
TOTAL	75,057,778	(6,159,279)	-	(81,542,496)	8,688,000	17,626,506	21,842,056	35,512,565

1. Principal debt repayment for County debt
2. This represents the repayment of the area municipality debt
3. This represents the transfers to and from Reserves and Reserve Funds (excluding obligatory program reserves and development charge reserves)
4. Estimated based on 2021 actual amortization

5 Year Projected Budget

	2023	2024	2025	2026	2026
	BUDGET	PROJECTED BUDGET	PROJECTED BUDGET	PROJECTED BUDGET	PROJECTED BUDGET
OPERATING					
REVENUES					
PROPERTY TAXATION	(2,187,300)	(2,187,300)	(2,187,300)	(2,187,300)	(2,187,300)
GENERAL REVENUES	(139,144,824)	(130,779,061)	(131,040,676)	(133,299,661)	(133,779,575)
OTHER REVENUES	(7,850,796)	(5,728,855)	(5,084,763)	(4,748,828)	(4,727,557)
INTERDEPARTMENTAL RECOVERIES	(20,948,100)	(21,510,755)	(22,214,982)	(22,431,646)	(22,964,286)
TOTAL REVENUES	(170,131,020)	(160,205,971)	(160,527,721)	(162,667,435)	(163,658,718)
EXPENSES					
SALARIES AND BENEFITS	73,688,205	74,870,313	75,737,006	77,009,431	78,158,255
OPERATING EXPENSES	104,268,946	94,544,787	95,652,639	96,672,177	97,677,210
DEBT REPAYMENT	13,784,481	11,359,395	10,536,820	10,871,881	10,186,159
RESERVE TRANSFERS	32,456,813	35,940,479	36,889,820	37,594,170	38,662,157
INTERDEPARTMENTAL CHARGES	20,948,122	21,588,017	22,300,663	22,519,438	22,982,634
TOTAL EXPENSES	245,146,567	238,302,991	241,116,948	244,667,097	247,666,415
PROGRAM SURPLUS/DEFICIT					
RESERVE CONTRIBUTION TO (FROM)	(75,369)	(86,074)	-	-	-
TOTAL PROGRAM SURPLUS/DEFICIT	(75,369)	(86,074)	-	-	-
NET OPERATING	74,940,178	78,010,946	80,589,227	81,999,662	84,007,697
CAPITAL					
CAPITAL REVENUES	(83,963,586)	(94,845,887)	(90,827,840)	(69,563,815)	(64,398,759)
CAPITAL EXPENSES	84,081,186	94,865,887	90,871,840	69,583,815	64,418,759
NET CAPITAL	117,600	20,000	44,000	20,000	20,000
SUMMARY					
TOTAL REVENUES	(254,094,606)	(255,051,858)	(251,355,561)	(232,231,250)	(228,057,477)
TOTAL EXPENSES	329,227,753	333,168,878	331,988,788	314,250,912	312,085,174
TOTAL PROGRAM SURPLUS/DEFICIT	(75,369)	(86,074)	-	-	-
TOTAL LEVY	75,057,778	78,030,946	80,633,227	82,019,662	84,027,697

	2022	2022	2023	\$ OVER	% OVER
	2022	APPROVED	APPROVED	2022	2022
	FORECAST	BUDGET	BUDGET	BUDGET	BUDGET
OPERATING REVENUES					
PROPERTY TAXATION					
IN LIEU AND SUPPS	(1,787,900)	(1,787,900)	(2,187,300)	(399,400)	22.3%
TOTAL PROPERTY TAXATION	(1,787,900)	(1,787,900)	(2,187,300)	(399,400)	22.3%
GENERAL REVENUES					
PROVINCIAL GRANTS	(64,031,714)	(53,547,638)	(59,669,841)	(6,122,203)	11.4%
FEDERAL GRANTS	(1,130,137)	(1,042,137)	(1,120,317)	(78,180)	7.5%
USER FEES AND CHARGES	(29,358,165)	(27,130,004)	(29,151,954)	(2,021,950)	7.5%
NET INVESTMENT INCOME	(1,136,648)	(720,220)	(1,356,328)	(636,108)	88.3%
OTHER REVENUE	(4,551,395)	(4,654,490)	(4,784,259)	(129,769)	2.8%
TOTAL GENERAL REVENUES	(100,208,059)	(87,094,489)	(96,082,699)	(8,988,210)	10.3%
OTHER REVENUES					
RESERVE TRANSFER	(9,741,203)	(10,043,013)	(5,811,019)	4,231,994	(42.1%)
DEVELOPMENT CHARGES	(382,191)	(360,081)	(388,623)	(28,542)	7.9%
TOTAL OTHER REVENUES	(10,123,394)	(10,403,094)	(6,199,642)	4,203,452	(40.4%)
TOTAL REVENUES	(112,119,353)	(99,285,483)	(104,469,641)	(5,184,158)	5.2%
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	48,737,496	47,912,820	51,136,185	3,223,365	6.7%
BENEFITS	12,308,030	13,776,122	14,235,433	459,311	3.3%
CAPITAL PROJECT ALLOCATION	(1,000,000)	(890,000)	(1,097,320)	(207,320)	23.3%
GAPPING ALLOCATION	-	(550,000)	(710,858)	(160,858)	29.2%
TOTAL SALARIES & BENEFITS	60,045,526	60,248,942	63,563,440	3,314,498	5.5%
OPERATING EXPENSES					
MATERIALS	25,524,946	25,976,403	28,692,519	2,716,116	10.5%
CONTRACTED SERVICES	22,499,238	20,917,583	22,263,184	1,345,601	6.4%
RENTS & FINANCIAL EXPENSES	784,705	731,608	909,499	177,891	24.3%
EXTERNAL TRANSFERS	45,615,151	36,748,825	39,775,698	3,026,873	8.2%
TOTAL OPERATING EXPENSES	94,424,040	84,374,419	91,640,900	7,266,481	8.6%
DEBT REPAYMENT					
PRINCIPAL REPAYMENT	9,294,032	9,060,806	9,097,215	36,409	0.4%
INTEREST REPAYMENT	1,847,072	1,770,407	1,487,982	(282,425)	(16.0%)
TOTAL DEBT REPAYMENT	11,141,104	10,831,213	10,585,197	(246,016)	(2.3%)
RESERVE TRANSFERS					
CONTRIBUTIONS TO RESERVES	2,868,552	2,039,398	1,184,250	(855,148)	(41.9%)
CONT. TO CAPITAL RESERVES	16,139,491	16,190,124	17,340,142	1,150,018	7.1%
DC EXEMPTIONS	857,000	276,500	276,500	-	-
TOTAL RESERVE TRANSFERS	19,865,043	18,506,022	18,800,892	294,870	1.6%
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	9,929,037	9,561,944	11,032,421	1,470,477	15.4%
DEPARTMENTAL CHARGES	446,540	462,784	456,593	(6,191)	(1.3%)
TOTAL INTERDEPART CHARGES	10,375,577	10,024,728	11,489,014	1,464,286	14.6%

	2022	2022	2023	\$ OVER	% OVER
	2022	APPROVED	APPROVED	2022	2022
	FORECAST	BUDGET	BUDGET	BUDGET	BUDGET
INTERDEPARTMENTAL RECOVERIES					
INTERDEPART RECOVERIES	(17,788,749)	(17,332,578)	(19,757,336)	(2,424,758)	14.0%
DEPARTMENTAL RECOVERIES	(881,175)	(913,595)	(1,190,764)	(277,169)	30.3%
TOTAL INTERDEPARTMENTAL RECOVERIES	(18,669,924)	(18,246,173)	(20,948,100)	(2,701,927)	14.8%
TOTAL EXPENSES	177,181,366	165,739,151	175,131,343	9,392,192	5.7%
PROGRAM SURPLUS/DEFICIT					
RESERVE CONTRIBUTION TO (FROM)					
RESERVE CONT-SURPLUS	1,223,733	-	-	-	-
RESERVE CONT-DEFICIT	(226,504)	-	-	-	-
TOTAL RESERVE CONT TO(FROM)	997,229	-	-	-	-
TOTAL PROGRAM SURPLUS/DEFICIT	997,229	-	-	-	-
NET OPERATING	66,059,242	66,453,668	70,661,702	4,208,034	6.3%
CAPITAL					
CAPITAL REVENUES					
CAPITAL FEDERAL GRANTS	(6,668,085)	(5,210,750)	(5,035,000)	175,750	(3.4%)
CAPITAL PROVINCIAL GRANTS	(3,092,353)	(1,797,010)	(3,872,096)	(2,075,086)	115.5%
CAPITAL RESERVE TRANSFER	(20,448,433)	(20,707,435)	(28,314,310)	(7,606,875)	36.7%
CAPITAL PROCEEDS FROM DEBENTURES	(585,525)	(950,000)	(546,000)	404,000	(42.5%)
CAPITAL DEVELOPMENT CHARGES	(2,709,500)	(2,107,500)	(752,500)	1,355,000	(64.3%)
CAPITAL CONTRIBUTIONS	(973,317)	(690,500)	(2,200,000)	(1,509,500)	218.6%
TOTAL CAPITAL REVENUES	(34,477,213)	(31,463,195)	(40,719,906)	(9,256,711)	29.4%
TOTAL CAPITAL REVENUES	(34,477,213)	(31,463,195)	(40,719,906)	(9,256,711)	29.4%
CAPITAL EXPENSES					
CAPITAL					
MAJOR INFRASTRUCTURE	26,454,469	24,249,786	30,995,150	6,745,364	27.8%
VEHICLES	2,727,451	2,519,100	4,297,350	1,778,250	70.6%
BUILDING	3,731,659	3,214,044	3,381,926	167,882	5.2%
FURNISHINGS AND EQUIPMENT	1,663,733	1,579,165	2,143,080	563,915	35.7%
TOTAL CAPITAL	34,577,312	31,562,095	40,817,506	9,255,411	29.3%
TOTAL CAPITAL EXPENSES	34,577,312	31,562,095	40,817,506	9,255,411	29.3%
NET CAPITAL	100,099	98,900	97,600	(1,300)	(1.3%)
SUMMARY					
TOTAL REVENUES	(146,596,566)	(130,748,678)	(145,189,547)	(14,440,869)	11.0%
TOTAL EXPENSES	211,758,678	197,301,246	215,948,849	18,647,603	9.5%
TOTAL PROGRAM SURPLUS/DEFICIT	997,229	-	-	-	-
TOTAL LEVY	66,159,341	66,552,568	70,759,302	4,206,734	6.3%

	2022	2022	2023	\$ OVER	% OVER
	2022	APPROVED	APPROVED	2022	2022
	FORECAST	BUDGET	BUDGET	BUDGET	BUDGET
OPERATING					
REVENUES					
GENERAL REVENUES					
PROVINCIAL GRANTS	(180,069)	(143,904)	(138,904)	5,000	(3.5%)
USER FEES AND CHARGES	(16,959)	(21,115)	(13,600)	7,515	(35.6%)
NET INVESTMENT INCOME	(1,400)	-	-	-	-
OTHER REVENUE	(11,868)	(3,600)	(3,600)	-	-
TOTAL GENERAL REVENUES	(210,296)	(168,619)	(156,104)	12,515	(7.4%)
OTHER REVENUES					
RESERVE TRANSFER	(308,346)	(308,346)	(563,255)	(254,909)	82.7%
DEVELOPMENT CHARGES	(187,450)	(180,285)	(157,160)	23,125	(12.8%)
TOTAL OTHER REVENUES	(495,796)	(488,631)	(720,415)	(231,784)	47.4%
TOTAL REVENUES	(706,092)	(657,250)	(876,519)	(219,269)	33.4%
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	1,961,199	2,189,392	2,330,963	141,571	6.5%
BENEFITS	454,935	520,647	518,417	(2,230)	(0.4%)
GAPPING ALLOCATION	-	-	(18,000)	(18,000)	-
TOTAL SALARIES AND BENEFITS	2,416,134	2,710,039	2,831,380	121,341	4.5%
OPERATING EXPENSES					
MATERIALS	642,169	632,685	688,937	56,252	8.9%
CONTRACTED SERVICES	67,132	21,000	60,000	39,000	185.7%
RENTS AND FINANCIAL EXPENSES	75	300	15,150	14,850	4,950.0%
TOTAL OPERATING EXPENSES	709,376	653,985	764,087	110,102	16.8%
DEBT REPAYMENT					
PRINCIPAL REPAYMENT	110,479	110,479	83,500	(26,979)	(24.4%)
INTEREST REPAYMENT	4,541	4,541	1,230	(3,311)	(72.9%)
TOTAL DEBT REPAYMENT	115,020	115,020	84,730	(30,290)	(26.3%)
RESERVE TRANSFERS					
CONTRIBUTIONS TO CAPITAL RESERVES	100,000	100,000	117,000	17,000	17.0%
DEVELOPMENT CHARGES EXEMPTIONS	12,000	3,000	5,000	2,000	66.7%
TOTAL RESERVE TRANSFERS	112,000	103,000	122,000	19,000	18.4%
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	1,103,704	1,104,209	1,342,521	238,312	21.6%
TOTAL INTERDEPARTMENTAL CHARGES	1,103,704	1,104,209	1,342,521	238,312	21.6%
TOTAL EXPENSES	4,456,234	4,686,253	5,144,718	458,465	9.8%

	2022	APPROVED	APPROVED	2022	2022
	FORECAST	BUDGET	BUDGET	BUDGET	BUDGET
PROGRAM SURPLUS/DEFICIT					
RESERVE CONTRIBUTION TO (FROM)					
RESERVE CONTRIBUTION-SURPLUS	280,456	-	-	-	-
TOTAL RESERVE CONTRIBUTION TO (FROM)	280,456	-	-	-	-
TOTAL PROGRAM SURPLUS/DEFICIT	280,456	-	-	-	-
NET OPERATING	4,030,598	4,029,003	4,268,199	239,196	5.9%
CAPITAL					
CAPITAL REVENUES					
CAPITAL REVENUES					
CAPITAL RESERVE TRANSFER	(284,895)	(145,600)	(53,400)	92,200	(63.3%)
CAPITAL CONTRIBUTIONS	(14,400)	(16,400)	-	16,400	(100.0%)
TOTAL CAPITAL REVENUES	(299,295)	(162,000)	(53,400)	108,600	(67.0%)
TOTAL CAPITAL REVENUES	(299,295)	(162,000)	(53,400)	108,600	(67.0%)
CAPITAL EXPENSES					
CAPITAL					
MAJOR INFRASTRUCTURE	61,725	67,000	24,150	(42,850)	(64.0%)
VEHICLES	-	-	15,000	15,000	-
BUILDING	228,000	95,000	5,250	(89,750)	(94.5%)
FURNISHINGS AND EQUIPMENT	39,975	32,000	29,000	(3,000)	(9.4%)
TOTAL CAPITAL	329,700	194,000	73,400	(120,600)	(62.2%)
TOTAL CAPITAL EXPENSES	329,700	194,000	73,400	(120,600)	(62.2%)
NET CAPITAL	30,405	32,000	20,000	(12,000)	(37.5%)
SUMMARY					
TOTAL REVENUES	(1,005,387)	(819,250)	(929,919)	(110,669)	13.5%
TOTAL EXPENSES	4,785,934	4,880,253	5,218,118	337,865	6.9%
TOTAL PROGRAM SURPLUS/DEFICIT	280,456	-	-	-	-
TOTAL LEVY	4,061,003	4,061,003	4,288,199	227,196	5.6%

	2022	2022	2023	\$ OVER	% OVER
	2022	APPROVED	APPROVED	2022	2022
	FORECAST	BUDGET	BUDGET	BUDGET	BUDGET
OPERATING EXPENSES					
OPERATING EXPENSES					
EXTERNAL TRANSFERS	51,541	51,541	10,276	(41,265)	(80.1%)
TOTAL OPERATING EXPENSES	51,541	51,541	10,276	(41,265)	(80.1%)
TOTAL EXPENSES	51,541	51,541	10,276	(41,265)	(80.1%)
NET OPERATING	51,541	51,541	10,276	(41,265)	(80.1%)
SUMMARY					
TOTAL REVENUES	-	-	-	-	-
TOTAL EXPENSES	51,541	51,541	10,276	(41,265)	(80.1%)
TOTAL LEVY	51,541	51,541	10,276	(41,265)	(80.1%)

	2022	2022	2023	\$ OVER	% OVER
	2022	APPROVED	APPROVED	2022	2022
	FORECAST	BUDGET	BUDGET	BUDGET	BUDGET
OPERATING					
REVENUES					
GENERAL REVENUES					
PROVINCIAL GRANTS	(63,480)	-	-	-	-
WATER AND WASTEWATER RATES	(40,418,190)	(37,990,220)	(40,550,350)	(2,560,130)	6.7%
USER FEES AND CHARGES	(2,780,146)	(2,302,435)	(2,355,671)	(53,236)	2.3%
TOTAL GENERAL REVENUES	(43,261,816)	(40,292,655)	(42,906,021)	(2,613,366)	6.5%
OTHER REVENUES					
RESERVE TRANSFER	(247,730)	(547,463)	(326,911)	220,552	(40.3%)
DEVELOPMENT CHARGES	(514,000)	(503,276)	(603,828)	(100,552)	20.0%
TOTAL OTHER REVENUES	(761,730)	(1,050,739)	(930,739)	120,000	(11.4%)
TOTAL REVENUES	(44,023,546)	(41,343,394)	(43,836,760)	(2,493,366)	6.0%
EXPENSES					
SALARIES AND BENEFITS					
SALARIES	4,620,480	4,634,454	5,317,551	683,097	14.7%
BENEFITS	1,913,270	2,053,902	2,254,963	201,061	9.8%
GAPPING ALLOCATION	-	-	(279,129)	(279,129)	-
TOTAL SALARIES AND BENEFITS	6,533,750	6,688,356	7,293,385	605,029	9.0%
OPERATING EXPENSES					
MATERIALS	3,665,743	3,432,000	3,659,173	227,173	6.6%
CONTRACTED SERVICES	7,955,394	7,818,725	8,191,410	372,685	4.8%
RENTS AND FINANCIAL EXPENSES	3,100	3,100	3,100	-	-
TOTAL OPERATING EXPENSES	11,624,237	11,253,825	11,853,683	599,858	5.3%
DEBT REPAYMENT					
PRINCIPAL REPAYMENT	2,976,705	2,973,663	2,376,127	(597,536)	(20.1%)
INTEREST REPAYMENT	777,511	776,359	738,427	(37,932)	(4.9%)
TOTAL DEBT REPAYMENT	3,754,216	3,750,022	3,114,554	(635,468)	(16.9%)
RESERVE TRANSFERS					
CONTRIBUTIONS TO CAPITAL RESERVES	11,996,367	12,217,958	13,206,921	988,963	8.1%
DEVELOPMENT CHARGES EXEMPTIONS	1,456,043	316,000	327,000	11,000	3.5%
TOTAL RESERVE TRANSFERS	13,452,410	12,533,958	13,533,921	999,963	8.0%
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	6,756,014	6,666,432	7,382,400	715,968	10.7%
DEPARTMENTAL CHARGES	436,210	450,801	734,187	283,386	62.9%
TOTAL INTERDEPARTMENTAL CHARGES	7,192,224	7,117,233	8,116,587	999,354	14.0%
TOTAL EXPENSES	42,556,837	41,343,394	43,912,130	2,568,736	6.2%

	2022	2022	2023	\$ OVER	% OVER
	2022	APPROVED	APPROVED	2022	2022
	FORECAST	BUDGET	BUDGET	BUDGET	BUDGET
PROGRAM SURPLUS/DEFICIT					
RESERVE CONTRIBUTION TO (FROM)					
RESERVE CONTRIBUTION-SURPLUS	1,771,449	-	-	-	-
RESERVE CONTRIBUTION-DEFICIT	(304,738)	-	(75,369)	(75,369)	-
TOTAL RESERVE CONTRIBUTION TO (FROM)	1,466,711	-	(75,369)	(75,369)	-
TOTAL PROGRAM SURPLUS/DEFICIT	1,466,711	-	(75,369)	(75,369)	-
NET OPERATING	-	-	-	-	-
CAPITAL					
CAPITAL REVENUES					
CAPITAL REVENUES					
CAPITAL RESERVE TRANSFER	(28,674,281)	(22,708,980)	(31,575,970)	(8,866,990)	39.0%
CAPITAL PROCEEDS FROM DEBENTURES	(1,483,000)	(5,155,000)	(8,142,000)	(2,987,000)	57.9%
CAPITAL DEVELOPMENT CHARGES	(3,844,719)	(2,977,093)	(3,334,810)	(357,717)	12.0%
CAPITAL CONTRIBUTIONS	(1,266,470)	(1,272,500)	(137,500)	1,135,000	(89.2%)
TOTAL CAPITAL REVENUES	(35,268,470)	(32,113,573)	(43,190,280)	(11,076,707)	34.5%
TOTAL CAPITAL REVENUES	(35,268,470)	(32,113,573)	(43,190,280)	(11,076,707)	34.5%
CAPITAL EXPENSES					
CAPITAL					
MAJOR INFRASTRUCTURE	33,945,803	30,870,673	41,303,930	10,433,257	33.8%
VEHICLES	-	-	272,000	272,000	-
FURNISHINGS AND EQUIPMENT	1,322,667	1,242,900	1,614,350	371,450	29.9%
TOTAL CAPITAL	35,268,470	32,113,573	43,190,280	11,076,707	34.5%
TOTAL CAPITAL EXPENSES	35,268,470	32,113,573	43,190,280	11,076,707	34.5%
NET CAPITAL	-	-	-	-	-
SUMMARY					
TOTAL REVENUES	(79,292,016)	(73,456,967)	(87,027,040)	(13,570,073)	18.5%
TOTAL EXPENSES	77,825,307	73,456,967	87,102,410	13,645,443	18.6%
TOTAL PROGRAM SURPLUS/DEFICIT	1,466,711	-	(75,369)	(75,369)	-
TOTAL LEVY					

Key Factors Impacting the Budget

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

1. **One-time Items** - non-recurring
2. **New Initiative** - includes non-recurring items and base budget impacts
3. **Service Level** - includes non-recurring items and base budget impacts
4. **Initiative gapping** - cost impact for delayed start of service level and new initiative. Cost gapping impacts will be realized in a future budget year.
5. **COVID-19 Impacts** - non-recurring
6. **Carryover/In-Year Approvals** - non-recurring

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

	REF	BASE BUDGET	ONE TIME/ CAPITAL	2023 BUDGET COST	RESERVES	GRANTS	OTHER SOURCES	REVENUES	TAXATION	W/WW RATES
NEW INITIATIVES										
WM-Agricultural Plastics Diversion Pilot Program	NI2023-01	10,500	10,000	20,500	-	-	2,500	2,500	18,000	-
WM-Early Compactor Procurement	NI2023-02	91,910	1,984,000	2,075,910	1,984,000	-	-	1,984,000	91,910	-
WM-Curbside Large Article Collection in Tillsonburg	NI2023-03	6,551	3,000	9,551	-	-	-	-	9,551	-
WM-Tillsonburg Transfer Station	NI2023-04	192,760	20,500	213,260	20,500	-	72,500	93,000	120,260	-
WM-Tillsonburg Yard Waste Depot Funding	NI2023-05	18,610	30,000	48,610	30,000	-	-	30,000	18,610	-
WW - Upgraded Sanitary Flushing/Cleaning Truck	NI2023-06	19,908	655,300	675,208	655,000	-	-	655,000	-	20,208
WAT - Upgraded Sanitary Flushing/Cleaning Truck	NI2023-06	(69,916)	-	(69,916)	-	-	-	-	-	(69,916)
HSG-Affordable Housing and Housing Repair Program	NI2023-07	-	1,615,000	1,615,000	1,865,000	-	-	1,865,000	(250,000)	-
WFL-Continuous Quality Improvement Content Management System	NI2023-08	20,000	30,000	50,000	-	-	-	-	50,000	-
WFL-Continuous Quality Improvement Team	NI2023-09	30,000	3,700	33,700	-	-	-	-	33,700	-
WFL-Family Transition Program	NI2023-10	-	14,100	14,100	-	-	1,500	1,500	12,600	-
WFL-Infection and Prevention Control Team	NI2023-11	288,475	10,300	298,775	-	196,868	-	196,868	101,907	-

	REF	BASE BUDGET	ONE TIME/ CAPITAL	2023 BUDGET COST	RESERVES	GRANTS	OTHER SOURCES	REVENUES	TAXATION	WWW RATES
PS-Coordinator of Emergency Management	NI2023-12	62,111	6,800	68,911	-	-	-	-	68,911	-
LIB-Ox On The Run Full Year Pilot	NI2023-13	177,459	31,600	209,059	209,059	-	-	209,059	-	-
		848,368	4,414,300	5,262,667	4,763,559	196,868	76,500	5,036,927	275,449	(49,708)
ONE-TIME ITEMS										
COU-2% Swift Plus Levy Surcharge		-	1,406,400	1,406,400	-	1,406,400	-	1,406,400	-	-
CAO-Strategic Plan Refresh		-	50,000	50,000	50,000	-	-	50,000	-	-
TOUR-Destination Ontario Photo Video		-	8,000	8,000	-	-	-	-	8,000	-
FIN-Salary Reporting Software Enhancement	1	-	25,000	25,000	-	-	-	-	25,000	-
FIN-New Cheque Signing Costs		-	1,500	1,500	-	-	-	-	1,500	-
FIN-Temp Capital Planning Analyst	1	-	97,320	97,320	-	-	97,320	97,320	-	-
RDS-Plate Tamper		-	2,500	2,500	-	-	-	-	2,500	-
RDS-Highway 59 (OR-59) - Trim back tree canopy over road		-	10,000	10,000	-	-	-	-	10,000	-
RDS-Oxford County - Gateway Signs		-	7,500	7,500	7,500	-	-	7,500	-	-
HSG-10 Year Shelter Plan		-	20,000	20,000	-	-	-	-	20,000	-
HSG-New waitlist software		-	10,000	10,000	-	-	-	-	10,000	-
HSG-Woodstock NFP Rent Supplement increase		-	21,600	21,600	-	-	-	-	21,600	-
HSG-Additional Affordable Housing Investment (NM02-221205)		-	1,250,000	1,250,000	-	1,000,000	-	1,000,000	250,000	-
WM-Waste Management Facility new access roads		-	40,000	40,000	40,000	-	-	40,000	-	-
WM-Blue Box Transition Consulting Services		-	5,000	5,000	-	-	-	-	5,000	-
ENG-Pipe Inspection Camera		-	22,000	22,000	-	-	-	-	22,000	-
LIB-Library Strategic Plan		-	35,000	35,000	35,000	-	-	35,000	-	-
LIB-Library Levy Stabilization Reserve Funding		-	-	-	280,456	-	-	280,456	(280,456)	-
WDL-2023 OPFA Training		-	3,000	3,000	-	-	-	-	3,000	-
WDL-Increased tree planting		-	49,750	49,750	49,750	-	-	49,750	-	-
WAT-Tavistock Swabbing		-	10,000	10,000	-	-	-	-	-	10,000

	REF	BASE BUDGET	ONE TIME/CAPITAL	2023 BUDGET COST	RESERVES	GRANTS	OTHER SOURCES	REVENUES	TAXATION	WWW RATES
WAT-Phase I ESA - High Priority Production Wells		-	25,000	25,000	25,000	-	-	25,000	-	-
WAT-In-distribution Storage - Contractor		-	8,000	8,000	-	-	-	-	-	8,000
WAT-AWWA ACE in Toronto		-	20,000	20,000	-	-	-	-	-	20,000
WW-Grouting Repairs Trunk		-	20,000	20,000	-	-	-	-	-	20,000
WW-Taylor St Drumbo sewer main spot repair		-	15,000	15,000	-	-	-	-	-	15,000
WFL-Clinical Decision Support Tools		-	10,438	10,438	-	17,938	-	17,938	(7,500)	-
		-	3,173,008	3,173,008	487,706	2,424,338	97,320	3,009,364	90,644	73,000
SERVICE LEVEL										
ENG-Supervisor of Development FTE	FTE2023-01	175,211	2,800	178,011	-	-	110,000	110,000	68,011	-
WM-Scale Operator FTE	FTE2023-02	44,516	-	44,516	-	-	-	-	44,516	-
WW-Water Technologist FTE	FTE2023-03	61,514	2,000	63,514	2,000	-	44,000	46,000	-	17,514
WAT-Water Technologist-FTE	FTE2023-03	64,314	-	64,314	-	-	44,000	44,000	-	20,314
WW-Wastewater Treatment Maintenance Person FTE	FTE2023-04	191,237	152,800	344,037	136,000	-	-	136,000	-	208,037
WAT-Water Treatment Operators FTE	FTE2023-05	219,746	155,800	375,546	136,000	-	-	136,000	-	239,546
WAT-Utility Locate Summer Student FTE	FTE2023-06	14,382	-	14,382	-	-	-	-	-	14,382
HS-Human Services Supervisor FTE	FTE2023-07	39,576	-	39,576	-	39,576	-	39,576	-	-
HS-Human Services Supervisor-Housing Allocation	FTE2023-07	5,654	-	5,654	-	-	-	-	5,654	-
HS-Human Services Supervisor-Community Services Allocation	FTE2023-07	(5,086)	800	(4,286)	-	(4,286)	-	(4,286)	-	-
WFL-Registered Practical Nurses FTE	FTE2023-09	369,547	11,000	380,547	-	364,537	-	364,537	16,010	-
WFL-Supervisor of Resident Care FTE	FTE2023-10	145,164	-	145,164	-	145,164	-	145,164	0	-
WFL-Personal Support Worker FTE	FTE2023-11	(25,804)	-	(25,804)	-	-	-	-	(25,804)	-
WFL-Food Service Worker FTE	FTE2023-11	41,385	-	41,385	-	-	-	-	41,385	-
WFL-Housekeeping/Laundry Aide FTE	FTE2023-11	163,334	-	163,334	-	-	-	-	163,334	-
WFL-Maintenance Worker FTE	FTE2023-11	15,729	-	15,729	-	-	-	-	15,729	-
WFL-Convert PT Support Clerk to FT	FTE2023-11	19,147	-	19,147	-	-	-	-	19,147	-
FIN-Financial Analyst FTE	FTE2023-12	104,353	2,000	106,353	-	-	-	-	106,353	-

	REF		BASE BUDGET	ONE TIME/ CAPITAL	2023 BUDGET COST	RESERVES	GRANTS	OTHER SOURCES	REVENUES	TAXATION	WWW RATES
FIN-Finance Officer (Bill 23 – More Homes Built Faster Act) FTE	CS2022-49	1	59,400	2,000	61,400	-	-	-	-	61,400	-
SCE-Summer Student FTE	FTE2023-13		12,296	-	12,296	-	-	-	-	12,296	-
HR-Coordinator of HR FTE	FTE2023-14		114,007	2,300	116,307	-	-	-	-	116,307	-
PLN-Student Planner FTE	FTE2023-15		26,514	-	26,514	-	-	-	-	26,514	-
PLN-Administration Support & Development Planner (Bill 23 – More Homes Built Faster Act) FTE	CS2022-49		157,500	4,000	161,500	-	-	-	-	161,500	-
FIN-Legal retainer and opinions		1	7,000	-	7,000	-	-	-	-	7,000	-
IT-Enhanced Security Testing		1	50,000	-	50,000	-	-	-	-	50,000	-
IS-GIS Staff Phone			600	300	900	-	-	-	-	900	-
RDS-QA/QC Services			10,000	-	10,000	-	-	-	-	10,000	-
RDS-Drumbo Sweeping Recovery Discontinued			-	-	-	-	-	(19,000)	(19,000)	19,000	-
HSG-Affordable Housing Contribution to Reserve Increase			450,000	-	450,000	-	-	-	-	450,000	-
WM-Add Waste Management On-Call			17,128	-	17,128	-	-	-	-	17,128	-
LIB-Enhanced library services advertising			-	10,000	10,000	-	-	-	-	10,000	-
WDL-Tree seedling storage rental			5,000	-	5,000	-	-	-	-	5,000	-
WAT-University of Waterloo - Nitrate levels in Tillsonburg and Woodstock			35,000	-	35,000	-	-	-	-	-	35,000
WAT-Backflow Program			3,000	25,000	28,000	-	-	-	-	-	28,000
WAT – Water Operator Leadhand Designation (Permanent)			2,753	-	2,753	-	-	-	-	-	2,753
WAT-New fees and charges revenues			-	-	-	-	-	99,605	99,605	-	(99,605)
WAT-Water chamber rehabilitation			10,737	-	10,737	-	-	-	-	-	10,737
WAT-Add water distribution/wastewater collection separate ORO On-call			15,935	-	15,935	-	-	-	-	-	15,935
WW-Sewer Infiltration and Inflow Control			80,526	-	80,526	-	-	-	-	-	80,526
WW-New fees and charges revenues			-	-	-	-	-	233,525	233,525	-	(233,525)
WFL-Visitor Management Software			14,000	-	14,000	-	-	-	-	14,000	-

	REF	BASE BUDGET	ONE TIME/CAPITAL	2023 BUDGET COST	RESERVES	GRANTS	OTHER SOURCES	REVENUES	TAXATION	WWW RATES
WFL-IPAC compliance additional material costs		4,400	-	4,400	-	-	-	-	4,400	-
WFL-BSO Therapeutic Programming		1,050	-	1,050	-	-	-	-	1,050	-
WFL-Emergency Preparedness		5,000	-	5,000	-	-	-	-	5,000	-
PS-Labour Management Software		24,200	10,000	34,200	-	-	-	-	34,200	-
PS-Additional storage space rent		110,000	-	110,000	-	-	-	-	110,000	-
		2,859,965	380,800	3,240,765	274,000	544,991	512,130	1,331,121	1,570,030	339,614
CARRYOVER/IN-YEAR APPROVAL										
GN-Significant Tax Write-offs		-	2,500,000	2,500,000	2,500,000	-	-	2,500,000	-	-
CC-Workforce Funding (2022 In-Year Budget) FTE		-	150,028	150,028	-	150,028	-	150,028	-	-
HSG-My Second Unit Program CAO 2022-10	CAO2022-10	-	135,500	135,500	135,500	-	-	135,500	(0)	-
		-	2,785,528	2,785,528	2,635,500	150,028	-	2,785,528	(0)	-
COVID										
HS-Legal costs related to COVID		-	9,000	9,000	-	9,000	-	9,000	-	-
HSG-Additional cleaning		-	5,000	5,000	-	5,000	-	5,000	-	-
FAC-Additional cleaning		-	17,500	17,500	-	17,500	-	17,500	-	-
WFL-IPAC Training Funding & Prevention & Containment Funding	FTE Impact	-	183,392	183,392	-	183,392	-	183,392	-	-
WFL-Minor capital related to infection prevention		-	239,096	239,096	-	239,096	-	239,096	-	-
PS-COVID Costs	FTE Impact	-	65,973	65,973	-	65,973	-	65,973	-	-
		-	519,961	519,961	-	519,961	-	519,961	-	-
INITIATIVE GAPPING										
ENG-Supervisor of Development FTE	FTE2023-01	-	(27,340)	(27,340)	-	-	-	-	(27,340)	-
WW-Water Technologist FTE	FTE2023-03	-	(12,666)	(12,666)	-	-	-	-	-	(12,666)
WAT-Water Technologist-FTE	FTE2023-03	-	(12,641)	(12,641)	-	-	-	-	-	(12,641)
WW-Wastewater Treatment Maintenance Person FTE	FTE2023-04	-	(108,412)	(108,412)	-	-	-	-	-	(108,412)

	REF		BASE BUDGET	ONE TIME/ CAPITAL	2023 BUDGET COST	RESERVES	GRANTS	OTHER SOURCES	REVENUES	TAXATION	W/WW RATES
WAT-Water Treatment Operators FTE	FTE2023-05		-	(125,305)	(125,305)	-	-	-	-	-	(125,305)
FIN-Financial Analyst FTE	FTE2023-12	1	-	(25,964)	(25,964)	-	-	-	-	(25,964)	-
HR-Coordinator of HR FTE	FTE2023-14	1	-	(18,885)	(18,885)	-	-	-	-	(18,885)	-
WM-Early Compactor Procurement	NI2023-02		-	(2,075,910)	(2,075,910)	(1,984,000)	-	-	(1,984,000)	(91,910)	-
WW - Upgraded Sanitary Flushing/Cleaning Truck	NI2023-06		-	(685,500)	(685,500)	(655,000)	-	-	(655,000)	-	(30,500)
WAT - Upgraded Sanitary Flushing/Cleaning Truck	NI2023-06		-	39,048	39,048	-	-	-	-	-	39,048
PS-Coordinator of Emergency Management	NI2023-12		-	(14,375)	(14,375)	-	-	-	-	(14,375)	-
LIB-Ox On The Run Full Year Pilot	NI2023-13		-	(23,110)	(23,110)	(23,110)	-	-	(23,110)	-	-
			-	(3,091,060)	(3,091,060)	(2,662,110)	-	-	(2,662,110)	(178,474)	(250,476)
TOTAL COUNTY OF OXFORD			3,708,332	8,182,537	11,890,869	5,498,655	3,836,186	685,950	10,020,791	1,757,648	112,430

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

Full-time Equivalent Plan (FTE) Summary

FTE Continuity

+ 2022 Base	617.2
+ 2022 Temp	10.5
= 2022 Approved Plan	627.7
+ 2022 In-Year	2.8
= 2022 Revised Plan	630.5
- 2022 Temp	(10.5)
+ 2023 Base*	22.6
+ 2023 Temp*	5.8
= 2023 Draft Plan	648.4
*2023 New Request	28.4

Department/Division	2022					2023				Request
	Base	Reorg ¹	In Year ¹	Temp	Budget	Base	2022 In Year Temp ¹	Temp	Budget	
CAO Office	4.0	-	-	-	4.0	4.0	-	-	4.0	-
Strategic Communication	4.0	-	-	-	4.0	4.3	-	-	4.3	0.3
Tourism	3.3	-	-	-	3.3	3.3	-	-	3.3	-
CAO	11.3	-	-	-	11.3	11.6	-	-	11.6	0.3
Human Resources	8.0	-	-	-	8.0	9.0	-	-	9.0	1.0
Community Planning	15.0	-	-	-	15.0	17.7	-	-	17.7	2.7
Finance	14.0	-	1.0	-	15.0	16.0	1.0	-	17.0	2.0
Customer Service	4.7	0.5	-	-	5.2	5.2	-	-	5.2	-
Clerks	4.0	-	-	-	4.0	4.0	-	-	4.0	-
Information Technology	11.0	-	-	-	11.0	11.0	-	-	11.0	-
Information Services	11.0	-	0.3	-	11.3	11.3	-	-	11.3	-
Provincial Offences Admin.	4.5	-	-	-	4.5	4.5	-	-	4.5	-
Corporate Services	49.2	0.5	1.3	-	51.0	52.0	1.0	-	53.0	2.0
Oxford County Library	36.7	(0.5)	-	0.7	36.9	36.0	-	2.3	38.3	2.1
Community Services	31.0	1.8	-	-	32.8	32.8	-	-	32.8	-
Child Care and EarlyOn	14.2	(3.2)	1.0	-	12.0	12.0	1.0	-	13.0	1.0
Housing	1.1	1.4	0.5	-	3.0	2.5	0.5	0.5	3.5	0.5
Human Services	46.3	-	1.5	-	47.8	47.3	1.5	0.5	49.3	1.5
Paramedic Services	88.6	-	-	4.9	93.5	89.2	-	0.6	89.8	1.2
Woodingford Lodge	215.4	-	-	4.9	220.3	222.7	-	2.4	225.1	9.7
Engineering and Construction	20.1	-	-	-	20.1	21.1	-	-	21.1	1.0
Facilities and Fleet	15.6	-	-	-	15.6	15.6	-	-	15.6	0.0
Transportation Services	37.3	-	-	-	37.3	37.3	-	-	37.3	-
Waste Management	15.4	-	-	-	15.4	16.0	-	-	16.0	0.6
Woodlands Conservation	1.0	-	-	-	1.0	1.0	-	-	1.0	-
Water and Wastewater	57.3	-	-	-	57.3	63.6	-	-	63.6	6.3
Public Works	146.7	-	-	-	146.7	154.6	-	-	154.6	7.9
Total	617.2	-	2.8	10.5	630.5	640.1	2.5	5.8	648.4	28.4

¹ Approved during in-year

Funded temporary positions

Summary of Full-time Equivalent Plan Change by Funding Source

The overall County's full-time equivalent (FTE) staffing complement is to increase by 28.4 FTEs in 2023, for a total of 648.4 FTEs funded as follows:

- **10.9** County General Levy
- **2.1** Library Levy
- **6.3** Water and wastewater rates
- **6.1** Grant funded-positions
- **3.0** Temporary positions related to COVID-19 (grant funded)

	Service Level	New Initiative	One Time (Temp)	COVID (Temp)	Inc (Dec)	Budget Explanation	Reference
County Levy							
Strategic Communication & Engagement	0.3	-	-	-	0.3	Summer Student	FTE 2023-13
Community Planning	0.7	-	-	-	0.7	Student Planner	FTE 2023-15
	2.0	-	-	-	2.0	Administration Support & Development Planner	CS 2022-49
Paramedic Services	-	0.6	-	-	0.6	Emergency Management Co-ordinator	NI 2023-12
Woodingford Lodge	0.5	-	-	-	0.5	Food Services Worker	FTE 2023-11
	0.2	-	-	-	0.2	Maintenance Worker	FTE 2023-11
	2.0	-	-	-	2.0	Housekeeping/Laundry Aide	FTE 2023-11
Waste Management	0.6	-	-	-	0.6	Scale Operator	FTE 2023-02
	6.3	0.6	-	-	6.9		
Interdepartmental Charges/Capital Funded							
Human Resources	1.0	-	-	-	1.0	HR Coordinator	FTE 2023-14
Finance	1.0	-	-	-	1.0	Financial Analyst	FTE 2023-12
	1.0	-	-	-	1.0	Finance Officer	CS 2022-49
Engineering & Construction	1.0	-	-	-	1.0	Supervisor of Development	FTE 2023-01
	4.0	-	-	-	4.0		
Grants							
Paramedic Services	-	-	-	0.6	0.6	Temporary Paramedics	COVID response
Human Services	-	-	0.5	-	0.5	Housing Program Coordinator extended July-Dec 2023	NI 2023-07
	1.0	-	-	-	1.0	Human Services Supervisor	FTE 2023-07

	Service Level	New Initiative	One Time (Temp)	COVID (Temp)	Inc (Dec)	Budget Explanation	Reference
Woodingford Lodge	-	1.0	-	-	1.0	Supervisor– Infection Prevention and Control	NI 2023-11
	-	1.0	-	-	1.0	Registered Practical Nurse (RPN) – Infection Prevention and Control	NI 2023-11
	0.8	-	-	-	0.8	Supervisor of Resident Care	FTE 2023-10
	(0.4)	-	-	-	(0.4)	Personal Support Worker	FTE 2023-11
	2.2	-	-	-	2.2	Registered Practical Nurses	FTE 2023-09
	-	-	-	-	2.4	2.4	Screening and Swabbing positions
	3.6	2.0	0.5	3.0	9.1		
Library Levy							
Library	(0.2)	-	-	-	(0.2)	Service Level Changes	
	-	-	2.0	-	2.0	Outreach Specialist, Public Service Clerk	NI 2023-13
	-	-	0.3	-	0.3	Summer Student	NI 2022-13
	(0.2)	-	2.3	-	2.1		
Water Wastewater Rates							
Water and Wastewater Services	1.0	-	-	-	1.0	Tandem Truck/Machine Operator (2024 Budget Impact)	NI 2023-06
	1.0	-	-	-	1.0	Technical Services Water Technologist	FTE 2023-03
	2.0	-	-	-	2.0	Wastewater Treatment Maintenance Person	FTE 2023-04
	2.0	-	-	-	2.0	Water Treatment Operators	FTE 2023-05
	0.3	-	-	-	0.3	Utility Locate Summer Student	FTE 2023-06
	6.3	-	-	-	6.3		
Total	20.0	2.6	2.8	3.0	28.4		

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

	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	%
	FINANCE	FINANCE	HR	HR	IT	IT	CS	CS	FACILITIES	FACILITIES	FLEET	FLEET	TOTAL	TOTAL	%
COUNCIL	5,750	6,280	-	-	3,585	3,772	1,140	6,696	92,400	104,500	-	-	102,875	121,248	17.9%
CAO															
CAO OFFICE	5,622	5,291	6,223	5,606	13,391	16,337	4,180	8,705	18,400	30,200	480	490	48,296	66,629	38.0%
STRATEGIC COMMUNICATIONS	4,728	5,424	6,223	6,026	13,300	17,846	1,140	6,696	16,100	15,500	-	-	41,491	51,492	24.1%
TOURISM	5,889	8,637	5,134	4,625	13,482	11,316	1,140	6,696	13,400	14,300	-	-	39,045	45,574	16.7%
TOTAL CAO	16,239	19,352	17,580	16,257	40,173	45,499	6,460	22,097	47,900	60,000	480	490	128,832	163,695	27.1%
CORPORATE SERVICES															
FINANCE	-	-	-	-	-	-	-	-	35,200	51,300	-	-	35,200	51,300	45.7%
CUSTOMER SERVICE	-	-	-	-	-	-	-	-	36,700	32,500	-	-	36,700	32,500	(11.4%)
INFORMATION SERVICES	7,271	8,116	17,111	15,837	47,364	48,966	9,502	16,740	46,500	58,800	-	-	127,748	148,459	16.2%
INFORMATION TECHNOLOGY	-	-	-	-	-	-	-	-	36,500	34,100	-	-	36,500	34,100	(6.6%)
CLERKS	5,273	6,426	6,223	5,606	19,471	20,555	9,502	16,740	88,200	87,600	-	-	128,669	136,927	6.4%
POA	22,291	22,176	7,000	6,307	36,882	44,144	9,502	20,757	119,100	124,700	-	-	194,775	218,084	12.0%
LIBRARY	58,184	66,232	58,486	53,678	440,669	496,372	19,004	20,088	494,424	654,075	33,442	52,076	1,104,209	1,342,521	21.6%
TOTAL CORPORATE SERVICES	93,019	102,950	88,820	81,428	544,386	610,037	47,510	74,325	856,624	1,043,075	33,442	52,076	1,663,801	1,963,891	18.0%
PUBLIC WORKS															
ADMINISTRATION	-	-	-	-	-	-	-	-	175,450	211,800	29,119	-	204,569	211,800	3.5%
FACILITIES	64,103	140,288	24,265	21,864	59,694	62,322	18,092	59,594	11,589	12,612	88,138	132,025	265,881	428,705	61.2%
ENGINEERING SERVICES	57,087	40,730	31,266	29,572	71,145	89,516	38,008	23,436	-	-	87,218	90,380	284,724	273,634	(3.9%)
TRANSPORTATION SERVICES	159,176	178,769	97,374	90,538	69,387	53,230	52,299	63,611	276,441	344,635	2,083,580	2,550,987	2,738,257	3,281,770	19.8%
WASTE MANAGEMENT	108,372	119,079	37,799	33,497	33,051	42,195	52,299	130,571	131,592	168,807	690,101	963,451	1,053,214	1,457,600	38.4%
WATER SERVICES	246,812	284,873	46,976	42,606	145,806	148,068	114,023	83,699	1,957,558	2,037,526	656,466	662,268	3,167,641	3,259,040	2.9%
WASTEWATER SERVICES	246,508	268,291	63,931	67,553	60,692	61,835	114,023	56,915	2,781,579	3,251,994	244,851	434,502	3,511,584	4,141,090	17.9%
TOTAL PUBLIC WORKS	882,058	1,032,030	301,611	285,630	439,775	457,166	388,744	417,826	5,334,209	6,027,374	3,879,473	4,833,613	11,225,870	13,053,639	16.3%
HUMAN RESOURCES															
HUMAN SERVICES	357,001	300,222	134,241	115,484	193,662	202,131	106,422	98,430	657,212	579,825	18,516	13,660	1,467,054	1,309,752	(10.7%)
WOODINGFORD LODGE	294,826	440,959	558,892	666,435	620,941	651,353	51,767	36,158	32,132	24,771	-	-	1,558,558	1,819,676	16.8%
PARAMEDIC SERVICES	107,076	136,034	239,857	230,128	202,268	244,717	19,004	9,374	384,665	450,601	2,503	-	955,373	1,070,854	12.1%
PLANNING	9,552	12,446	23,332	22,004	70,124	73,256	13,303	28,793	79,700	81,900	-	-	196,011	218,399	11.4%
TOTAL	1,765,521	2,050,273	1,364,333	1,417,366	2,114,914	2,287,931	634,350	693,699	7,519,042	8,408,246	3,934,414	4,899,839	17,332,574	19,757,354	14.0%
\$ VARIANCE		284,752		53,033		173,017		59,349		889,204		965,425		2,424,780	
% VARIANCE		16.1%		3.9%		8.2%		9.4%		11.8%		24.5%		14.0%	

	2022	2022	2022	2022	2022	2023	2023	2023	2023	RESERVE	POLICY
	OPENING	FORECAST	FORECAST	FORECAST	FORECAST	BUDGET	BUDGET	BUDGET	BUDGET	TARGET	(SURPLUS)
	BALANCE	INTEREST	TO	FROM	BALANCE	INTEREST	TO	FROM	BALANCE	POLICY	SHORTFALL
DEVELOPMENT CHARGES											
91100 DC - ADMIN	470,522	11,000	105,380	(234,250)	352,652	13,600	85,642	(174,476)	277,418	-	-
91230 DC - ROADS	1,165,701	27,200	2,879,350	(4,072,250)	1	-	2,458,980	(933,482)	1,525,499	-	-
91231 DC - WASTE DIVERSION	7,645	200	36,957	(14,849)	29,953	1,200	29,206	(14,849)	45,510	-	-
91251 DC - WW WOODSTOCK	2,542,401	59,200	1,747,141	(439,939)	3,908,803	150,500	1,547,105	(379,940)	5,226,468	-	-
91252 DC - WW TILLSONBURG	6,772,597	157,800	930,000	(1,932,752)	5,927,645	228,200	531,359	(1,289,664)	5,397,540	-	-
91253 DC - WW INGERSOLL	1	-	783,203	(783,200)	4	-	583,236	(580,384)	2,856	-	-
91254 DC - WW NORWICH	2,819,006	65,700	407,124	(125,672)	3,166,158	121,900	200,676	(600,903)	2,887,831	-	-
91255 DC - WW TAVISTOCK	1	-	314,909	(314,907)	3	-	324,356	(323,568)	791	-	-
91256 DC - WW PLATTSVILLE	1	-	221,874	(221,872)	3	-	193,510	(193,118)	395	-	-
91257 DC - WW THAMESFORD	230,897	5,400	-	(3,592)	232,705	9,000	-	(3,777)	237,928	-	-
91258 DC - WW DRUMBO	4	-	29,044	(29,008)	40	-	29,915	(29,950)	5	-	-
91259 DC - WW MT ELGIN	206	-	3,100	(3,301)	5	-	2,800	(2,800)	5	-	-
91261 DC - W WOODSTOCK	3	-	980,672	(980,561)	114	-	868,043	(866,806)	1,351	-	-
91262 DC - W TILLSONBURG	234,134	5,500	310,000	(177,405)	372,229	14,300	178,059	(27,833)	536,755	-	-
91263 DC - W INGERSOLL	-	-	196,926	(196,924)	2	-	144,883	(142,025)	2,860	-	-
91264 DC - W NORWICH	1	-	81,806	(81,802)	5	-	46,451	(46,057)	399	-	-
91265 DC - W TAVISTOCK	574,915	13,400	35,119	(102,908)	520,526	20,000	36,173	(25,569)	551,130	-	-
91266 DC - W PLATTSVILLE	-	-	85,378	(85,376)	2	-	74,447	(74,055)	394	-	-
91267 DC - W THAMESFORD	65,373	1,500	275,000	(15,914)	325,959	12,500	91,558	(4,229)	425,788	-	-
91268 DC - W DRUMBO	21,733	500	-	(3,241)	18,992	700	-	(14,120)	5,572	-	-
91269 DC - W MT ELGIN	3	-	128,940	(53,913)	75,030	-	82,766	(119,368)	38,428	-	-
91500 DC - EMS	331,163	7,700	331,849	(133,092)	537,620	20,700	274,104	(199,298)	633,126	-	-
91600 DC - LIBRARY	446,189	10,400	144,817	(187,450)	413,956	15,900	141,801	(157,160)	414,497	-	-
TOTAL DEVELOPMENT CHARGES	15,682,496	365,500	10,028,589	(10,194,178)	15,882,407	608,500	7,925,070	(6,203,431)	18,212,546	-	-
RESERVE FUNDS											
93270 RF - LANDFILL AND WASTE DIV.	23,535,081	393,500	-	(2,123,890)	21,804,691	457,640	-	(2,177,000)	20,085,331	20,650,000	564,669
TOTAL RESERVE FUNDS	23,535,081	393,500	-	(2,123,890)	21,804,691	457,640	-	(2,177,000)	20,085,331	20,650,000	564,669
RESERVES											
92101 R - WSIB	3,698,176	-	-	(231,049)	3,467,127	-	-	-	3,467,127	5,357,000	1,889,873
92102 R - PAY EQUITY	1,296,264	-	-	-	1,296,264	-	-	-	1,296,264	1,133,000	(163,264)
92103 R - TRAINING	300,000	-	-	(50,000)	250,000	-	-	(50,000)	200,000	250,000	50,000
92120 R - INFORMATION SYSTEMS	1,407,134	29,640	212,232	(482,283)	1,166,723	40,595	196,505	(421,105)	982,718	590,000	(392,718)
92130 R - CORPORATE GENERAL	9,439,207	-	1,500	(1,826,706)	7,614,001	-	-	(2,813,000)	4,801,001	10,570,000	5,768,999
92131 R - WORKING CAPITAL	6,100,000	-	-	-	6,100,000	-	-	-	6,100,000	7,040,000	940,000
92133 R - LEGAL	461,807	-	-	(122,064)	339,743	-	-	-	339,743	500,000	160,257
92134 R - INSURANCE	1,513,938	35,275	50,000	-	1,599,213	59,645	50,000	-	1,708,858	1,750,000	41,142
92135 R - BROADBAND EXPANSION	1,274,487	-	1,368,000	-	2,642,487	-	-	-	2,642,487	-	-
92170 R - FEDERAL RESTART	4,295,464	-	-	(144,732)	4,150,732	-	-	(2,437,900)	1,712,832	-	-
92205 R - COMMUNITY-BUILDING FUND	4,770,312	82,023	3,516,005	(6,016,000)	2,352,340	61,324	3,516,005	(5,035,000)	894,669	-	-

	2022	2022	2022	2022	2022	2023	2023	2023	2023	RESERVE	POLICY
	OPENING	FORECAST	FORECAST	FORECAST	FORECAST	BUDGET	BUDGET	BUDGET	BUDGET	TARGET	(SURPLUS)
	BALANCE	INTEREST	TO	FROM	BALANCE	INTEREST	TO	FROM	BALANCE	POLICY	SHORTFALL
92206 R - OCIF	1,414,694	80,378	5,044,292	(974,250)	5,565,114	241,424	4,456,616	(3,633,000)	6,630,154	-	-
92210 R - FACILITIES	5,059,855	95,808	1,292,834	(3,224,421)	3,224,076	83,175	1,295,325	(3,280,667)	1,321,909	8,000,000	6,678,091
92215 R - TREES RURAL	55,503	-	25,000	(23,700)	56,803	-	-	(49,750)	7,053	-	-
92220 R - FLEET	3,804,430	92,367	2,083,206	(1,763,560)	4,216,443	153,764	2,561,512	(3,006,669)	3,925,050	2,850,000	(1,075,050)
92230 R - ROADS	17,487,935	427,559	9,586,750	(7,436,532)	20,065,712	721,217	8,804,982	(11,179,321)	18,412,590	19,759,000	1,346,410
92235 R - BRIDGES	13,398,670	319,637	2,640,000	(2,072,683)	14,285,624	536,788	2,640,000	(3,470,152)	13,992,260	5,414,000	(8,578,260)
92240 R - WATER/WASTEWATER CSAP	2,151,008	-	-	(37,664)	2,113,344	-	-	-	2,113,344	-	-
92244 R - SOURCE WATER PROTECTION	985,101	-	-	(247,730)	737,371	-	-	(326,911)	410,460	-	-
92280 R - WASTE COLLECTION	2,795,595	-	-	(350,553)	2,445,042	-	-	(333,344)	2,111,698	1,427,000	(684,698)
92300 R - SOCIAL HOUSING	3,286,793	71,402	825,000	(1,271,994)	2,911,201	89,465	965,250	(2,144,785)	1,821,131	3,080,000	1,258,869
92301 R - CHILD CARE MITIGATION FUND	899,238	-	-	(202,543)	696,695	-	-	-	696,695	-	-
92302 R - AFFORDABLE HOUSING	6,802,329	-	2,333,504	(7,659,597)	1,476,236	-	950,000	(2,413,550)	12,686	-	-
92335 R - WOODINGFORD LODGE EQUIP	240,540	6,408	286,500	(217,555)	315,893	10,524	302,000	(387,071)	241,346	405,000	163,654
92400 R - PLANNING - OFFICIAL PLAN	678,535	-	-	(204,750)	473,785	-	-	(113,250)	360,535	135,000	(225,535)
92511 R - PARAMEDIC SERVICE VEHICLES	1,289,585	31,368	850,000	(736,644)	1,434,309	37,111	893,000	(1,833,779)	530,641	997,000	466,359
92512 R - PARAMEDIC SERVICE STATIONS	599,971	13,354	40,000	(93,700)	559,625	19,352	46,800	(160,750)	465,027	450,000	(15,027)
92600 R - LIBRARIES	1,153,451	-	280,456	(317,916)	1,115,991	-	-	(587,255)	528,736	214,000	(314,736)
92602 R - OCL NORWICH CAPITAL	40,466	-	-	-	40,466	-	-	-	40,466	-	-
92605 R - OCL - FACILITIES	654,719	13,014	100,000	(292,395)	475,338	19,987	117,000	(29,400)	582,925	1,250,000	667,075
TOTAL RESERVES	97,355,207	1,298,233	30,535,279	(36,001,021)	93,187,698	2,074,371	26,794,995	(43,706,659)	78,350,405	71,171,000	7,981,441
WATER & WASTEWATER RESERVES											
92249 R-WW EMBRO	696,929	17,647	122,891	(3,203)	834,264	34,539	124,492	(2,731)	990,564	1,050,000	59,436
92250 R - WW INNERKIP	916,705	22,087	96,368	(59,327)	975,833	40,310	93,202	(4,356)	1,104,989	910,000	(194,989)
92251 R - WW WOODSTOCK	15,271,009	337,037	1,468,298	(3,291,786)	13,784,558	483,689	1,673,519	(4,440,084)	11,501,682	16,644,000	5,142,318
92252 R - WW TILLSONBURG	21,784,810	418,257	1,094,112	(8,830,642)	14,466,537	464,728	1,254,888	(6,153,077)	10,033,076	6,417,000	(3,616,076)
92253 R - WW INGERSOLL	7,369,997	183,364	2,305,577	(1,575,620)	8,283,318	334,451	2,107,929	(1,846,229)	8,879,469	6,327,000	(2,552,469)
92254 R - WW NORWICH	3,126,182	73,320	432,653	(396,416)	3,235,739	130,275	400,642	(114,912)	3,651,744	3,060,000	(591,744)
92255 R - WW TAVISTOCK	3,629,300	92,783	1,033,832	(332,685)	4,423,230	176,201	872,408	(573,086)	4,898,753	4,435,000	(463,753)
92256 R - WW PLATTSVILLE	1,851,300	43,524	192,755	(161,601)	1,925,978	74,894	171,510	(136,781)	2,035,601	1,625,000	(410,601)
92257 R - WW THAMESFORD	3,529,756	79,706	339,795	(561,207)	3,388,050	126,388	180,401	(399,179)	3,295,660	3,060,000	(235,660)
92258 R - WW DRUMBO	951,089	11,356	118,755	(1,047,431)	33,769	2,424	101,815	(95,794)	42,214	1,770,000	1,727,786
92259 R - WW MT ELGIN	689,810	15,049	100,359	(188,919)	616,299	12,072	71,250	(675,197)	24,424	2,005,000	1,980,576
92261 R - W WOODSTOCK	22,264,525	515,499	3,296,607	(3,685,293)	22,391,338	811,607	3,071,388	(5,806,211)	20,468,122	11,925,000	(8,543,122)
92262 R - W TILLSONBURG	5,276,803	121,500	1,606,162	(1,748,501)	5,255,964	191,586	1,540,929	(2,103,947)	4,884,532	5,268,000	383,468
92263 R - W INGERSOLL	9,092,096	156,511	1,245,958	(5,936,684)	4,557,881	111,365	1,116,905	(4,330,016)	1,456,135	5,388,000	3,931,865
92264 R - W TOWNSHIP	11,658,927	269,928	1,528,262	(1,697,886)	11,759,231	375,352	1,211,172	(5,260,875)	8,084,880	12,672,000	4,587,120
TOTAL WATER & WASTEWATER RESERVES	108,109,238	2,357,568	14,982,384	(29,517,201)	95,931,989	3,369,881	13,992,450	(31,942,475)	81,351,845	82,556,000	1,204,155
TOTAL RESERVES	244,682,022	4,414,801	55,546,252	(77,836,290)	226,806,785	6,510,392	48,712,515	(84,029,565)	198,000,127	174,377,000	9,750,265

	2022	2022	2023	2024	2025	2026	2027
	OPENING	FORECAST	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE
91100 DC - ADMIN	470,522	352,652	277,418	204,089	302,360	406,802	517,889
91230 DC - ROADS	1,165,701	1	1,525,499	934,749	1,589,865	4,315,805	6,819,487
91231 DC - WASTE DIVERSION	7,645	29,953	45,510	62,438	80,760	100,600	122,082
91251 DC - WW WOODSTOCK	2,542,401	3,908,803	5,226,468	4,383,074	5,530,672	6,801,520	8,231,696
91252 DC - WW TILLSONBURG	6,772,597	5,927,645	5,397,540	6,132,810	6,916,491	7,750,821	8,614,484
91253 DC - WW INGERSOLL	1	4	2,856	1,529	246,661	596,856	966,386
91254 DC - WW NORWICH	2,819,006	3,166,158	2,887,831	2,330	536	1	4
91255 DC - WW TAVISTOCK	1	3	791	399	1	109,584	444,488
91256 DC - WW PLATTSVILLE	1	3	395	198	-	112,631	329,950
91257 DC - WW THAMESFORD	230,897	232,705	237,928	244,980	252,735	261,277	267,449
91258 DC - WW DRUMBO	4	40	5	3	1	5	1
91259 DC - WW MT ELGIN	206	5	5	354	1,793	3,765	3,196
91261 DC - W WOODSTOCK	3	114	1,351	82,871	222,317	421,778	557,674
91262 DC - W TILLSONBURG	234,134	372,229	536,755	721,475	922,954	1,141,814	35,283
91263 DC - W INGERSOLL	-	2	2,860	1,528	200	202	200
91264 DC - W NORWICH	1	5	399	28,455	73,993	123,286	171,472
91265 DC - W TAVISTOCK	574,915	520,526	551,130	356,251	247	69	38
91266 DC - W PLATTSVILLE	-	2	394	201	6	1	63,888
91267 DC - W THAMESFORD	65,373	325,959	425,788	532,082	646,714	769,147	896,511
91268 DC - W DRUMBO	21,733	18,992	5,572	2,077	1,761	2,054	744
91269 DC - W MT ELGIN	3	75,030	38,428	5,738	3	5	2
91500 DC - EMS	331,163	537,620	633,126	939,104	1,264,579	1,610,482	1,910,352
91600 DC - LIBRARY	446,189	413,956	414,497	504,753	602,637	708,674	823,296
TOTAL DEVELOPMENT CHARGES	15,682,496	15,882,407	18,212,546	15,141,488	18,657,286	25,237,179	30,776,572
93270 RF - LANDFILL AND WASTE DIV.	23,535,081	21,804,691	20,085,331	18,310,431	17,417,399	17,573,499	17,358,109
TOTAL RESERVE FUNDS	23,535,081	21,804,691	20,085,331	18,310,431	17,417,399	17,573,499	17,358,109
92101 R - WSIB	3,698,176	3,467,127	3,467,127	3,467,127	3,467,127	3,467,127	3,467,127
92102 R - PAY EQUITY	1,296,264	1,296,264	1,296,264	1,266,264	1,266,264	1,266,264	1,236,264
92103 R - TRAINING	300,000	250,000	200,000	150,000	100,000	50,000	-
92120 R - INFORMATION SYSTEMS	1,407,134	1,166,723	982,718	1,117,845	1,021,199	987,629	887,290
92130 R - CORPORATE GENERAL	9,439,207	7,614,001	4,801,001	4,801,001	4,586,001	4,586,001	4,586,001
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	461,807	339,743	339,743	339,743	339,743	339,743	339,743
92134 R - INSURANCE	1,513,938	1,599,213	1,708,858	1,820,799	1,935,125	2,051,927	2,171,301
92135 R - BROADBAND EXPANSION	1,274,487	2,642,487	2,642,487	2,642,487	2,642,487	2,642,487	2,642,487
92170 R - FEDERAL RESTART	4,295,464	4,150,732	1,712,832	1,712,832	1,712,832	1,712,832	1,712,832

	2022	2022	2023	2024	2025	2026	2027
	OPENING	FORECAST	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE
92205 R - COMMUNITY-BUILDING FUND	4,770,312	2,352,340	894,669	408,150	402,332	121,093	144,993
92206 R - OCIF	1,414,694	5,565,114	6,630,154	7,452	4,422	2,947	808
92210 R - FACILITIES	5,059,855	3,224,076	1,321,909	969,485	528,743	638,538	1,752,504
92215 R - TREES RURAL	55,503	56,803	7,053	7,053	7,053	7,053	7,053
92220 R - FLEET	3,804,430	4,216,443	3,925,050	3,737,679	4,490,616	4,635,844	4,373,867
92230 R - ROADS	17,487,935	20,065,712	18,412,590	17,023,093	12,154,115	8,769,145	5,662,964
92235 R - BRIDGES	13,398,670	14,285,624	13,992,260	15,268,237	16,990,577	17,072,551	15,845,696
92240 R - WATER/WASTEWATER CSAP	2,151,008	2,113,344	2,113,344	2,113,344	2,113,344	2,113,344	2,113,344
92244 R - SOURCE WATER PROTECTION	985,101	737,371	410,460	72,758	-	-	-
92280 R - WASTE COLLECTION	2,795,595	2,445,042	2,111,698	1,822,232	1,481,226	1,501,314	1,588,333
92300 R - SOCIAL HOUSING	3,286,793	2,911,201	1,821,131	919,500	267,244	256,708	251,871
92301 R - CHILD CARE MITIGATION FUND	899,238	696,695	696,695	696,695	696,695	696,695	696,695
92302 R - AFFORDABLE HOUSING	6,802,329	1,476,236	12,686	12,686	12,686	12,686	12,686
92335 R - WOODINGFORD LODGE EQUIP	240,540	315,893	241,346	248,366	285,699	330,402	364,300
92400 R - PLANNING - OFFICIAL PLAN	678,535	473,785	360,535	119,535	169,535	219,535	269,535
92511 R - PARAMEDIC SERVICE VEHICLES	1,289,585	1,434,309	530,641	201,132	345,149	580,960	530,722
92512 R - PARAMEDIC SERVICE STATIONS	599,971	559,625	465,027	393,746	247,286	145,708	106,878
92600 R - LIBRARIES	1,153,451	1,115,991	528,736	528,736	528,736	528,736	528,736
92602 R - OCL NORWICH CAPITAL	40,466	40,466	40,466	40,466	40,466	40,466	40,466
92605 R - OCL - FACILITIES	654,719	475,338	582,925	494,371	630,028	784,697	811,391
TOTAL RESERVES	97,355,207	93,187,698	78,350,405	68,502,814	64,566,730	61,662,432	58,245,887
WATER & WASTEWATER RESERVES							
92249 R-WW EMBRO	696,929	834,264	990,564	1,133,654	1,298,613	1,468,363	1,649,337
92250 R - WW INNERKIP	916,705	975,833	1,104,989	1,218,486	1,358,888	1,506,522	1,668,396
92251 R - WW WOODSTOCK	15,271,009	13,784,558	11,501,682	8,539,874	5,743,319	3,864,642	2,311,845
92252 R - WW TILLSONBURG	21,784,810	14,466,537	10,033,076	9,447,150	8,105,984	8,379,954	8,309,250
92253 R - WW INGERSOLL	7,369,997	8,283,318	8,879,469	9,835,434	7,493,675	6,072,418	5,251,820
92254 R - WW NORWICH	3,126,182	3,235,739	3,651,744	2,715,691	2,450,325	2,477,501	1,140,997
92255 R - WW TAVISTOCK	3,629,300	4,423,230	4,898,753	4,605,460	1,484,074	461,972	290,466
92256 R - WW PLATTSVILLE	1,851,300	1,925,978	2,035,601	1,312,188	1,478,709	1,699,652	1,593,414
92257 R - WW THAMESFORD	3,529,756	3,388,050	3,295,660	142,430	128,081	446,004	806,401
92258 R - WW DRUMBO	951,089	33,769	42,214	69,602	88,375	84,997	88,703
92259 R - WW MT ELGIN	689,810	616,299	24,424	15,484	70,964	62,455	51,550
92261 R - W WOODSTOCK	22,264,525	22,391,338	20,468,122	15,077,709	11,839,033	10,441,456	5,285,401
92262 R - W TILLSONBURG	5,276,803	5,255,964	4,884,532	3,538,215	137,629	69,388	435,006
92263 R - W INGERSOLL	9,092,096	4,557,881	1,456,135	569,397	698,550	601,217	453,834
92264 R - W TOWNSHIP	11,658,927	11,759,231	8,084,880	7,136,555	6,085,576	4,879,557	3,054,861
TOTAL WATER & WASTEWATER RESERVES	108,109,238	95,931,989	81,351,845	65,357,329	48,461,795	42,516,098	32,391,281
TOTAL RESERVES	244,682,022	226,806,785	198,000,127	167,312,062	149,103,210	146,989,208	138,771,849

Tax Supported

	2022	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	OPENING	FORECAST	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE
RESERVES												
92120 R - INFORMATION SYSTEMS	1,407,134	1,166,723	982,718	1,117,845	1,021,199	987,629	887,290	879,106	898,789	874,622	823,952	938,850
92210 R - FACILITIES	5,059,855	3,224,076	1,321,909	969,485	528,743	638,538	1,752,504	2,355,418	4,034,430	5,412,784	7,017,885	8,777,025
92220 R - FLEET	3,804,430	4,216,443	3,925,050	3,737,679	4,490,616	4,635,844	4,373,867	4,268,541	4,516,764	2,642,884	4,468,849	5,667,845
92230 R - ROADS	17,487,935	20,065,712	18,412,590	17,023,093	12,154,115	8,769,145	5,662,964	3,918,165	2,934,841	8,350,325	10,921,549	14,151,945
92235 R - BRIDGES	13,398,670	14,285,624	13,992,260	15,268,237	16,990,577	17,072,551	15,845,696	17,650,053	19,800,657	21,935,087	23,748,938	25,730,319
92300 R - SOCIAL HOUSING	3,286,793	2,911,201	1,821,131	919,500	267,244	256,708	251,871	143,619	804,045	217,048	793,481	1,402,697
92335 R - WOODINGFORD LODGE EQUIP	240,540	315,893	241,346	248,366	285,699	330,402	364,300	399,100	391,811	350,886	430,415	388,356
92511 R - PARAMEDIC SERVICE VEHICLES	1,289,585	1,434,309	530,641	201,132	345,149	580,960	530,722	476,770	172,957	142,067	277,868	610,085
92512 R - PARAMEDIC SERVICE STATIONS	599,971	559,625	465,027	393,746	247,286	145,708	106,878	137,697	72,874	105,849	95,145	122,251
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	654,719	475,338	582,925	494,371	630,028	784,697	811,391	950,364	1,125,469	1,290,437	1,484,271	1,474,216
TOTAL RESERVES	47,270,098	48,695,410	42,316,063	40,413,920	37,001,122	34,242,648	30,627,949	31,219,299	34,793,103	41,362,455	50,102,819	59,304,055

Water and Wastewater Rates Supported

	2022	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	OPENING	FORECAST	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE
WATER & WASTEWATER RESERVES												
92249 R-WW EMBRO	696,929	834,264	990,564	1,133,654	1,298,613	1,468,363	1,649,337	1,839,076	2,036,120	2,237,693	2,450,084	2,664,537
92250 R - WW INNERKIP	916,705	975,833	1,104,989	1,218,486	1,358,888	1,506,522	1,668,396	1,839,408	2,017,004	2,193,283	2,364,118	2,561,915
92251 R - WW WOODSTOCK	15,271,009	13,784,558	11,501,682	8,539,874	5,743,319	3,864,642	2,311,845	1,286,685	529,137	740,876	15,931	1,027,340
92252 R - WW TILLSONBURG	21,784,810	14,466,537	10,033,076	9,447,150	8,105,984	8,379,954	8,309,250	8,757,381	9,523,498	9,779,127	10,396,635	10,343,178
92253 R - WW INGERSOLL	7,369,997	8,283,318	8,879,469	9,835,434	7,493,675	6,072,418	5,251,820	6,371,995	7,229,609	6,593,228	7,284,158	8,410,653
92254 R - WW NORWICH	3,126,182	3,235,739	3,651,744	2,715,691	2,450,325	2,477,501	1,140,997	992,123	599,770	630,872	720,486	848,203
92255 R - WW TAVISTOCK	3,629,300	4,423,230	4,898,753	4,605,460	1,484,074	461,972	290,466	1,152,447	1,730,982	2,295,589	2,873,713	3,854,760
92256 R - WW PLATTSVILLE	1,851,300	1,925,978	2,035,601	1,312,188	1,478,709	1,699,652	1,593,414	1,825,514	1,841,311	1,832,008	2,087,951	2,364,456
92257 R - WW THAMESFORD	3,529,756	3,388,050	3,295,660	142,430	128,081	446,004	806,401	1,208,600	1,635,420	1,918,962	2,361,430	2,609,286
92258 R - WW DRUMBO	951,089	33,769	42,214	69,602	88,375	84,997	88,703	99,081	117,763	94,640	93,366	121,527
92259 R - WW MT ELGIN	689,810	616,299	24,424	15,484	70,964	62,455	51,550	43,506	43,698	38,755	45,549	63,805
92261 R - W WOODSTOCK	22,264,525	22,391,338	20,468,122	15,077,709	11,839,033	10,441,456	5,285,401	3,073,559	3,818,758	2,868,680	3,933,373	5,407,051
92262 R - W TILLSONBURG	5,276,803	5,255,964	4,884,532	3,538,215	137,629	69,388	435,006	83,564	418,158	83,158	657,263	1,404,098
92263 R - W INGERSOLL	9,092,096	4,557,881	1,456,135	569,397	698,550	601,217	453,834	207,713	177,876	369,420	3,756	441,494
92264 R - W TOWNSHIP	11,658,927	11,759,231	8,084,880	7,136,555	6,085,576	4,879,557	3,054,861	2,875,164	3,205,439	3,666,741	4,186,452	1,606,206
TOTAL WATER & WASTEWATER RESERVES	108,109,238	95,931,989	81,351,845	65,357,329	48,461,795	42,516,098	32,391,281	31,655,816	34,924,543	35,343,032	39,474,265	43,728,509

Debt Repayment Schedule

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL
WASTEWATER										
WW WDSK	506,425	495,722	1,022,555	1,471,222	1,502,704	1,486,839	1,464,497	1,455,262	1,446,027	1,706,463
WW TBURG	88,175	79,364	78,427	77,517	67,169	66,276	59,219	58,310	57,400	22,871
WW INGERSOLL	756,518	741,675	718,365	656,034	640,623	575,287	559,465	544,053	528,641	507,665
WW NORWICH	1,078	1,078	1,078	531,444	531,444	531,443	531,443	531,443	531,444	531,443
WW TAVISTOCK	850,537	840,376	807,943	776,466	431,491	422,541	1,021,512	1,012,458	841,426	675,344
WW PLATTSVILLE	284,914	284,914	-	-	-	-	-	-	-	-
WW THAMESFORD	66,230	64,303	62,257	59,372	57,386	55,437	53,413	51,426	49,440	47,470
WW DRUMBO	-	-	149,559	149,559	171,477	171,477	171,478	171,477	171,477	171,477
WW MT. ELGIN	82,770	39,053	39,053	185,829	185,829	152,089	152,089	152,089	152,089	146,776
WW EMBRO	2,894	2,894	2,894	2,894	-	-	-	-	-	-
WW INNERKIP	1,257	1,257	1,257	1,257	-	-	-	-	-	-
TOTAL WASTEWATER	2,640,798	2,550,636	2,883,388	3,911,594	3,588,123	3,461,389	4,013,116	3,976,518	3,777,944	3,809,509
WATER										
WATER WOODSTOCK	284,094	932,583	923,754	915,183	906,612	898,205	889,470	1,132,090	1,123,519	1,115,019
WATER TILLSONBURG	10,541	10,541	10,541	10,541	2,098	82,929	82,929	82,929	82,929	80,830
WATER INGERSOLL	62,487	29,716	29,716	95,086	272,556	272,556	329,607	329,607	329,608	473,764
WATER TOWNSHIPS	116,632	116,632	116,632	116,632	115,523	115,523	269,760	414,964	568,234	818,306
TOTAL WATER	473,754	1,089,472	1,080,643	1,137,442	1,296,789	1,369,213	1,571,766	1,959,590	2,104,290	2,487,919
GENERAL GOVERNMENT										
FACILITIES ADMIN	179,742	223,781	298,070	454,560	897,057	966,028	1,105,483	1,239,395	1,290,856	1,361,036
ADMIN BUILDING (21 REEVE)	743,136	359,330	-	-	-	-	-	-	-	-
COURT HOUSE (415 HUNTER)	106,629	104,191	101,729	-	-	-	-	-	-	-
HSG FACILITIES	13,202	12,976	12,726	12,488	12,250	12,020	11,773	11,535	11,297	11,065
WFL ING	20,087	19,740	19,359	18,995	18,633	18,282	17,905	17,542	17,179	16,882
WFL TBURG	20,150	19,803	19,421	19,057	18,692	18,341	17,963	17,598	17,233	16,936
WW WOODSTOCK FAC-T	178,611	178,593	178,573	178,554	178,535	178,514	178,494	178,473	-	-
SALFORD LF BLDGS	75,791	75,777	75,762	75,747	75,732	75,716	75,700	-	-	-
ROADS ADMIN	184,881	181,309	33,772	33,772	-	-	-	-	-	-
TOTAL GENERAL GOVERNMENT	1,522,229	1,175,500	739,412	793,173	1,200,899	1,268,901	1,407,318	1,464,543	1,336,565	1,405,919
WOODINGFORD LODGE										
WFL - WOODSTOCK	1,076,557	776,032	740,857	706,018	671,176	-	-	-	-	-
WFL - INGERSOLL	502,172	-	-	-	-	-	-	-	-	-
WFL - TILLSONBURG	470,828	-	-	-	-	-	-	-	-	-
TOTAL WOODINGFORD LODGE	2,049,557	776,032	740,857	706,018	671,176	-	-	-	-	-

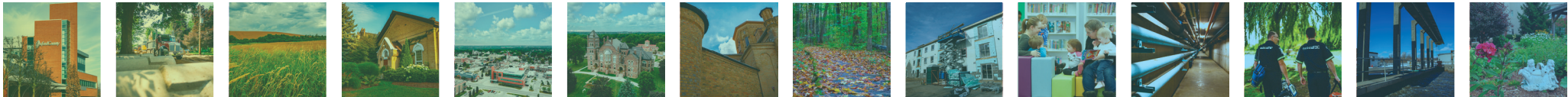
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL
HOUSING										
H.S.I. SHELTER	276,273	179,198	179,198	-	-	-	-	-	-	-
TOTAL HOUSING	276,273	179,198	179,198	-	-	-	-	-	-	-
PARAMEDIC SERVICES										
PARAMEDIC SERVICES	182,652	-	-	-	-	-	-	-	-	-
TOTAL PARAMEDIC SERVICES	182,652	-	-	-	-	-	-	-	-	-
LIBRARY										
BRANCH LIBRARIES	84,730	-	-	-	-	-	-	-	-	-
TOTAL LIBRARY	84,730	-	-	-	-	-	-	-	-	-
OXFORD COUNTY TOTAL	7,229,993	5,770,838	5,623,498	6,548,227	6,756,987	6,099,503	6,992,200	7,400,651	7,218,799	7,703,347
AREA MUNICIPALITIES	6,554,484	5,588,553	4,913,323	4,323,649	3,429,171	2,901,559	2,386,706	2,090,923	1,748,645	1,507,145
TOTAL PAYMENTS	13,784,477	11,359,391	10,536,821	10,871,876	10,186,158	9,001,062	9,378,906	9,491,574	8,967,444	9,210,492
PROJECTED COUNTY DEBT	34,639,331	38,591,250	52,204,316	59,578,995	57,015,367	62,729,368	64,109,939	62,313,505	67,139,671	63,554,510

Ten Year Projected Debt Proceeds Schedule

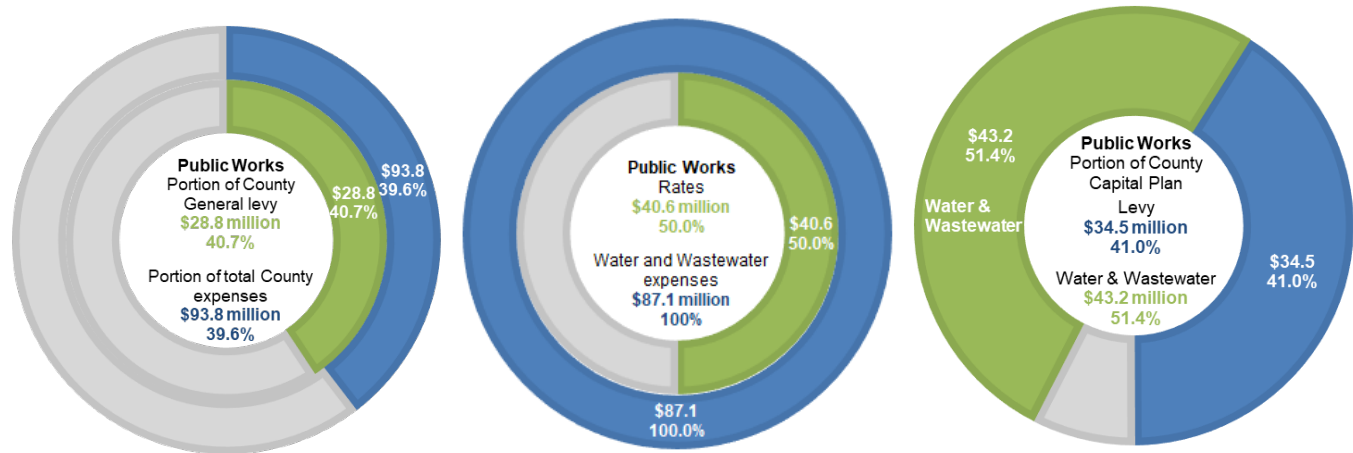
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL
COUNTY OF OXFORD (GENERAL LEVY)										
FACILITIES	(546,000)	(921,000)	(1,940,000)	(7,500,000)	(855,000)	(1,880,000)	(1,660,000)	(700,000)	(870,000)	(905,000)
TOTAL COUNTY OF OXFORD (GENERAL LEVY)	(546,000)	(921,000)	(1,940,000)	(7,500,000)	(855,000)	(1,880,000)	(1,660,000)	(700,000)	(870,000)	(905,000)
WATER AND WASTEWATER										
WOODSTOCK WASTEWATER	-	(5,641,000)	(6,335,000)	(1,767,000)	-	-	-	-	(3,342,000)	-
NORWICH WASTEWATER	-	-	(6,588,000)	-	-	-	-	-	-	-
TAVISTOCK WASTEWATER	-	-	-	-	-	(4,800,000)	-	-	-	-
DRUMBO WASTEWATER	-	(1,854,000)	-	(173,000)	-	-	-	-	-	-
MT ELGIN WASTEWATER	-	-	(1,819,500)	-	-	-	-	-	-	-
WOODSTOCK WATER	(8,142,000)	-	-	-	-	-	(2,000,000)	-	-	-
TILLSONBURG WATER	-	-	-	-	(638,000)	-	-	-	-	-
INGERSOLL WATER	-	-	(1,000,000)	(2,200,000)	-	(600,000)	-	-	(1,787,000)	-
TOWNSHIP WATER	-	-	-	-	-	(1,912,000)	(1,800,000)	(1,900,000)	(3,100,000)	-
TOTAL WATER AND WASTEWATER	(8,142,000)	(7,495,000)	(15,742,500)	(4,140,000)	(638,000)	(7,312,000)	(3,800,000)	(1,900,000)	(8,229,000)	-
TOTAL	(8,688,000)	(8,416,000)	(17,682,500)	(11,640,000)	(1,493,000)	(9,192,000)	(5,460,000)	(2,600,000)	(9,099,000)	(905,000)

2023 Public Works

Business Plan & Budget



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



Division	Division Description	Services	2023 FTE
Tax Supported			
Facilities, Fleet and Energy	Oversee safe and effective management of County facilities, fleet/equipment, property, while advancing energy programs and initiatives.	<ul style="list-style-type: none"> Property, Facility, and Energy Management Fleet and Equipment Management 	15.6
Engineering and Construction	Provide capital delivery services of water, wastewater, facilities, roads, bridges infrastructure in order to maintain existing infrastructure assets in good condition, while supporting community growth infrastructure needs.	<ul style="list-style-type: none"> Capital Works Design and Construction Development Review Inspection 	21.1
Transportation Services	Provide support and optimization of the County transportation network through safe and effective operations, maintenance and road safety programs in accordance with legislated and County standards.	<ul style="list-style-type: none"> Transportation System Planning, Operations, Traffic and Corridor Management, Road Safety 	37.3
Waste Management	Responsible for waste and recycling curbside collection and processing services, County landfill and drop-off depot operations, and waste diversion promotion/circular economy initiatives.	<ul style="list-style-type: none"> Curbside Garbage, Large Article and Recycling Collection Waste Diversion and Disposal 	15.6
Woodlands Conservation	Actively manage County owned forest, wetland and woodland tracts using best management practices and Managed Forest Tax Incentive Program standards, while overseeing Woodlands Conservation and Weed Control by-law enforcement.	<ul style="list-style-type: none"> Woodlands Conservation and Weed Control By-law Enforcement 	1.0
Total Tax Supported			91.0

Division	Division Description	Services	2023 FTE
Rate Supported			
Water & Wastewater Services	Responsible for the management, operations and maintenance of the County's Water & Wastewater systems to ensure safe delivery of municipal drinking water and safeguarding of the natural environment.	<ul style="list-style-type: none"> ▪ Municipal Drinking Water Supply, Treatment, Storage and Distribution ▪ Municipal Wastewater Collection and Treatment 	63.6
Total			154.6

5 Year Projected Budget

Tax-Supported

	2023	2024	2025	2026	2026
	BUDGET	PROJECTED BUDGET	PROJECTED BUDGET	PROJECTED BUDGET	PROJECTED BUDGET
OPERATING					
REVENUES					
GENERAL REVENUES	(15,755,061)	(15,820,953)	(15,813,121)	(16,657,001)	(16,964,102)
OTHER REVENUES	(652,844)	(509,885)	(570,097)	(180,764)	(212,144)
INTERDEPARTMENTAL RECOVERIES	(14,120,037)	(14,515,914)	(15,058,155)	(15,115,687)	(15,489,688)
TOTAL REVENUES	(30,527,942)	(30,846,752)	(31,441,373)	(31,953,452)	(32,665,934)
EXPENSES					
SALARIES AND BENEFITS	8,290,343	8,621,508	8,878,574	9,112,557	9,143,789
OPERATING EXPENSES	28,300,999	28,888,445	29,725,156	30,149,107	30,841,200
DEBT REPAYMENT	1,522,231	1,175,501	739,412	793,175	1,200,900
RESERVE TRANSFERS	15,046,763	15,950,468	16,530,115	16,895,931	17,231,899
INTERDEPARTMENTAL CHARGES	6,127,820	6,379,162	6,516,284	6,590,787	6,619,526
TOTAL EXPENSES	59,288,156	61,015,084	62,389,541	63,541,557	65,037,314
NET OPERATING	28,760,214	30,168,332	30,948,168	31,588,105	32,371,380
CAPITAL					
CAPITAL REVENUES	(34,480,270)	(42,210,600)	(35,712,850)	(39,287,100)	(31,616,700)
CAPITAL EXPENSES	34,511,870	42,210,600	35,736,850	39,287,100	31,616,700
NET CAPITAL	31,600	-	24,000	-	-
SUMMARY					
TOTAL REVENUES	(65,008,212)	(73,057,352)	(67,154,223)	(71,240,552)	(64,282,634)
TOTAL EXPENSES	93,800,026	103,225,684	98,126,391	102,828,657	96,654,014
TOTAL LEVY	28,791,814	30,168,332	30,972,168	31,588,105	32,371,380

Rate-Supported

	2023	2024	2025	2026	2026
	BUDGET	PROJECTED BUDGET	PROJECTED BUDGET	PROJECTED BUDGET	PROJECTED BUDGET
OPERATING					
REVENUES					
GENERAL REVENUES	(42,906,021)	(44,152,008)	(45,884,444)	(47,488,683)	(48,780,209)
OTHER REVENUES	(930,739)	(1,583,321)	(1,278,017)	(1,446,415)	(1,296,264)
TOTAL REVENUES	(43,836,760)	(45,735,329)	(47,162,461)	(48,935,098)	(50,076,473)
EXPENSES					
SALARIES AND BENEFITS	7,293,385	7,736,753	7,907,574	8,061,707	8,199,451
OPERATING EXPENSES	11,853,683	12,081,155	12,224,760	12,462,860	12,723,413
DEBT REPAYMENT	3,114,554	3,640,109	3,964,031	5,049,040	4,884,911
RESERVE TRANSFERS	13,533,921	13,879,086	14,188,990	14,466,304	15,136,653
INTERDEPARTMENTAL CHARGES	8,116,587	8,484,300	8,877,105	8,895,189	9,132,046
TOTAL EXPENSES	43,912,130	45,821,403	47,162,460	48,935,100	50,076,474
PROGRAM SURPLUS/DEFICIT					
RESERVE CONTRIBUTION TO (FROM)	(75,369)	(86,074)	-	-	-
TOTAL PROGRAM SURPLUS/DEFICIT	(75,369)	(86,074)	-	-	-
NET OPERATING	1	-	(1)	2	1
CAPITAL					
CAPITAL REVENUES	(43,190,280)	(47,348,315)	(50,986,660)	(26,805,500)	(29,544,900)
CAPITAL EXPENSES	43,190,280	47,348,315	50,986,660	26,805,500	29,544,900
NET CAPITAL	-	-	-	-	-
SUMMARY					
TOTAL REVENUES	(87,027,040)	(93,083,644)	(98,149,121)	(75,740,598)	(79,621,373)
TOTAL EXPENSES	87,102,410	93,169,718	98,149,120	75,740,600	79,621,374
TOTAL PROGRAM SURPLUS/DEFICIT	(75,369)	(86,074)	-	-	-
TOTAL LEVY	1		(1)	2	1

Budget

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023	\$ OVER	% OVER	
	FORECAST	BUDGET*	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023		
			RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	2022	2022
								BUDGET	BUDGET	BUDGET
OPERATING										
REVENUES										
GENERAL REVENUES										
PROVINCIAL GRANTS	(44)		-	-	-	-	-	-	-	-
TOTAL GENERAL REVENUES	(44)		-	-	-	-	-	-	-	-
OTHER REVENUES										
RESERVE TRANSFER	(150,000)	(150,000)	150,000	-	-	-	-	150,000	150,000	(100.0%)
TOTAL OTHER REVENUES	(150,000)	(150,000)	150,000	-	-	-	-	150,000	150,000	(100.0%)
INTERDEPARTMENTAL RECOVERIES										
DEPARTMENTAL RECOVERIES	(559,027)	(591,447)	-	(20,517)	-	-	-	(611,964)	(20,517)	3.5%
TOTAL INTERDEPARTMENTAL RECOVERIES	(559,027)	(591,447)	-	(20,517)	-	-	-	(611,964)	(20,517)	3.5%
TOTAL REVENUES	(709,071)	(741,447)	150,000	(20,517)	-	-	-	(611,964)	129,483	(17.5%)
EXPENSES										
SALARIES AND BENEFITS										
SALARIES	246,101	246,101	-	13,149	-	-	-	259,250	13,149	5.3%
BENEFITS	65,662	65,662	-	(48)	-	-	-	65,614	(48)	(0.1%)
TOTAL SALARIES AND BENEFITS	311,763	311,763	-	13,101	-	-	-	324,864	13,101	4.2%
OPERATING EXPENSES										
MATERIALS	71,166	73,615	-	185	-	-	-	73,800	185	0.3%
CONTRACTED SERVICES	150,692	151,500	(150,000)	-	-	-	-	1,500	(150,000)	(99.0%)
TOTAL OPERATING EXPENSES	221,858	225,115	(150,000)	185	-	-	-	75,300	(149,815)	(66.6%)
INTERDEPARTMENTAL CHARGES										
INTERDEPARTMENTAL CHARGES	175,450	204,569	-	7,231	-	-	-	211,800	7,231	3.5%
TOTAL INTERDEPARTMENTAL CHARGES	175,450	204,569	-	7,231	-	-	-	211,800	7,231	3.5%
TOTAL EXPENSES	709,071	741,447	(150,000)	20,517	-	-	-	611,964	(129,483)	(17.5%)
NET OPERATING	-	-	-	-	-	-	-	-	-	-
SUMMARY										
TOTAL REVENUES	(709,071)	(741,447)	150,000	(20,517)	-	-	-	(611,964)	129,483	(17.5%)
TOTAL EXPENSES	709,071	741,447	(150,000)	20,517	-	-	-	611,964	(129,483)	(17.5%)
TOTAL LEVY										

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

Budget Impact Details

	REF	OPERATING EXPENSES	CAPITAL EXPENSES	REVENUES	INTERDEPT RECOVERY	%
2022 BUDGET		741,447		150,000	591,447	
LESS: 2022 ONE-TIME ITEMS		(150,000)	-	(150,000)	-	
BASE BUDGET IMPACT		20,517	-	-	20,517	3.5%
TOTAL		(129,483)		(150,000)	20,517	
2023 BUDGET		611,964			611,964	3.5%

Services Overview

Full Time Equivalents **15.6 FTE** →0.0





Service	Service Description	2021 Service Level	Service Type
Property, Facility, and Energy Management	An internal service that manages energy programs and property & facility operations for Oxford County.	18,583,951 Square meters of property managed 118,872 Square meters of facility buildings maintained 307 Facility buildings operated and maintained 22 Facility service contracts maintained 13,326 Facility work orders completed	Support
Fleet and Equipment Management	An internal service that supplies vehicles and equipment to Oxford County to support Public Works service delivery.	178 Fleet vehicles and equipment operated and maintained 1,941 Fleet maintenance work orders completed 1.6 million Total kilometers driven	Support

Key Performance Indicators

	2019 Actual	2020 Actual	2021 Actual	2022 Forecast	2023 Budget	Target
% of Corporate fleet using alternative fuels	18%	19%	19%	29%	33%	90%
Average Fleet Asset Condition Rating (0 = excellent, 20 = end of life)	8.8	8.8	9.5	8.2	8.1	8.5
kWh of annual renewable energy generated	567,300	965,764	1,843,834	1,858,000	2,087,520	22,922,000
% energy generated vs energy consumed	1.2%	2.0%	4.1%	4.1%	4.6%	100%
% facility work order completion in 5 business days	57%	62%	61%	59%	65%	75%
% of planned work orders vs total work orders	55%	53%	48%	40%	55%	75%
Cost per square meter – Facilities Operations	\$84.08	\$87.35	\$70.34	\$82.31	\$87.91	\$90*
Cost per square meter – Repair and Maintenance	\$38.74	\$39.52	\$37.63	\$55.63	\$58.39	\$50*

*adjusted annually for inflation

Goals and Objectives

Description	2023	2024	2025	Strategic Plan	Other Plan Alignment
<p>Green Fleet Plan Implementation Ongoing implementation of the 2021-2025 <i>Green Fleet Plan</i> to promote low carbon transportation and reduced greenhouse gas emissions.</p>	●	●	●	 Shapes the Future 3.iii.	100% Renewable Energy Plan
<p>Implementation of Renewable Energy Action Plan Ongoing implementation of 2022-2032 <i>Long Term Renewable Energy Plan</i> (23 projects) comprised of solar PV system, geothermal / air source heat pump, heat recovery and wood pellet boiler technology applications. In addition, 2023 will include the design phase for utilization of biogas at the Woodstock WWTP.</p>	●	●	●	 Shapes the Future 3.iii.	Community Sustainability Plan
<p>Energy Management Plan Implementation Ongoing implementation of the 2019 <i>Energy Management Plan</i> (EMP) to reduce energy consumption and greenhouse gas emissions at County-owned and occupied buildings while initiating the next iteration 2024-2029 of the <i>EMP</i>.</p>	●	●	●	 Shapes the Future 3.iii.	100% Renewable Energy Plan
<p>Electric Vehicle Charging Station Infrastructure Installation of 27 Electric Vehicle Charging Stations and associated infrastructure to support the ongoing deployment of the County's growing Electric Vehicle fleet.</p>	●	●		 Shapes the Future 3.iii.	Green Fleet Plan

Facilities - Budget

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023	\$ OVER	% OVER	
	FORECAST	BUDGET*	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	% OVER	
			RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	2022	
								BUDGET	BUDGET	
OPERATING										
REVENUES										
GENERAL REVENUES										
PROVINCIAL GRANTS	(35,012)	(13,500)	13,500	-	(17,500)	-	-	(17,500)	(4,000)	29.6%
USER FEES AND CHARGES	(124,770)	(131,940)	87,150	(1,190)	-	-	-	(45,980)	85,960	(65.2%)
OTHER REVENUE	(1,909,132)	(1,860,190)	-	(114,789)	-	-	-	(1,974,979)	(114,789)	6.2%
TOTAL GENERAL REVENUES	(2,068,914)	(2,005,630)	100,650	(115,979)	(17,500)	-	-	(2,038,459)	(32,829)	1.6%
OTHER REVENUES										
RESERVE TRANSFER	(28,770)	(28,770)	-	7,095	-	-	-	(21,675)	7,095	(24.7%)
DEVELOPMENT CHARGES	(28,000)	(28,000)	-	(12,726)	-	-	-	(40,726)	(12,726)	45.5%
TOTAL OTHER REVENUES	(56,770)	(56,770)	-	(5,631)	-	-	-	(62,401)	(5,631)	9.9%
INTERDEPARTMENTAL RECOVERIES										
INTERDEPARTMENTAL RECOVERIES	(7,486,408)	(7,519,053)	7,106	(892,087)	(4,200)	-	-	(8,408,234)	(889,181)	11.8%
TOTAL INTERDEPARTMENTAL RECOVERIES	(7,486,408)	(7,519,053)	7,106	(892,087)	(4,200)	-	-	(8,408,234)	(889,181)	11.8%
TOTAL REVENUES	(9,612,092)	(9,581,453)	107,756	(1,013,697)	(21,700)	-	-	(10,509,094)	(927,641)	9.7%
EXPENSES										
SALARIES AND BENEFITS										
SALARIES	1,051,712	1,102,552	-	48,526	-	-	-	1,151,078	48,526	4.4%
BENEFITS	306,555	338,279	-	(2,661)	-	-	-	335,618	(2,661)	(0.8%)
TOTAL SALARIES AND BENEFITS	1,358,267	1,440,831	-	45,865	-	-	-	1,486,696	45,865	3.2%
OPERATING EXPENSES										
MATERIALS	4,982,220	4,805,199	(8,900)	495,456	2,500	-	-	5,294,255	489,056	10.2%
CONTRACTED SERVICES	1,785,380	1,946,690	(96,900)	149,775	19,200	-	-	2,018,765	72,075	3.7%
RENTS AND FINANCIAL EXPENSES	234,903	224,206	-	44,412	-	-	-	268,618	44,412	19.8%
TOTAL OPERATING EXPENSES	7,002,503	6,976,095	(105,800)	689,643	21,700	-	-	7,581,638	605,543	8.7%
DEBT REPAYMENT										
PRINCIPAL REPAYMENT	1,214,406	1,214,406	-	9,922	-	-	-	1,224,328	9,922	0.8%
INTEREST REPAYMENT	159,122	159,122	-	(46,100)	-	-	-	113,022	(46,100)	(29.0%)
TOTAL DEBT REPAYMENT	1,373,528	1,373,528	-	(36,178)	-	-	-	1,337,350	(36,178)	(2.6%)
RESERVE TRANSFERS										
CONTRIBUTIONS TO RESERVES	91,746	89,092	-	(10,754)	-	-	-	78,338	(10,754)	(12.1%)
CONTRIBUTIONS TO CAPITAL RESERVES	778,511	778,511	(3,750)	124,652	-	-	-	899,413	120,902	15.5%
TOTAL RESERVE TRANSFERS	870,257	867,603	(3,750)	113,898	-	-	-	977,751	110,148	12.7%
INTERDEPARTMENTAL CHARGES										

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
INTERDEPARTMENTAL CHARGES	258,860	254,292	-	161,801	-	-	-	416,093	161,801	63.6%
DEPARTMENTAL CHARGES	58,400	57,625	-	16,884	-	-	-	74,509	16,884	29.3%
TOTAL INTERDEPARTMENTAL CHARGES	317,260	311,917	-	178,685	-	-	-	490,602	178,685	57.3%
TOTAL EXPENSES	10,921,815	10,969,974	(109,550)	991,913	21,700	-	-	11,874,037	904,063	8.2%
PROGRAM SURPLUS/DEFICIT										
RESERVE CONTRIBUTION TO (FROM)										
RESERVE CONTRIBUTION-SURPLUS	142,883	-	-	-	-	-	-	-	-	-
RESERVE CONTRIBUTION-DEFICIT	(23,784)	-	-	-	-	-	-	-	-	-
TOTAL RESERVE CONTRIBUTION TO (FROM)	119,099	-	-	-	-	-	-	-	-	-
TOTAL PROGRAM SURPLUS/DEFICIT	119,099	-	-	-	-	-	-	-	-	-
NET OPERATING	1,428,822	1,388,521	(1,794)	(21,784)	-	-	-	1,364,943	(23,578)	(1.7%)
CAPITAL										
CAPITAL REVENUES										
CAPITAL RESERVE TRANSFER	(1,340,264)	(1,460,659)	1,000	(1,988,461)	-	-	-	(3,448,120)	(1,987,461)	136.1%
CAPITAL PROCEEDS FROM DEBENTURES	(585,525)	(1,306,041)	-	760,041	-	-	-	(546,000)	760,041	(58.2%)
TOTAL CAPITAL REVENUES	(1,925,789)	(2,766,700)	1,000	(1,228,420)	-	-	-	(3,994,120)	(1,227,420)	44.4%
CAPITAL EXPENSES										
MAJOR INFRASTRUCTURE	1,601,922	2,353,138	-	1,080,712	-	-	-	3,433,850	1,080,712	45.9%
BUILDING	323,867	413,562	(1,000)	39,708	-	-	-	452,270	38,708	9.4%
FURNISHINGS AND EQUIPMENT	41,324	57,500	(2,000)	52,500	-	-	-	108,000	50,500	87.8%
TOTAL CAPITAL EXPENSES	1,967,113	2,824,200	(3,000)	1,172,920	-	-	-	3,994,120	1,169,920	41.4%
NET CAPITAL	41,324	57,500	(2,000)	(55,500)	-	-	-	(57,500)	(100.0%)	
SUMMARY										
TOTAL REVENUES	(11,537,881)	(12,348,153)	108,756	(2,242,117)	(21,700)	-	-	(14,503,214)	(2,155,061)	17.5%
TOTAL EXPENSES	12,888,928	13,794,174	(112,550)	2,164,833	21,700	-	-	15,868,157	2,073,983	15.0%
TOTAL PROGRAM SURPLUS/DEFICIT	119,099	-	-	-	-	-	-	-	-	-
TOTAL LEVY	1,470,146	1,446,021	(3,794)	(77,284)				1,364,943	(81,078)	(5.6%)

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

Facilities - Budget Impact Details

LESS: 2022 ONE-TIME ITEMS		(109,550)	(3,000)	(101,650)				
BASE BUDGET IMPACT		991,913	1,172,920	1,350,030				
COVID								
FAC-Additional cleaning		17,500	-	17,500				
		17,500		17,500				
INTERDEPARTMENTAL INITIATIVES								
FAC-COVID cleaning (Interdepartmental)		4,200	-	-				
		4,200	-	-				

Fleet –Budget

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023	2023	\$ OVER	% OVER
	FORECAST	BUDGET*	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
			RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
OPERATING										
REVENUES										
GENERAL REVENUES										
OTHER REVENUE	(51,000)	(227,000)	-	(29,000)	-	-	-	(256,000)	(29,000)	12.8%
TOTAL GENERAL REVENUES	(51,000)	(227,000)	-	(29,000)	-	-	-	(256,000)	(29,000)	12.8%
OTHER REVENUES										
RESERVE TRANSFER	(23,750)	(23,750)	-	23,750	-	-	-		23,750	(100.0%)
TOTAL OTHER REVENUES	(23,750)	(23,750)	-	23,750	-	-	-		23,750	(100.0%)
INTERDEPARTMENTAL RECOVERIES										
INTERDEPARTMENTAL RECOVERIES	(4,423,229)	(3,934,414)	56,088	(1,007,289)	(32,400)	(241,694)	259,870	(4,899,839)	(965,425)	24.5%
TOTAL INTERDEPARTMENTAL RECOVERIES	(4,423,229)	(3,934,414)	56,088	(1,007,289)	(32,400)	(241,694)	259,870	(4,899,839)	(965,425)	24.5%
TOTAL REVENUES	(4,497,979)	(4,185,164)	56,088	(1,012,539)	(32,400)	(241,694)	259,870	(5,155,839)	(970,675)	23.2%
EXPENSES										
SALARIES AND BENEFITS										

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
SALARIES	86,409	86,409	-	4,104	-	-	-	90,513	4,104	4.7%
BENEFITS	27,325	27,325	-	200	-	-	-	27,525	200	0.7%
TOTAL SALARIES AND BENEFITS	113,734	113,734	-	4,304	-	-	-	118,038	4,304	3.8%
OPERATING EXPENSES										
MATERIALS	2,240,158	1,709,674	(46,288)	562,579	-	71,294	(52,470)	2,244,789	535,115	31.3%
RENTS AND FINANCIAL EXPENSES	237,771	228,050	(9,800)	(13,350)	32,400	(5,800)	-	231,500	3,450	1.5%
TOTAL OPERATING EXPENSES	2,477,929	1,937,724	(56,088)	549,229	32,400	65,494	(52,470)	2,476,289	538,565	27.8%
RESERVE TRANSFERS										
CONTRIBUTIONS TO RESERVES	82,306	82,306	-	23,606	-	-	-	105,912	23,606	28.7%
CONTRIBUTIONS TO CAPITAL RESERVES	2,000,900	2,051,400	-	435,400	-	176,200	(207,400)	2,455,600	404,200	19.7%
TOTAL RESERVE TRANSFERS	2,083,206	2,133,706	-	459,006	-	176,200	(207,400)	2,561,512	427,806	20.0%
TOTAL EXPENSES	4,674,869	4,185,164	(56,088)	1,012,539	32,400	241,694	(259,870)	5,155,839	970,675	23.2%
PROGRAM SURPLUS/DEFICIT										
RESERVE CONTRIBUTION TO (FROM)										
RESERVE CONTRIBUTION-DEFICIT	(176,890)		-	-	-	-	-		-	-
TOTAL RESERVE CONTRIBUTION TO (FROM)	(176,890)		-	-	-	-	-		-	-
TOTAL PROGRAM SURPLUS/DEFICIT	(176,890)		-	-	-	-	-		-	-
NET OPERATING	-		-	-	-	-	-		-	-
CAPITAL										
CAPITAL REVENUES										
CAPITAL RESERVE TRANSFER	(1,649,872)	(3,174,900)	-	(7,250)	-	-	-	(3,182,150)	(7,250)	0.2%
TOTAL CAPITAL REVENUES	(1,649,872)	(3,174,900)	-	(7,250)	-	-	-	(3,182,150)	(7,250)	0.2%
CAPITAL EXPENSES										
VEHICLES	1,649,872	3,174,900	-	(42,750)	-	-	-	3,132,150	(42,750)	(1.3%)
FURNISHINGS AND EQUIPMENT	-		-	50,000	-	-	-	50,000	50,000	-
TOTAL CAPITAL EXPENSES	1,649,872	3,174,900	-	7,250	-	-	-	3,182,150	7,250	0.2%
NET CAPITAL	-		-	-	-	-	-		-	-
SUMMARY										
TOTAL REVENUES	(6,147,851)	(7,360,064)	56,088	(1,019,789)	(32,400)	(241,694)	259,870	(8,337,989)	(977,925)	13.3%
TOTAL EXPENSES	6,324,741	7,360,064	(56,088)	1,019,789	32,400	241,694	(259,870)	8,337,989	977,925	13.3%
TOTAL PROGRAM SURPLUS/DEFICIT	(176,890)		-	-	-	-	-		-	-
TOTAL LEVY										

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

Fleet - Budget Impact Details

	REF	OPERATING EXPENSES	CAPITAL EXPENSES	REVENUES	INTERDEPT RECOVERY	%
2022 BUDGET		4,185,164	3,174,900	3,425,650	3,934,414	
LESS: 2022 ONE-TIME ITEMS		(56,088)	-	-	(56,088)	(1.4%)
BASE BUDGET IMPACT		1,012,539	7,250	12,500	1,007,289	25.6%
INTERDEPARTMENTAL INITIATIVES						
FLT-WW-Upgraded Sanitary Flushing/Cleaning Truck	NI2023-06	57,883	-	-	57,883	1.5%
FLT-WW-Wastewater Treatment Maintenance Person FTE	FTE2023-04	54,260	-	-	54,260	1.4%
FLT-WW-Water Treatment Operators FTE	FTE2023-05	54,260	-	-	54,260	1.4%
FLT-WM-Early Compactor Procurement	NI2023-02	91,910	-	-	91,910	2.3%
FLT-LIB-Ox On The Run Full Year Pilot	NI2023-13	15,781	-	-	15,781	0.4%
		274,094	-	-	274,094	7.0%
INITIATIVE GAPPING						
FLT-WM-Early Compactor Procurement	NI2023-02	(91,910)	-	-	(91,910)	(2.3%)
FLT-WW-Upgraded Sanitary Flushing/Cleaning Truck	NI2023-06	(99,040)	-	-	(99,040)	(2.5%)
FLT-WW-Wastewater Treatment Maintenance Person FTE	FTE2023-04	(34,460)	-	-	(34,460)	(0.9%)
FLT-WW-Water Treatment Operators FTE	FTE2023-05	(34,460)	-	-	(34,460)	(0.9%)
		(259,870)	-	-	(259,870)	(6.6%)
TOTAL		970,675	7,250	12,500	965,425	
2023 BUDGET		5,155,839	3,182,150	3,438,150	4,899,839	24.5%


Capital Budget

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2023 REQUEST**	2024	2025 2032
BUILDING							
210010 - Admin Building (21 Reeve St)	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$45,620	45,620	-	-
210030 - Archives Building (82 Light St)	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$16,200	16,200	-	-
210110 - COIN Towers	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$5,250	5,250	-	-
215000 - 410 Buller Buildings	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$17,500	17,500	-	-
911002 - Courthouse Renovations	Various projects as identified from the Building Condition Assessments	Expansion	N/A	\$17,250	17,250	-	-
915000 - 410 Buller St, Woodstock	Masonry Repointing Construction for Phase 2	Renewal	Poor	\$1,150,000	1,150,000	-	-
EQUIPMENT							
210000 - Equipment	Replacement of Security Cameras (11)	Replacement	Poor	\$16,500	16,500	-	-
210110 - COIN Towers Equipment	Pad mounted generator	Expansion	N/A	\$52,500	52,500	-	-
FURNISHINGS							
210010 - Admin Building (21 Reeve St)	Furnishings at the Oxford County Administration Building	Replacement	Poor	\$39,000	39,000	-	-
GREEN INITIATIVES							
911006 - Green Initiatives Facilities	Various projects as identified in the Updated Energy Management Plan (PW 2019-33) -Idling reduction, sub-monitoring, sub metering, energy assessments	Non-infrastructure solutions	N/A	\$264,600	264,600	-	-
911900 - Renewable Energy	2023 Renewable Energy Projects & 2024 Designs	Expansion	N/A	\$1,326,000	1,326,000	-	-
911012 - EV Chargers	Design and installation of electric vehicle chargers (PW 2022-38)	Expansion	N/A	\$1,405,000	1,405,000	-	-
VEHICLES							
Fleet - Facilities	Cargo Van (1) - 2022 Early Procurement (PW 2022-31)	Replacement	Poor	\$68,200	68,200	-	-
Fleet - Transportation	Tandem Axle Truck (2) - Diesel - 2022 Early Procurement (PW 2022-31)	Replacement	Poor	\$851,050	851,050	-	-
Fleet - Transportation	1/2 Ton Pick-up Truck (1) - BEV - 2022 Early Procurement (PW 2022-31)	Replacement	Poor	\$84,600	84,600	-	-
Fleet - Wastewater	Cargo Van (1) - 2022 Early Procurement (PW 2022-31)	Replacement	Poor	\$78,900	78,900	-	-
Fleet - Waste Management	Compact Pick-up Truck (1) - Hybrid - 2022 Early Procurement (PW 2022-31)	Replacement	Poor	\$37,700	37,700	-	-
Fleet - Water	1/2 Ton Pick-up Truck (2) BEV & 1 Ton Pick-Up Truck (2) - 2022 Early Procurement (PW 2022-31)	Replacement	Poor	\$401,400	401,400	-	-
				\$5,877,270	\$5,877,270	\$0	\$0

** The 2023 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent.

Services Overview

Full Time Equivalents **21.1 FTE**  **1.0**






Service	Service Description	2021 Service Level	Service Type
Capital Works Design and Construction	An internal service which provides engineering design and construction project services to Oxford County and Area Municipalities, as well as to some boundary municipalities.	29 Construction contracts awarded (>\$100K)	
Development Review	An internal/external service which provides engineering review of planning applications submitted by the development community, in liaison with Area Municipalities.	9 Consulting assignments awarded	
		\$46 million Capital Funds Committed	

- **1.0 FTE Supervisor of Development** - To address the ongoing need for dedicated professional technical review, expertise and collaboration to support the development community within Oxford in order to effectively manage ongoing residential and employment lands growth. **FTE 2023-01**

Key Performance Indicators

	2019 Actual	2020 Actual	2021 Actual	2022 Forecast	2023 Budget	Target
% design projects completed per year	74%	74%	77%	68%	80%	100%
% construction projects completed per year over \$100,000	79%	82%	75%	88%	95%	100%
# of contract awards requiring Council approval (over \$1,000,000)	4	5	10	8	5	→
Capital budget spent (performance to budget)	63%	61%	54%	65%	70%	↑
Total # of ECA application reviews (Transfer of Review Program)	11	19	17	5	11	↑
Total # of Planning Application file reviews (development review)	484	430	533	514	540	↑

Goals and Objectives

Description	2023	2024	2025	Strategic Plan	Other Plan Alignment
<p>Consolidated Linear Infrastructure Environmental Compliance Approvals</p> <p>Implementation of the new consolidated municipal approvals process for low risk projects related to sanitary collection and stormwater collection on County right-of-way projects being constructed by developers on behalf of Oxford County (Phase out of Transfer of Review program).</p>	●			 Shapes the Future 3.ii.	Asset Management Plan
<p>Design and Construction Engineering Standards for Linear Infrastructure</p> <p>Development of enhanced guidelines and best management practices pertaining to the design and construction of County infrastructure.</p>	●	●	●	 Shapes the Future 3.ii.	Asset Management Plan
<p>Development Inspections for Future County owned Infrastructure</p> <p>Implementation of an inspection program of linear and vertical water, sanitary and storm right-of-ways being installed by developers, with the County as the intended owner of these assets.</p>	●			 Shapes the Future 3.ii.	Community Sustainability Plan
<p>Implementing Project Management Documentation Guidelines for Capital Delivery</p> <p>Standardization and implementation of Project Management documentation for Capital projects, guided by <i>Project Management Institute</i> best practices.</p>	●	●	●	 Performs & Delivers Results 5.ii.	
<p>Service Level Standard (SLS) Development Review</p> <p>Work to streamline internal reviews of development files in order to establish clear procedures and assignment of responsibility in support of the <i>More Homes for Everyone Act</i> and its legislated review timelines.</p>	●	●	●	 Performs & Delivers Results 5.i.	

Budget

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023	\$ OVER	% OVER	
	FORECAST	BUDGET*	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	% OVER	
			RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	2022	
								BUDGET	BUDGET	
OPERATING										
REVENUES										
GENERAL REVENUES										
USER FEES AND CHARGES	(203,153)	(228,000)	-	39,600	-	(110,000)	-	(298,400)	(70,400)	30.9%
TOTAL GENERAL REVENUES	(203,153)	(228,000)	-	39,600	-	(110,000)	-	(298,400)	(70,400)	30.9%
INTERDEPARTMENTAL RECOVERIES										
DEPARTMENTAL RECOVERIES	(250,000)	(250,000)	-	50,000	-	-	-	(200,000)	50,000	(20.0%)
TOTAL INTERDEPARTMENTAL RECOVERIES	(250,000)	(250,000)	-	50,000	-	-	-	(200,000)	50,000	(20.0%)
TOTAL REVENUES	(453,153)	(478,000)	-	89,600	-	(110,000)	-	(498,400)	(20,400)	4.3%
EXPENSES										
SALARIES AND BENEFITS										
SALARIES	1,603,500	1,741,157	-	48,650	-	136,963	-	1,926,770	185,613	10.7%
BENEFITS	451,600	501,151	-	(697)	-	37,748	-	538,202	37,051	7.4%
CAPITAL PROJECT ALLOCATION	(1,000,000)	(890,000)	-	(110,000)	-	-	-	(1,000,000)	(110,000)	12.4%
GAPPING ALLOCATION	-	-	-	-	-	-	(27,300)	(27,300)	(27,300)	-
TOTAL SALARIES AND BENEFITS	1,055,100	1,352,308	-	(62,047)	-	174,711	(27,300)	1,437,672	85,364	6.3%
OPERATING EXPENSES										
MATERIALS	86,966	76,270	-	7,860	800	500	(40)	85,390	9,120	12.0%
CONTRACTED SERVICES	2,100	-	-	-	-	-	-	-	-	-
TOTAL OPERATING EXPENSES	89,066	76,270	-	7,860	800	500	(40)	85,390	9,120	12.0%
INTERDEPARTMENTAL CHARGES										
INTERDEPARTMENTAL CHARGES	289,105	284,724	(6,000)	(10,090)	-	-	-	268,634	(16,090)	(5.7%)
DEPARTMENTAL CHARGES	97,830	103,503	-	(27,007)	-	-	-	76,496	(27,007)	(26.1%)
TOTAL INTERDEPARTMENTAL CHARGES	386,935	388,227	(6,000)	(37,097)	-	-	-	345,130	(43,097)	(11.1%)
TOTAL EXPENSES	1,531,101	1,816,805	(6,000)	(91,284)	800	175,211	(27,340)	1,868,192	51,387	2.8%
NET OPERATING	1,077,948	1,338,805	(6,000)	(1,684)	800	65,211	(27,340)	1,369,792	30,987	2.3%
CAPITAL										
CAPITAL REVENUES										
USER FEES AND CHARGES	-	(2,000)	2,000	-	-	-	-	-	2,000	(100.0%)
CAPITAL RESERVE TRANSFER	(50,000)	(180,000)	-	-	-	-	-	(180,000)	-	-
CAPITAL CONTRIBUTIONS	(1,247)	-	-	-	-	-	-	-	-	-

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	FORECAST	BUDGET*	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
			RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
TOTAL CAPITAL REVENUES	(51,247)	(182,000)	2,000	-	-	-	-	(180,000)	2,000	(1.1%)
CAPITAL EXPENSES										
MAJOR INFRASTRUCTURE	50,000	180,000	-	-	-	-	-	180,000	-	-
FURNISHINGS AND EQUIPMENT	49,581	22,000	(2,000)	(20,000)	24,000	-	-	24,000	2,000	9.1%
TOTAL CAPITAL EXPENSES	99,581	202,000	(2,000)	(20,000)	24,000	-	-	204,000	2,000	1.0%
NET CAPITAL	48,334	20,000	-	(20,000)	24,000	-	-	24,000	4,000	20.0%
SUMMARY										
TOTAL REVENUES	(504,400)	(660,000)	2,000	89,600	-	(110,000)	-	(678,400)	(18,400)	2.8%
TOTAL EXPENSES	1,630,682	2,018,805	(8,000)	(111,284)	24,800	175,211	(27,340)	2,072,192	53,387	2.6%
TOTAL LEVY	1,126,282	1,358,805	(6,000)	(21,684)	24,800	65,211	(27,340)	1,393,792	34,987	2.6%

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

Budget Impact Details

	REF	OPERATING EXPENSES	CAPITAL EXPENSES	REVENUES	TAXATION	%	INTERDEPT RECOVERY	%
2022 BUDGET		1,816,805	202,000	410,000	1,358,805		250,000	
LESS: 2022 ONE-TIME ITEMS		(6,000)	(2,000)	(2,000)	(6,000)	(0.4%)	-	
BASE BUDGET IMPACT		(91,284)	(20,000)	(39,600)	(21,684)	(1.6%)	(50,000)	(20.0%)
ONE-TIME ITEMS								
ENG-Pipe Inspection Camera		-	22,000	-	22,000	1.6%	-	
		-	22,000	-	22,000	1.6%	-	
SERVICE LEVEL								
ENG-Supervisor of Development FTE	FTE2023-01	176,011	2,000	110,000	68,011	5.0%	-	
		176,011	2,000	110,000	68,011	5.0%	-	
INITIATIVE GAPPING								
ENG-Supervisor of Development FTE	FTE2023-01	(27,340)	-	-	(27,340)	(2.0%)	-	
		(27,340)	-	-	(27,340)	(2.0%)	-	
TOTAL		51,387	2,000	68,400	34,987		(50,000)	
2023 BUDGET		1,868,192	204,000	478,400	1,393,792	2.6%	200,000	(20.0%)

Capital Budget

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2023 REQUEST**	2024	2025 2032
COMPUTER EQUIPMENT							
290000 - Computer Equipment	Laptop for Supervisor of Development (FTE 2023-01)	Expansion	N/A	\$2,000	2,000	-	-
EQUIPMENT							
290000 - Equipment	Pipe Inspection Camera	Expansion	N/A	\$22,000	22,000	-	-
STUDIES							
900031 - Infrastructure Design Guidelines	Updating County Design Standards for all linear assets	Non-infrastructure solutions	N/A	\$50,000	50,000	-	-
				\$74,000	\$74,000	\$0	\$0


** The 2023 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent.

FTE Change Proposal – Supervisor of Development

FTE 2023 01

DESCRIPTION

Type of FTE request	Service Level
Classification	Full-time - Permanent
Job Title	Supervisor of Development
FTE	1.0

Strategic Plan	
	Performs & Delivers Results
	5.i.

In liaison with other Oxford County internal departments and Area Municipalities, this position is required to provide additional dedicated professional technical support, expertise and collaboration to the development community within Oxford in order to effectively manage ongoing residential and employment lands growth. If approved, support to capital delivery growth can continue in a way that aligns with the 2022 Asset Management Plan, while allowing the timely review of development files and ensuring that any infrastructure being installed by developers meets both the County and Ministry guidelines.

The cost for the Supervisor of Development FTE is substantially offset (75%) by cost recovery derived from the County’s Fees and Charges By-law to ensure development growth continues to pay for itself and costs are not indirectly passed to existing taxpayers.

BACKGROUND

Background

Like many other municipalities in Ontario, Oxford County has witnessed rapid growth in the last few years. From 2016 to 2021 alone, the County witnessed a 9.9% increase in population as well as a 9% increase in total private dwellings, as per Report No. CP 2022-78. These dwellings require Public Works oversight through the review of all planning applications, including Subdivision Plans, Site Plans, Official Plan Amendments, Consent, Zone Changes, etc., overseeing infrastructure installation and, eventually, assuming some of this infrastructure as a County asset. As new cohorts of the population move into homes and start families, this development growth is not expected to slow.

Currently, there is one supervisor overseeing both Capital delivery and Development Review. It is of staff’s opinion that this current organizational structure is not sustainable and a supervisor solely devoted to Development Review is necessary, not only in terms of work load, but also in terms of the technical expertise required for both of these areas as well as for staff retention and demonstrating the importance of a healthy work/life balance. If this FTE request is not approved, the ability for existing staff to deliver Capital projects and undertake Development Review will be greatly reduced.

Comments

Supporting Development Demand

As more people move to Oxford County, the demand for housing continues to increase. As per Report No. [CS 2022-20](#), between 2026 and 2046, it is estimated that 31,000 new residents and 11,270 new households will be realized within the County boundary. Moreover, there is added pressure to densify existing towns and avoid sprawl, increasing the complexity of new builds and creating a need for intricate municipal infrastructure (County Assets) to be constructed by the development community, such as forcemains, booster pumping stations, sewer pumping stations, etc. and thus increasing the level of expertise and workload to review these proposals.

As per Report No. [CAO 2022-07](#), the need to focus on the creation of housing across the continuum is identified as a goal in the County's *Strategic Plan*, *Official Plan*, *Future Oxford Community Sustainability Plan*, *10-Year Shelter Plan*, and *Zero Poverty Action Plan*. While it is imperative that this much-needed housing comes to fruition, it is also important to recognize the pressures put on Public Works staff to review Official Plans, Severances, Subdivision Applications, Zoning Changes, etc., oversee new developments and, eventually, assume the ownership of developer-installed infrastructure. The development files received over the last few years have become increasingly complex, requiring a dedicated team of full-time staff to provide a technical review and oversight. This requires effective coordination and liaison by Engineering Services development review with other internal Public Works divisions (Water and Wastewater Services, Transportation Services, etc.), external departments (i.e. Community Planning and Corporate Services) and Oxford's eight Area Municipalities. Given the level of responsibility, technical complexity, as well as the need for someone to oversee existing staff, a Supervisor of Development Review is necessary to ensure service delivery continues for the development community.

With the recently passed *More Homes for Everyone Act*, there is now additional pressure put on municipalities to quickly review applications or risk having to refund fees to developers, some as early as 60 days following receipt of application (starting January 1, 2023). While hold-ups in development applications are not necessarily the fault of municipalities, staff have witnessed an intensified pressure and sometimes aggression from external developers in getting their applications reviewed due to the empowerment this new legislation has granted them. Furthermore, the user fees collected through development review are essential in continuing operations. Due to current workloads, there is a risk that these fees will need to be refunded to developers, putting additional stress on staff in terms of deliverable timelines. A supervisor role is critical in both overseeing these applications and their associated review timelines while managing the expectations of developers. Having a supervisor available to respond to developers would allow the existing staff to be solely devoted to reviewing these technical applications and getting them approved in a timely manner.

As pressures for more housing continue to grow, it is imperative that new developments align with the County's current and future Master Servicing Plans, as well as the Secondary Plans of Area Municipalities. A supervisor dedicated to development would be responsible for ensuring that new builds – from the draft phase all the way to occupancy – are respecting the County's Master Servicing Plans as well as other legislation. This proposed supervisor would also be expected to participate in the Development Charges process, having a thorough understanding of the development community that the existing role cannot accommodate.

Continuing Capital Delivery

As per the *2022 Asset Management Plan*, the County's core asset replacement value is \$2.64 billion, with 31% of those assets being in either fair, poor or critical condition. Engineering Services holds a majority of the responsibility in terms of replacing these assets, so it is reasonable to assume that the demands on the Supervisor of Engineering Services will only continue to increase. Furthermore, through annual capital planning and delivery, the Supervisor of Engineering Services plays a large role in the short and long term asset management which is critical in reducing lifecycle costs, reducing risk exposure and ensuring sustainable service delivery. As the annual Capital budget continues to grow in both dollar value and number of projects, it is not sustainable to expect one supervisor to oversee these two large – and growing – portfolios.

As previously mentioned, due to the rapid pace of growth in the area, the County is assuming more developer-installed infrastructure than ever before. If we are to remain consistent across different types of infrastructure, the County requires the dedicated full-time effort from an individual who can provide guidance to the current Development Review team (Development Review Engineer & Development Review Technician), and also must be able to effectively communicate complex servicing requirements to Senior Management and Area Municipalities, as is the case for the County's existing assets of similar scope and scale. It should also be noted that other municipalities of similar size have already grown their staff complement devoted to development, typically consisting of technicians, engineers and supervisory staff.

Consolidated Linear Infrastructure Environmental Compliance Approvals

Moreover, this proposed FTE would ensure that Public Works – and the County, as a whole – is in compliance with Ministry legislation in terms of inspecting linear infrastructure, which is a new legislative requirement of the Consolidated Linear Infrastructure Environmental Compliance Approvals (CLI-ECA) that is expected to be received by the end of 2022. As part of this new legislation, Engineering Services will remain responsible for the technical review of all vertical and linear infrastructure, as well as inspecting underground pipe infrastructure during the developer's installation phase to ensure it is in alignment with Ministry standards. Linear infrastructure encompasses sanitary sewers as well as storm sewers on the County right-of-way. Due to the legislative responsibility for all infrastructure that is – or will be – owed by the County, this will require dedicated Supervisor oversight as the eventual "owner" of this infrastructure to ensure compliance with Ministry standards.

Implications if Not Approved

If this FTE is not approved, Engineering Services will need to reduce the amount of Capital projects delivered each year, as there will only be one supervisor to oversee both Capital project delivery and Development Review. This would be in contradiction to the *Asset Management Plan*, as Capital projects may need to be deferred to later years due to realistic delivery abilities. These delays would have public impacts, such as road deterioration, increased water and sewer line breaks and deferring new infrastructure that supports strategic and development objectives.

Additionally, there are also risks pertaining to Development Review if this position is not approved, including a delay in ECA submissions and possible non-compliance with the *More Homes for Everyone Act*, resulting in critical fees being refunded to developers because of review delays.

With one supervisor currently overseeing the two large portfolios of Capital and Development Review, it is expected that there would be a decrease in customer service to Community Planning, Area Municipalities, other Public Works divisions as well as the development community if this new position is not approved.

Staff have discussed the possibility of outsourcing portions of the required work, but given the timing of deliverables and ongoing work requirements on both sides, completing these functions internally will result in overall efficiencies, knowledge retention and substantially lower operating costs. Moreover, with many consulting firms providing technical advice to developers, it may be difficult to attain a third party to complete this work on the County's behalf without running the risk of conflicts of interest.

Conclusions

With housing identified as a key priority both at the County level and province-wide, a supervisor dedicated to departmental oversight is required as a means to establish and ensure that consistent, accurate, accountable and efficient development review takes place and that assets are in line with County standards, Master Plans, Ministry requirements, etc.

At the current rate, expecting one supervisor to oversee both Capital and Development Review is not sustainable. Moreover, if this position is not approved, Capital delivery will need to be reduced, contradicting the recommendations from the *Asset Management Plan*.

To better align with other municipalities, liaise between senior management, Area Municipalities, the private development community and existing staff while establishing a level of authority that is required when working with developers, attaining a Supervisor of Development Review is a logical next step as the County continues to witness increased population growth and a greater demand for housing.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Revenues			
Development Review Fee Revenue – new 2023 Fees and Charges	\$-	(\$110,000)	(\$110,000)
Total revenues	-	(110,000)	(110,000)
Salaries and benefits	\$-	\$174,711	\$174,711
Operating expenses			
Membership Dues & Subscriptions	-	250	250
Advertising	500	-	500
Cell phone	300	250	550
Total operating expenses	800	500	1,300
Capital			
Computer Equipment: Laptop	2,000	-	2,000
Total capital	2,000	-	2,000
County Levy	\$2,800	\$65,211	\$68,011
<i>Initiative Gapping – position start March 2023</i> 2024 Budget Impact	-	27,340	27,340
2023 Budget Impact	\$2,800	\$37,871	\$40,671

Services Overview





Full Time Equivalents **37.3 FTE** →0.0





Service	Service Description	2021 Service Level	Service Type
Transportation System Planning, Operations, Traffic and Corridor Management, Road Safety	An external service that provides a km of roadway to a road user.	<p>1,288 Lane kilometers of roadway operated and maintained</p> <p>37 Kilometers of new road resurfacing / reconstruction</p> <p>9 New traffic speed feedback signs installed</p> <p>1 New controlled pedestrian crossing implemented</p> <p>59 Snow plow responses to winter events (2021/22 season)</p>	Public Health & Safety

Key Performance Indicators

	2019 Actual	2020 Actual	2021 Actual	2022 Forecast	2023 Budget	Target
% of Roads with a pavement condition index of good or higher (Lane km)	94%	89%	80%	82%	84%	85%
Paved (hard top) road maintenance – cost/lane kilometer	\$4,249	\$3,478	\$4,126	\$4,137	\$4,319	↓
Bridges and culverts maintenance – cost/square meter of surface area	\$5.79	\$6.24	\$12.53	\$6.18	\$7.57	↓
Traffic operations and roadside maintenance – cost/lane kilometer	\$2,839	\$2,604	\$3,028	\$3,121	\$3,246	↓
Winter control operations – cost/lane kilometer	\$2,408	\$1,965	\$1,939	\$2,163	\$2,320	↓
Winter control compliance to Minimum Maintenance Standards	100%	100%	100%	100%	100%	100%

Goals and Objectives

Description	2023	2024	2025	Strategic Plan	Other Plan Alignment
<p>2024 Transportation Master Plan Update 5-year Master Plan update to ensure effective, reliable, and safe people and goods movement throughout and within the County. The TMP update will further inform the 2024 Development Charges Background Study which will include growth related transportation capital projects.</p>	●			 Informs & Engages 4.ii.	Official Plan
<p>School Bus Stop Arm Camera Pilot Program Establish a partnership with school bus operators to implement a school bus stop arm camera pilot program where the County's role will be to process photographic evidence and issue charge notices for prosecution.</p>	●	●		 Performs & Delivers Results 5.ii.	Transportation Master Plan
<p>Ongoing Implementation of County-wide Traffic Calming/Speed Management Measures County-wide implementation of evidence based speed management, traffic calming and road safety measures.</p>	●	●	●	 Performs & Delivers Results 5.ii.	Transportation Master Plan
<p>Optimization of County Road Operations Organizational Structure Realignment of existing operations staff into optimized organizational structure, along with updated roles and responsibilities, to achieve more efficient and cost effective service delivery.</p>	●			 Performs & Delivers Results 5.ii.	2022 Transportation Network O&M Service Delivery Review

Description	2023	2024	2025	Strategic Plan	Other Plan Alignment
<p>Oxford Road 4 Corridor Study Completion of the Oxford Road 4 Corridor Master Plan Study that will identify long term implementation projects to effectively move traffic from the 401/403 provincial highway corridor to the north part of the County.</p>	●			 Informs & Engages 4 ii	Official Plan
<p>Review of Potential Development of County-wide Automated Speed Enforcement (ASE) Program County-wide municipal planning for the potential ASE implementation (photo radar) in school zones and community safety zones.</p>	●	●	●	 Shapes the Future 3.i.	Transportation Master Plan
<p>Cycling Master Plan Implementation Initiate the multi-year cycling infrastructure implementation plan that will ultimately provide 190km of primary cycling routes on the County road network with connectivity between urban/settlement areas, neighbouring municipalities, local cycling/trail networks, tourist destinations and employment areas.</p>	●	●	●	 Well Connected 2 i..	Transportation Master Plan
<p>Trail Development Facilitate and support trail partnerships with municipal partners and stakeholders for trail development (Thames River Trail extension, Hodges Pond Trail, and Norwich to Tillsonburg Trail).</p>	●	●	●	 Well Connected 2.i.	Trails Master Plan

Budget

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023	\$ OVER	% OVER
	FORECAST	BUDGET*	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2022	% OVER
			RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET
								BUDGET	BUDGET
OPERATING									
REVENUES									
GENERAL REVENUES									
PROVINCIAL GRANTS	(68,788)	(66,801)	2,000	64,801	-	-	-	66,801	(100.0%)
FEDERAL GRANTS	-	-	-	-	-	-	-	-	-
USER FEES AND CHARGES	(395,730)	(404,950)	40,000	(43,300)	-	19,000	-	(389,250)	15,700 (3.9%)
TOTAL GENERAL REVENUES	(464,518)	(471,751)	42,000	21,501	-	19,000	-	(389,250)	82,501 (17.5%)
OTHER REVENUES									
RESERVE TRANSFER	(108,800)	(108,800)	31,800	77,000	(7,500)	-	-	(7,500)	101,300 (93.1%)
DEVELOPMENT CHARGES	-	-	-	-	-	-	-	-	-
TOTAL OTHER REVENUES	(108,800)	(108,800)	31,800	77,000	(7,500)	-	-	(7,500)	101,300 (93.1%)
TOTAL REVENUES	(573,318)	(580,551)	73,800	98,501	(7,500)	19,000	-	(396,750)	183,801 (31.7%)
EXPENSES									
SALARIES AND BENEFITS									
SALARIES	2,493,487	2,524,616	-	72,423	-	-	-	2,597,039	72,423 2.9%
BENEFITS	723,113	722,845	-	22,952	-	-	-	745,797	22,952 3.2%
TOTAL SALARIES AND BENEFITS	3,216,600	3,247,461	-	95,375	-	-	-	3,342,836	95,375 2.9%
OPERATING EXPENSES									
MATERIALS	2,913,420	2,690,610	(4,100)	350,315	2,500	(38,000)	-	3,001,325	310,715 11.5%
CONTRACTED SERVICES	1,648,672	1,649,901	(69,000)	(99,011)	17,500	48,000	-	1,547,390	(102,511) (6.2%)
RENTS AND FINANCIAL EXPENSES	35,504	28,500	-	1,800	-	-	-	30,300	1,800 6.3%
EXTERNAL TRANSFERS	5,000	6,500	-	(1,500)	-	-	-	5,000	(1,500) (23.1%)
TOTAL OPERATING EXPENSES	4,602,596	4,375,511	(73,100)	251,604	20,000	10,000	-	4,584,015	208,504 4.8%
DEBT REPAYMENT									
PRINCIPAL REPAYMENT	211,827	211,827	-	(36,844)	-	-	-	174,983	(36,844) (17.4%)
INTEREST REPAYMENT	15,380	15,380	-	(5,482)	-	-	-	9,898	(5,482) (35.6%)
TOTAL DEBT REPAYMENT	227,207	227,207	-	(42,326)	-	-	-	184,881	(42,326) (18.6%)
RESERVE TRANSFERS									
CONTRIBUTIONS TO CAPITAL RESERVES	10,864,000	10,864,000	(40,000)	440,000	-	-	-	11,264,000	400,000 3.7%
DEVELOPMENT CHARGES EXEMPTIONS	725,000	240,000	-	-	-	-	-	240,000	-
TOTAL RESERVE TRANSFERS	11,589,000	11,104,000	(40,000)	440,000	-	-	-	11,504,000	400,000 3.6%
INTERDEPARTMENTAL CHARGES									

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
INTERDEPARTMENTAL CHARGES	3,033,816	2,749,857	(288)	544,801	-	-	-	3,294,370	544,513	19.8%
DEPARTMENTAL CHARGES	186,230	191,903	-	2,591	-	-	-	194,494	2,591	1.4%
TOTAL INTERDEPARTMENTAL CHARGES	3,220,046	2,941,760	(288)	547,392	-	-	-	3,488,864	547,104	18.6%
TOTAL EXPENSES	22,855,449	21,895,939	(113,388)	1,292,045	20,000	10,000	-	23,104,596	1,208,657	5.5%
PROGRAM SURPLUS/DEFICIT										
TOTAL PROGRAM SURPLUS/DEFICIT	-	-	-	-	-	-	-	-	-	-
NET OPERATING	22,282,131	21,315,388	(39,588)	1,390,546	12,500	29,000	-	22,707,846	1,392,458	6.5%
CAPITAL										
CAPITAL REVENUES										
CAPITAL FEDERAL GRANTS	(6,016,000)	(5,210,750)	-	175,750	-	-	-	(5,035,000)	175,750	(3.4%)
CAPITAL PROVINCIAL GRANTS	(986,250)	(1,259,962)	-	(2,373,038)	-	-	-	(3,633,000)	(2,373,038)	188.3%
CAPITAL RESERVE TRANSFER	(9,007,740)	(11,100,558)	25,000	(2,567,442)	-	-	-	(13,643,000)	(2,542,442)	22.9%
CAPITAL DEVELOPMENT CHARGES	(2,709,500)	(2,859,182)	-	2,106,682	-	-	-	(752,500)	2,106,682	(73.7%)
CAPITAL CONTRIBUTIONS	(960,000)	(935,000)	-	(1,265,000)	-	-	-	(2,200,000)	(1,265,000)	135.3%
TOTAL CAPITAL REVENUES	(19,679,490)	(21,135,452)	25,000	(4,153,048)	-	-	-	(25,263,500)	(4,128,048)	19.5%
CAPITAL EXPENSES										
MAJOR INFRASTRUCTURE	19,652,290	21,340,452	-	3,921,548	-	-	-	25,262,000	3,921,548	18.4%
VEHICLES	25,000	25,000	(25,000)	-	-	-	-	(25,000)	(25,000)	(100.0%)
FURNISHINGS AND EQUIPMENT	2,200	2,200	(2,200)	1,500	-	-	-	1,500	(700)	(31.8%)
TOTAL CAPITAL EXPENSES	19,679,490	21,367,652	(27,200)	3,923,048	-	-	-	25,263,500	3,895,848	18.2%
NET CAPITAL	-	232,200	(2,200)	(230,000)	-	-	-	(232,200)	(232,200)	(100.0%)
SUMMARY										
TOTAL REVENUES	(20,252,808)	(21,716,003)	98,800	(4,054,547)	(7,500)	19,000	-	(25,660,250)	(3,944,247)	18.2%
TOTAL EXPENSES	42,534,939	43,263,591	(140,588)	5,215,093	20,000	10,000	-	48,368,096	5,104,505	11.8%
TOTAL PROGRAM SURPLUS/DEFICIT	-	-	-	-	-	-	-	-	-	-
TOTAL LEVY	22,282,131	21,547,588	(41,788)	1,160,546	12,500	29,000	-	22,707,846	1,160,258	5.4%

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

Budget Impact Details

	REF	OPERATING EXPENSES	CAPITAL EXPENSES	REVENUES	TAXATION	%
2022 BUDGET		21,895,939	21,367,652	21,946,003	21,317,588	
LESS: 2022 ONE-TIME ITEMS		(113,388)	(27,200)	(98,800)	(41,788)	(0.2%)
BASE BUDGET IMPACT		1,292,045	3,923,048	3,824,547	1,390,546	6.5%
ONE-TIME ITEMS						
RDS-Plate Tamper		2,500	-	-	2,500	0.0%
RDS-Highway 59 (OR-59) - Trim back tree canopy over road		10,000	-	-	10,000	0.0%
RDS-Oxford County - Gateway Signs		7,500	-	7,500	-	
		20,000	-	7,500	12,500	0.1%
SERVICE LEVEL						
RDS-QA/QC Services		10,000	-	-	10,000	0.0%
RDS-Drumbo Sweeping Recovery Discontinued		-	-	(19,000)	19,000	0.1%
		10,000	-	(19,000)	29,000	0.1%
TOTAL		1,208,657	3,895,848	3,714,247	1,390,258	
2023 BUDGET		23,104,596	25,263,500	25,660,250	22,707,846	6.5%

Capital Budget

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2023 REQUEST**	2024	2025 2032
BRIDGES & CULVERTS							
930200 - Bridge Rehab	Rehabilitation of Structure: -CR 45 - 17th Line (5.7 km S of 119 - 19th Line)	Renewal	Fair	\$2,000,000	2,000,000	-	-
930200 - Bridge Rehab	Rehabilitation of Structure: -CR 12 - Mill St (0.41 km S of Dundas Street)	Renewal	Fair	\$1,000,000	1,000,000	-	-
930200 - Bridge Rehab	Replacement of Structure: -Trans Canada Trail (0.25 km S of 20 / W of 53)	Replacement	Critical	\$2,200,000	2,200,000	-	-
930200 - Bridge Rehab	Various repairs as identified in the Bridge Needs Study.	Renewal	Fair	\$250,000	250,000	-	-
930200 - Bridge Rehab	Guiderail installations on various structures as identified in Guide Rail Study.	Expansion	N/A	\$380,000	380,000	-	-
930200 - Bridge Rehab	2024 Construction of Various Structures Designed in 2022-23: -CR 59 (0.4km N or CR 35) -CR 16 (1.9km E of 119) -CR 8 (2.7km E of CR 22) -CR 33 (0.4km E of CR 6) -CR 27 (0.1km E of CR 10)	Renewal	Fair	\$10,750,000	-	10,750,000	-
930200 - Bridge Rehab	2023 Design and 2025 Construction for Various Structures: -CR 16 (0.01 km E of 31st Line) -CR 14 (3.2km N or CR 21) -CR 2 (0.4km W of CR 30) -CR 6 (0.1km N or CR 9) -CR 19 - Main St (2.1km W of CR 59)	Renewal	Fair	\$4,450,000	250,000	-	4,200,000
BUILDING							
213010 - Highland Roads Yard Buildings	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$86,200	86,200	-	-
213020 - Springford Roads Yard Buildings	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$200,000	200,000	-	-
COMPUTER EQUIPMENT							
230000 - Computer Equipment	Desktops for Woodstock/Springford Lead Hands	Expansion	N/A	\$1,500	1,500	-	-
ROADS							
930003 - CR 3	Road reconstruction (2024, 2025) of Oxford Road 3/Main Street as part of Princeton Drainage project.	Replacement	Poor	\$2,700,000	-	1,350,000	1,350,000



PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2023 REQUEST**	2024	2025 2032
930004 - CR 4	Corridor Master Plan to identify preferred alternative to effectively move traffic from the 401/403 to north Oxford	Non-infrastructure solutions	N/A	\$15,000	15,000	-	-
930008 - CR 8	Roundabout at CR 8 and CR 36 - Design 2023, Construction 2024	Expansion	N/A	\$1,425,000	225,000	1,200,000	-
930009 - CR 9	CR 9 (Ingersoll Rd) Reconstruction (Tracks to City Limit) and Road Resurfacing to CR 2 - Design 2023, Construction 2024	Replacement	Fair	\$1,000,000	-	1,000,000	-
930015 - CR 15	Intersection improvements at Springbank Ave.	Expansion	N/A	\$270,000	20,000	250,000	-
930016 - CR 16	Phase 2 2022-23 Design & 2024 Construction (27th Line to east limit of Kintore)	Replacement	Poor	\$2,300,000	-	2,300,000	-
930019 - CR 19	CR 19 - Hwy 19 to Norfolk County Border (Whyndam Line) - Design and Property acquisition 2023-25, construction 2026-27	Replacement	Fair	\$9,250,000	500,000	650,000	8,100,000
930029 - CR 29	Intersection upgrades at Blenheim Rd	Expansion	N/A	\$2,000,000	2,000,000	-	-
930035 - CR 35	CR 35 (Devonshire Ave) - Road Reconstruction (CR 59 (Vansittart) to CR 54 (Huron)) Design 2023-24, Construction 2025	Replacement	Good	\$3,150,000	100,000	50,000	3,000,000
930054 - CR 54	CR54 (Huron Street) - Road Reconstruction (Adelaide St to Dundas)	Replacement	Fair	\$300,000	300,000	-	-
930059 - CR 59	CR 59 - Road Reconstruction (Dundas St to Cedar St) - 2023 Construction	Replacement	Fair	\$2,400,000	2,400,000	-	-
930059 - CR 59	Stover St Intersections at Palmer and Tidey - 2023 Design, 2024 Construction	Expansion	N/A	\$760,000	10,000	750,000	-
930070 - Guiderrails	County-wide guide rail improvements based on needs study	Expansion	N/A	\$320,000	320,000	-	-
930076 - Pedestrian Crossings	Signalized pedestrian crossings at various locations	Expansion	N/A	\$250,000	250,000	-	-
930077 - Intersection Upgrades	Intersection upgrades at various County locations: - CR 59/CR 33 Improvements -CR 6/CR 16, CR 59/CR 28 & CR 2/Middleton Rd - Design -CR24/5 Feasibility Study	Expansion	N/A	\$895,000	495,000	400,000	-
930078 - Intersection Illumination	Illumination of Intersections at various locations	Expansion	N/A	\$55,000	55,000	-	-
930079 - Cycling Infrastructure	Design for future cycling infrastructure projects	Expansion	N/A	\$11,750,000	50,000	4,700,000	7,000,000
930080 - Retaining Walls	Design for 2024 Retaining Wall Projects	Replacement	Poor	\$230,000	30,000	200,000	-
930099 - Rehab and Resurfacing	2023 Resurfacing on various County roads: - CR 2 (CR 22 to West Limit of Princeton) - CR 19 (CR 59 to Baseline) - CR 21 (CR 59 to CR 22) - CR 20 (Brownsville Resurfacing) - CR 20 (Pigram to West Limit of Brownsville) Asphalt padding/patching on various surface treated roads. Misc. road repairs at various locations.	Renewal	Fair	\$4,800,000	4,800,000	-	-
930102 - Crack Sealing	Various County roads, joint project with area municipalities	Maintenance	N/A	\$200,000	200,000	-	-
930150 - Urbanization	CR 59 - Burgessville Rural to Urban, Design 2023, Construction 2025	Expansion	N/A	\$1,600,000	100,000	-	1,500,000

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2023 REQUEST**	2024	2025 2032
930300 - Traffic Signals	Replacement/Repair to existing traffic signals - CR 59 (Dundas, Peel, Main) - Construction - CR 15 and Springbank - Design	Replacement	Poor	\$870,000	795,000	75,000	-
930300 - Traffic Signals	New Traffic Signals - CR 35 and Clarke St, Woodstock	Expansion	N/A	\$500,000	500,000	-	-
930301 - Traffic Calming	Ongoing Traffic Calming/Speed Management Review and Implementation	Expansion	N/A	\$150,000	150,000	-	-
STORMWATER							
930115 - Drain Improvements	Municipal drain improvements - (as completed by Area Municipalities)	Renewal	N/A	\$200,000	200,000	-	-
930116 - Princeton Drain	County's contribution as benefiting property to Princeton Drainage project	Expansion	N/A	\$2,400,000	750,000	750,000	900,000
930198 - Urban Storm Sewer	Storm sewer component for road projects in urban areas	Replacement	Fair	\$460,000	460,000	-	-
930199 - Rural Storm Sewer	Storm sewer component for road projects in rural areas	Replacement	Poor	\$3,110,000	3,110,000	-	-
STUDIES							
930000 - Transportation Master Plan	2024 Master Plan update to ensure effective, reliable, and safe people and goods movement throughout and within the County	Non-infrastructure solutions	N/A	\$130,000	130,000	-	-
930073 - DC Technical Study Roads	Technical Study on Transportation Network - Input to the 2024 Development Charge Background Study	Non-infrastructure solutions	N/A	\$75,000	75,000	-	-
				\$74,882,700	\$24,407,700	\$24,425,000	\$26,050,000

** The 2023 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent.

Services Overview

Full Time Equivalents **15.9 FTE** ↑ 0.6

Service	Service Description	2021 Service Level	Service Type
Curbside Garbage, Large Article and Recycling Collection	An external service that provides curbside garbage and recycling collection to residents and businesses in Oxford County.	19,500 Tonnes of waste and large article collected (includes Woodstock Enviro Depot) 8,570 Tonnes of recycling material collected	
Waste Diversion and Disposal	An external service that diverts and disposes of waste for Oxford County.	89,400 Tonnes of waste processed (disposed plus diverted) 40,100 Tonnes of waste diverted from landfill 9,500 Tonnes of finished compost marketed and diverted from landfill	






▪ **0.6 FTE Waste Management Scale Operator Part Time** - Additional hours for two existing part-time Scale Operators required for operation of 2nd weigh scale at OCWMF **FTE 2023-02**

Key Performance Indicators

	2019 Actual	2020 Actual	2021 Actual	2022 Forecast	2023 Budget	Target
Kg of curbside waste and large article collected / household	365	394	400	379	378	↓
Kg of curbside recycling collected / household	175	166	175	175	174	↑
% Landfill waste diversion at the Oxford County Waste Management Facility	40%	41%	43%	43%	43%	90%
Total residential (curbside) waste diversion rate ¹	57%	58%	57%	57%	57%	90%
Average operating cost per tonne waste collection, disposal and diversion	\$110	\$94	\$110	\$121	\$128	↓

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

Goals and Objectives

Description	2023	2024	2025	Strategic Plan	Other Plan Alignment
<p>Organics Resource Recovery Technologies Feasibility analysis of viable food and organic waste recovery options for beneficial use (compost, alternative fuels) and landfill diversion, and to meet Provincial diversion target objectives by 2025.</p>	●	●	●	 Shapes the Future 3.iii.	Zero Waste Plan
<p>Compost Facility Expansion Construction of compost pad expansion to accommodate growth related quantity increases of residential brush, leaf, and yard waste, to improve process efficiencies of end market material.</p>	●			 Performs & Delivers Results 5.ii.	Zero Waste Plan
<p>Transition of Municipal Blue Box Program to Full Producer Responsibility (FPR) Ongoing consultation, liaison, and reporting with municipal partners, stakeholders, and Provincial regulating authorities as part of Province-wide Blue Box transition to FPR from 2023 to 2025 and the County's December 31, 2025 transition date.</p>	●	●	●	 Shapes the Future 3.i.	Zero Waste Plan
<p>Agricultural Plastic Diversion Program Implementation of a pilot project for the collection (drop-off depot) and recycling of plastic agricultural bale/silage/wrap and plastic feed bags at the Oxford County Waste Management Facility.</p>	●	●	●	 Shapes the Future 3.iii.	Zero Waste Plan
<p>Tillsonburg Curbside Large Article Collection (LAC) and Transfer Station Operation Implementation of once annual curbside LAC in Tillsonburg as part of the County-wide LAC program and funding for the expanded operation of the Tillsonburg Transfer Station to all County residents.</p>	●			 Performs & Delivers Results 5.i.	Zero Waste Plan

Budget

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	FORECAST	BUDGET*	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
			RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
OPERATING										
REVENUES										
GENERAL REVENUES										
PROVINCIAL GRANTS	(55,694)	(54,726)	4,500	50,226	-	-	-		54,726	(100.0%)
USER FEES AND CHARGES	(12,104,786)	(10,549,678)	-	(2,128,274)	-	(75,000)	-	(12,752,952)	(2,203,274)	20.9%
TOTAL GENERAL REVENUES	(12,160,480)	(10,604,404)	4,500	(2,078,048)	-	(75,000)	-	(12,752,952)	(2,148,548)	20.3%
OTHER REVENUES										
RESERVE TRANSFER	(591,723)	(462,723)	138,000	(153,621)	(40,000)	-	-	(518,344)	(55,621)	12.0%
DEVELOPMENT CHARGES	(14,849)	(13,364)	-	(1,485)	-	-	-	(14,849)	(1,485)	11.1%
TOTAL OTHER REVENUES	(606,572)	(476,087)	138,000	(155,106)	(40,000)	-	-	(533,193)	(57,106)	12.0%
TOTAL REVENUES	(12,767,052)	(11,080,491)	142,500	(2,233,154)	(40,000)	(75,000)	-	(13,286,145)	(2,205,654)	19.9%
EXPENSES										
SALARIES AND BENEFITS										
SALARIES	1,036,162	1,022,782	-	41,344	-	57,423	-	1,121,549	98,767	9.7%
BENEFITS	282,872	328,604	-	7,936	-	4,221	-	340,761	12,157	3.7%
TOTAL SALARIES AND BENEFITS	1,319,034	1,351,386	-	49,280	-	61,644	-	1,462,310	110,924	8.2%
OPERATING EXPENSES										
MATERIALS	2,167,279	2,013,721	(5,500)	218,115	52,000	86,100	-	2,364,436	350,715	17.4%
CONTRACTED SERVICES	10,650,403	9,334,990	(99,500)	1,619,745	-	142,321	-	10,997,556	1,662,566	17.8%
RENTS AND FINANCIAL EXPENSES	14,856	16,900	-	6,100	-	-	-	23,000	6,100	36.1%
TOTAL OPERATING EXPENSES	12,832,538	11,365,611	(105,000)	1,843,960	52,000	228,421	-	13,384,992	2,019,381	17.8%
RESERVE TRANSFERS										
DEVELOPMENT CHARGES EXEMPTIONS	12,000	3,500	-	-	-	-	-	3,500	-	-
TOTAL RESERVE TRANSFERS	12,000	3,500	-	-	-	-	-	3,500	-	-
INTERDEPARTMENTAL CHARGES										
INTERDEPARTMENTAL CHARGES	1,298,154	1,053,214	(40,000)	444,386	-	91,910	(91,910)	1,457,600	404,386	38.4%
DEPARTMENTAL CHARGES	104,080	109,753	-	1,341	-	-	-	111,094	1,341	1.2%
TOTAL INTERDEPARTMENTAL CHARGES	1,402,234	1,162,967	(40,000)	445,727	-	91,910	(91,910)	1,568,694	405,727	34.9%
TOTAL EXPENSES	15,565,806	13,883,464	(145,000)	2,338,967	52,000	381,975	(91,910)	16,419,496	2,536,032	18.3%
PROGRAM SURPLUS/DEFICIT										
RESERVE CONTRIBUTION TO (FROM)										

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
RESERVE CONTRIBUTION-DEFICIT	(25,830)		-	-	-	-	-		-	-
TOTAL RESERVE CONTRIBUTION TO (FROM)	(25,830)		-	-	-	-	-		-	-
TOTAL PROGRAM SURPLUS/DEFICIT	(25,830)		-	-	-	-	-		-	-
NET OPERATING	2,772,924	2,802,973	(2,500)	105,813	12,000	306,975	(91,910)	3,133,351	330,378	11.8%
CAPITAL										
CAPITAL REVENUES										
CAPITAL PROVINCIAL GRANTS	(3,576)		-	-	-	-	-		-	-
CAPITAL RESERVE TRANSFER	(805,500)	(1,000,017)	343,500	(1,153,483)	(2,034,500)	-	1,984,000	(1,860,500)	(860,483)	86.0%
TOTAL CAPITAL REVENUES	(809,076)	(1,000,017)	343,500	(1,153,483)	(2,034,500)	-	1,984,000	(1,860,500)	(860,483)	86.0%
CAPITAL EXPENSES										
MAJOR INFRASTRUCTURE	732,000	926,517	(270,000)	1,034,983	-	-	-	1,691,500	764,983	82.6%
VEHICLES	25,000	25,000	(25,000)	-	1,984,000	-	(1,984,000)		(25,000)	(100.0%)
BUILDING	-		-	-	8,000	-	-	8,000	8,000	-
FURNISHINGS AND EQUIPMENT	52,076	48,500	(48,500)	120,100	48,500	-	-	168,600	120,100	247.6%
TOTAL CAPITAL EXPENSES	809,076	1,000,017	(343,500)	1,155,083	2,040,500	-	(1,984,000)	1,868,100	868,083	86.8%
NET CAPITAL	-	-	-	1,600	6,000	-	-	7,600	7,600	-
SUMMARY										
TOTAL REVENUES	(13,576,128)	(12,080,508)	486,000	(3,386,637)	(2,074,500)	(75,000)	1,984,000	(15,146,645)	(3,066,137)	25.4%
TOTAL EXPENSES	16,374,882	14,883,481	(488,500)	3,494,050	2,092,500	381,975	(2,075,910)	18,287,596	3,404,115	22.9%
TOTAL PROGRAM SURPLUS/DEFICIT	(25,830)		-	-	-	-	-		-	-
TOTAL LEVY	2,772,924	2,802,973	(2,500)	107,413	18,000	306,975	(91,910)	3,140,951	337,978	12.1%

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

Budget Impact Details

	REF	OPERATING EXPENSES	CAPITAL EXPENSES	REVENUES	TAXATION	%
2022 BUDGET		13,883,464	1,000,017	12,080,508	2,802,973	
LESS: 2022 ONE-TIME ITEMS		(145,000)	(343,500)	(486,000)	(2,500)	(0.1%)
BASE BUDGET IMPACT		2,338,967	1,155,083	3,386,637	107,413	3.8%
ONE-TIME ITEMS						
WM-Waste Management Facility new access roads		40,000	-	40,000	-	
WM-Blue Box Transition Consulting Services		5,000	-	-	5,000	0.2%
		45,000	-	40,000	5,000	0.2%
SERVICE LEVEL						
WM-Scale Operator FTE	FTE2023-02	44,516	-	-	44,516	1.6%
WM-Add Waste Management On-Call		17,128	-	-	17,128	0.6%
		61,644	-	-	61,644	2.2%
NEW INITIATIVES						
WM-Agricultural Plastics Diversion Pilot Program	NI2023-01	14,500	6,000	2,500	18,000	0.6%
WM-Early Compactor Procurement	NI2023-02	91,910	1,984,000	1,984,000	91,910	3.3%
WM-Curbside Large Article Collection in Tillsonburg	NI2023-03	9,551	-	-	9,551	0.3%
WM-Tillsonburg Transfer Station	NI2023-04	192,760	20,500	93,000	120,260	4.3%
WM-Tillsonburg Yard Waste Depot Funding	NI2023-05	18,610	30,000	30,000	18,610	0.7%
		327,331	2,040,500	2,109,500	258,331	9.2%
INITIATIVE GAPPING						
WM-Early Compactor Procurement	NI2023-02	(91,910)	(1,984,000)	(1,984,000)	(91,910)	(3.3%)
		(91,910)	(1,984,000)	(1,984,000)	(91,910)	(3.3%)
TOTAL		2,536,032	868,083	3,066,137	337,978	
2023 BUDGET		16,419,496	1,868,100	15,146,645	3,140,951	12.1%

Capital Budget

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2023 REQUEST**	2024	2025 2032
BUILDING							
218700 - Salford Landfill Buildings	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$10,500	10,500	-	-
283000 - Building	Station Shed (Transfer Station Office) (NI 2023-04)	Expansion	N/A	\$8,000	8,000	-	-
911800 - Salford Landfill Facilities	Enlargement of HHW Depot and electrical	Expansion	N/A	\$31,500	31,500	-	-
911800 - Salford Landfill Facilities	Compost Pad and Drainage System Expansion	Expansion	N/A	\$1,470,000	1,470,000	-	-
918700 - Landfill South Operating Area	WMF - South Cell Expansion - Technical Study and Work Plan 2023	Renewal	Poor	\$1,010,000	10,000	-	1,000,000
COMPUTER EQUIPMENT							
280000 - Computer Equipment	Printer for Landfill Office	Replacement	Poor	\$1,600	1,600	-	-
EQUIPMENT							
220723 L - Compactor	Compactor Blade	Replacement	Poor	\$50,000	50,000	-	-
280000 - Equipment	Monitoring well installation at closed landfill sites (Otterville and Tillsonburg)	Expansion	N/A	\$28,500	28,500	-	-
280000 - Equipment	Replace Roll-Off Bins (5) Replace Mobile Water Tank	Replacement	Poor	\$90,000	90,000	-	-
280000 - Equipment	Agricultural Plastics Diversion Pilot Program C-Container (NI 2023-01)	Expansion	N/A	\$6,000	6,000	-	-
283000 - Equipment	Grapple Bucket (NI 2023-05)	Expansion	N/A	\$30,000	30,000	-	-
283000 - Equipment	Security Cameras (NI 2023-04)	Expansion	N/A	\$12,500	12,500	-	-
VEHICLES							
280000 - Fleet	Large Compactor (1) - Early procurement and upgrade from small compactor (NI 2023-02)	Replacement	Poor	\$1,984,000	-	1,984,000	-
				\$4,732,600	\$1,748,600	\$1,984,000	\$1,000,000

** The 2023 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent.

Special Report – Budget by Waste Management Activity

	2022	2022	2023	VARIANCE	VARIANCE
	FORECAST	BUDGET*	BUDGET	\$	%
LANDFILL					
PROVINCIAL GRANTS	-55,694	-54,726	-	54,726	(100.0%)
USER FEES AND CHARGES	-4,343,000	-4,125,000	-4,662,800	-537,800	13.0
RESERVE TRANSFER	-267,000	-138,000	-185,000	-47,000	34.1
SALARIES	765,115	770,099	846,407	76,308	9.9
BENEFITS	199,232	250,277	259,600	9,323	3.7
MATERIALS	501,275	337,726	508,293	170,567	50.5
CONTRACTED SERVICES	1,149,945	1,111,500	1,118,510	7,010	0.6
RENTS AND FINANCIAL EXPENSES	11,256	13,300	19,300	6,000	45.1
INTERDEPARTMENTAL CHARGES	1,193,799	951,455	1,317,112	365,657	38.4
DEPARTMENTAL CHARGES	48,915	51,752	53,547	1,795	3.5
TOTAL	-796,157	-831,617	-725,031	106,586	(12.8)
RECYCLING ADMINISTRATION					
USER FEES AND CHARGES	-19,612	-17,006	-19,980	-2,974	17.5%
SALARIES	69,853	67,334	76,877	9,543	14.2
BENEFITS	22,130	21,423	22,532	1,109	5.2
MATERIALS	42,472	42,510	50,183	7,673	18.0
CONTRACTED SERVICES	62,042	62,376	62,794	418	0.7
INTERDEPARTMENTAL CHARGES	30,720	29,854	44,539	14,685	49.2
DEPARTMENTAL CHARGES	16,771	17,743	18,359	616	3.5
TOTAL	224,376	224,234	255,304	31,070	13.9
RECYCLING COLLECTION					
USER FEES AND CHARGES	-1,557,099	-1,064,710	-1,557,099	-492,389	46.2%
DEVELOPMENT CHARGES	-14,849	-13,364	-14,849	-1,485	11.1
MATERIALS	586	-	-	-	-
CONTRACTED SERVICES	2,885,228	2,223,796	2,883,912	660,116	29.7
DEVELOPMENT CHARGES EXEMPTIONS	12,000	3,500	3,500	-	-
TOTAL	1,325,866	1,149,222	1,315,464	166,242	14.5
RECYCLING PROCESSING					
USER FEES AND CHARGES	-1,877,400	-1,161,382	-1,972,500	-811,118	69.8%
MATERIALS	19,645	19,645	29,688	10,043	51.1
CONTRACTED SERVICES	2,005,160	1,724,113	2,089,030	364,917	21.2
TOTAL	147,405	582,376	146,218	-436,158	(74.9)

	2022	2022	2023	VARIANCE	VARIANCE
	FORECAST	BUDGET*	BUDGET	\$	%
COUNTY WASTE MANAGEMENT ADMINISTRATION					
SALARIES	131,964	128,517	139,266	10,749	8.4%
BENEFITS	38,150	35,980	36,955	975	2.7
MATERIALS	60,747	58,840	68,490	9,650	16.4
CONTRACTED SERVICES	97,042	69,376	82,794	13,418	19.3
INTERDEPARTMENTAL CHARGES	73,635	71,905	95,949	24,044	33.4
DEPARTMENTAL CHARGES	38,394	40,258	39,188	-1,070	(2.7)
TOTAL	439,932	404,876	462,642	57,766	14.3
COUNTY WASTE MANAGEMENT ADMIN ALLOCATION	-439,932	-404,876	-462,642	-57,766	14.3
TOTAL UNALLOCATED COUNTY WASTE MANAGEMENT ADMIN	-	-	0	0	-
SPECIAL WASTE DEPOTS & EVENTS					
USER FEES AND CHARGES	-263,700	-234,880	-350,565	-115,685	49.3%
SALARIES	69,230	56,832	58,999	2,167	3.8
BENEFITS	23,360	20,924	21,674	750	3.6
MATERIALS	4,500	1,500	85,100	83,600	5,573.3
CONTRACTED SERVICES	953,010	744,470	1,137,744	393,274	52.8
TOTAL	786,400	588,846	952,952	364,106	61.8
COUNTY WASTE MANAGEMENT ADMIN ALLOCATION (25%)	109,983	101,219	115,661	14,442	14.3
TOTAL SPECIAL WASTE DEPOTS & EVENTS	896,383	690,065	1,068,613	378,548	54.9
COMPOST OPERATIONS					
USER FEES AND CHARGES	-321,385	-329,500	-321,845	7,655	(2.3%)
MATERIALS	22,560	39,500	23,700	-15,800	(40.0)
CONTRACTED SERVICES	923,911	944,274	997,692	53,418	5.7
TOTAL	625,086	654,274	699,547	45,273	6.9
COUNTY WASTE MANAGEMENT ADMIN ALLOCATION (25%)	109,983	101,219	115,661	14,442	14.3
TOTAL COMPOST OPERATIONS	735,069	755,493	815,208	59,715	7.9
LARGE ARTICLE					
MATERIALS	75,300	77,400	84,089	6,689	8.6%
CONTRACTED SERVICES	142,685	135,556	150,355	14,799	10.9
TOTAL	217,985	212,956	234,444	21,488	10.1
COUNTY WASTE MANAGEMENT ADMIN ALLOCATION (5%)	21,997	20,244	23,132	2,888	14.3
TOTAL LARGE ARTICLE	239,982	233,200	257,576	24,376	10.5

	2022	2022	2023	VARIANCE	VARIANCE
	FORECAST	BUDGET*	BUDGET	\$	%
WASTE COLLECTION					
USER FEES AND CHARGES	-3,722,590	-3,617,200	-3,868,163	-250,963	6.9%
MATERIALS	1,440,194	1,436,600	1,514,893	78,293	5.4
CONTRACTED SERVICES	2,431,380	2,319,529	2,474,725	155,196	6.7
RENTS AND FINANCIAL EXPENSES	3,600	3,600	3,700	100	2.8
TOTAL	152,584	142,529	125,155	-17,374	(12.2)
WASTE COLLECTION RESEVE (BAG TAG)					
RESERVE TRANSFER	-324,723	-324,723	-333,344	-8,621	2.7%
RESERVE CONTRIBUTION-DEFICIT	-25,830	-	-	-	-
TOTAL	-350,553	-324,723	-333,344	-8,621	2.7
SUBTOTAL WASTE COLLECTION	-197,969	-182,194	-208,189	-25,995	14.3
COUNTY WASTE MANAGEMENT ADMIN ALLOCATION (45%)	197,969	182,194	208,189	25,995	14.3
TOTAL WASTE COLLECTION DEFICIT (SURPLUS)	0	0	(0)	(0)	(150.0)
CAPITAL					
CAPITAL PROVINCIAL GRANTS	-3,576	-	-	-	-
CAPITAL RESERVE TRANSFER	-805,500	-1,000,017	-1,860,500	-860,483	86.0
MAJOR INFRASTRUCTURE	732,000	926,517	1,691,500	764,983	82.6
VEHICLES	25,000	25,000	-	-25,000	(100.0)
BUILDING	-	-	8,000	8,000	-
FURNISHINGS AND EQUIPMENT	52,076	48,500	168,600	120,100	247.6
TOTAL	-	-	7,600	7,600	-
TOTAL LANDFILL & WASTE MANAGEMENT	2,772,924	2,802,973	3,140,951	337,978	12.1

FTE Change Proposal – Waste Management Scale Operator Additional Hours

FTE 2023 02

DESCRIPTION

Type of FTE request	Service Level
Classification	Part-time - Permanent
Job Title	Waste Management Scale Operator
FTE	0.6

Strategic Plan	
	Performs & Delivers Results
	5.i. 5.ii.

Additional staff hours for two existing part-time Scale Operators is required for operation of the second weigh scale that will be installed and commissioned in Q4 of 2022. Additional staff hours will be utilized during high traffic periods that will result in an overall Waste Management FTE increase of 0.6.

BACKGROUND

Background

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

The construction of a second weigh scale at the Oxford County Waste Management Facility (OCWMF) will be completed in Q4 2022 to reduce customer wait times and onsite traffic backlogs by separating incoming and outgoing traffic that is currently managed with one weigh scale.

Comments

An additional scale operator will be required when both scales are in operation during high traffic periods that typically occurs from March to November each year as well as on Saturdays. This can be accommodated with the existing staff complement through an increase in work hours for the two part-time Scale Operators, resulting in an estimated 0.6 FTE increase.

Conclusions

Operation of a second scale during high traffic periods will reduce customer wait times and minimize onsite traffic backlogs. Decreased wait times will provide economic benefit for commercial customers and reduce greenhouse gas emissions caused from extended vehicle idling.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Salaries and benefits ¹	\$-	\$44,516	\$44,516
County Levy	\$-	\$44,516	\$44,516

¹Additional staff hours will be utilized during high traffic periods when both scales are in operation

New Initiative – Agricultural Plastics Diversion Pilot Program







NI 2023 01

DESCRIPTION

Implementation of a pilot project for the collection (drop-off depot) and recycling of plastic agricultural bale/silage wrap and plastic feed bags at a proposed tipping fee of \$50/tonne (partial subsidization by the County). The County would provide collection bags to farmers for plastic materials, who would then fill them on-site and then transport the clean plastic material to the Oxford County Waste Management Facility (OCWMF) collection depot. The County proposes to transport filled bins to a local regional vendor for end-market processing.

The net annual budget increase is estimated at \$7,000 per year for promotion/education, transportation, and material processing for end markets, with a one-time costs of \$11,000 (OCWMF storage container, initial empty collection bags). Approximately 50 tonnes of plastic material is estimated to be diverted from landfill disposal through this initiative and affords farming users incentives via cost avoidance of more expensive landfill tipping fees (\$89/tonne) or alternative private collection programs (\$280/tonne).

Strategic Plan

					
WORKS WELL TOGETHER	WELL CONNECTED	SHAPES THE FUTURE	INFORMS & ENGAGES	PERFORMS & DELIVERS	POSITIVE IMPACT
				5.i. 5.ii.	.

DISCUSSION

Background

A 2011 study by Cleanfarms, a non-profit environmental stewardship organization working with the farming community across Canada, estimates that roughly 2,400 tonnes of bale and silage wrap are produced in Ontario annually. As a major dairy producer, Oxford County produces 12% of Ontario’s dairy and is estimated to generate approximately 300 tonnes of bale and silage wrap each year. Through anecdotal discussions, it is believed that a large portion of bale wrap is burned on local farms but the actual quantity is difficult to substantiate.

Oxford County previously operated a free agricultural bale wrap collection depot located at the Oxford County Waste Management Facility (OCWMF). Historical tonnage data identified that only 14 tonnes of agricultural bale wrap were collected annually when the free collection depot was in operation at the OCWMF. This would infer that approximately 95% of the single-use agricultural bale wrap generated in Oxford County was either being landfilled or burned.

The OCWMF free bale wrap collection program was discontinued in 2015. Many municipalities, including Oxford County, stopped collecting agricultural bale wrap due to unstable end markets and instead encouraged residents to connect with Switch Energy Corp., operating out of Clinton, Ontario. At that time, Switch Energy Corp. was the only vendor in Southwestern Ontario with a sustainable program for agricultural bale wrap collection.

Since 2015 there has been ongoing interest by Oxford County, Zero Waste Oxford and the Ontario Federation of Agriculture (OFA) to establish and promote sustainable agricultural plastic waste diversion options. However, sustainable solutions incorporating user fees have deterred program participation, especially for farmers that burn the material or dispose of it at the OCWMF where tipping fees are a lower cost option than utilizing Switch Energy.

Federal and provincial initiatives to help achieve zero plastic waste are expected to expand and develop new Extended Producer Responsibility (EPR) policies to include other plastic waste categories beyond blue box materials including agricultural film. The exact implementation timeline for an agricultural bale wrap EPR program has yet to be identified but it is anticipated to occur in Phase 2 of the federal government's EPR implementation plan which will be sometime after 2024. Expanded EPR policies will make producers responsible for collection and end-of-life management for a broader range of plastic waste that will reduce plastic pollution and promote a circular economy, reducing the burden placed on residents and municipalities to manage agricultural plastics.

Comments

In support of the County's Zero Waste Plan, staff are proposing to implement a bale and silage plastic wrap depot collection pilot program with a share of the costs supplemented by the County to encourage user program participation and increase landfill diversion. The proposed pilot program that is being recommended was developed by staff through a review of existing agricultural plastics recycling vendors, other municipal bale wrap programs, and operational logistics and associated costs, as further summarized below.

Recycling Vendors

Switch Energy

Switch Energy is a local private plastics recycler out of Clinton, Ontario that has been recycling bale wrap for over ten years. They utilize reliable end markets and are currently shipping their agricultural film plastics to South East Asia where it is used in the manufacturing of composite lumber. Switch Energy deals directly with farmers by dropping off field collection bags and returning to pick up the material from farmers for transport to their facility in Clinton. Through this process, farmers are expected to ensure that the plastic material is clean (free of rocks and stones and a minimal amount of dirt) before placement into the collection bag. This service is provided at a fee of \$90/15 bags collected (~ **\$280/tonne**).

Through discussions with Switch Energy regarding a proposed municipal pilot program, the County would deliver by courier the initial free collection bags to participating farmers, who will fill them with clean plastic materials and then transport this material to the OCWMF collection depot. Farmers would obtain free replacement bags upon dropping off full bags of agricultural plastics at the the OCWMF depot. County staff

would ensure material is sorted correctly and check for contamination before transporting it to Switch Energy (\$650 per 40-yard bin, including vendor processing).

Cleanfarms

Cleanfarms is a non-profit environmental stewardship organization working with the farming community across Canada to establish sustainable diversion programs for agricultural plastics. Currently, Cleanfarms has established end markets for bale and silage wrap in Ontario and Quebec. Working with Cleanfarms requires municipalities to enter into a five-year agreement for the delivery of a pilot program at an **annual cost of \$50,000**. Included in this annual cost is program marketing support and needed program supplies for material collection. Program details are outlined further in the Municipal Comparators section under Bruce County.

Additional services offered by Cleanfarms include agricultural end markets in Oxford County for plastic jugs/drums/totes and seed/pesticide/inoculant. Cleanfarms also runs events in Ontario every three years to collect unwanted pesticides and livestock/equine medications.

Plastics Redeemed

Plastics Redeemed is a plastics recycler out of New Hamburg, Ontario that is exploring new recycling markets for traditionally not-recycled waste plastics. While they are interested in finding avenues for bale and silage wrap, they are still working on the details of their pilot program which will not begin until the fall of 2022.

Municipal Comparators

A municipal comparative review was undertaken of municipalities with a similar rural/urban composition as Oxford County as summarized below.

Bruce County

Bruce County has partnered with Cleanfarms for the delivery of an agricultural plastics pilot project that includes the collection of baler twine, silage bags, bunker covers, and bale wrap at six municipal landfills/transfer stations. Farmers drop off bale/silage wrap in bags provided by Cleanfarms at no cost to the farmer. Additionally, through this pilot project, roughly ten wooden compactors were delivered to farmers by Cleanfarms for on-site baling of large amounts of bale wrap which is collected directly from the site. Bruce County is two years into a five-year pilot program which has had positive feedback and participation, although no data is available on the success of the program.

Prescott County

In addition to the Bruce County program discussed above, Prescott County is considering the implementation of a similar bale wrap pilot project in partnership with Cleanfarms.

Northumberland County

Northumberland County accepts some boat and bale wrap at their material recovery facility at a tipping fee of \$130/tonne, they do not however accept white bale wrap.

Perth and Wellington Counties

Perth County and Wellington County promote bale wrap recycling directly through Switch Energy Corp., similar to Oxford County’s current approach.

There are no current municipal programs for agricultural plastic programs in the City of Kingston, Norfolk County, Middlesex County, Region of Waterloo, City of Brantford, Brant County, City of Windsor, Hastings County, Grey County, and Simcoe County.

Program Comparison

Based on the above research, staff identified two options available for a proposed bale and silage plastic wrap diversion program. It is recommended that a user fee of \$50/tonne be applied to account for program costs, with the remainder of the program being subsidized by the County. The user fee would account for roughly 40% of the operating costs for Switch Energy, while it would only cover between 2%-20% of the Cleanfarms program, depending on how much material is received. It is understood that any user fee may deter participation; however, similar to the construction and demolition waste program, the user is charged to cover the costs of recycling this material.

It is important to note that both programs outlined in the table below could be affected by market changes which may limit recycling opportunities for these plastics. The following table summarizes the two options.

Program Characteristics	Switch Energy Program	Cleanfarms Program
End-Markets	<ul style="list-style-type: none"> ▪ the processed material is shipped to South East Asia for manufacturing reuse (pellets/composite lumber) ▪ secure end market, in place for 10 years ▪ accepted materials include bale wrap, silage wrap, and feed bags 	<ul style="list-style-type: none"> ▪ end markets in Ontario and Quebec for manufacturing reuse (pellets) ▪ transitive markets without mature and secure contracts ▪ acceptable materials include bale and silage wrap
County Annual Operational Costs	<ul style="list-style-type: none"> ▪ \$6,000/40-yard collection bin ▪ \$4,500 for transportation and processing (assumes 50 tonnes of material recycled) ▪ \$5,000 for promotion and education ▪ \$5,000 for courier costs to send initial collection bags directly to farmers 	<ul style="list-style-type: none"> ▪ \$6,000/40-yard collection bin ▪ \$50,000 annual fee to Cleanfarms (includes transportation, securing suitable end markets, promotion) ▪ \$2,500 for promotion and education ▪ no charge for up to 10 compactors to be provided to larger farming operations for onsite bailing

Program Characteristics	Switch Energy Program	Cleanfarms Program
Other Program Requirements	<ul style="list-style-type: none"> ▪ no contractual requirements; the program can be discontinued at County’s discretion ▪ farmers are required to clean, sort, and bag material for drop-off at the OCWMF ▪ the material will need to be screened for contamination by County staff ▪ potential opportunity to expand drop-off depots in Woodstock and Tillsonburg for greater County coverage – additional program costs would apply (i.e. purchase of collection bin, municipal service fees) 	<ul style="list-style-type: none"> ▪ a five-year contract with Cleanfarms ▪ farmers are required to clean, sort, and bag material for drop-off at the OCWMF ▪ the material will need to be screened for contamination by County staff ▪ potential opportunity to expand drop-off depots in Woodstock and Tillsonburg for greater County coverage – additional program costs would apply (i.e. purchase of collection bin, municipal service fees)
Proposed Tipping Fee	<ul style="list-style-type: none"> ▪ \$50/tonne tipping fee for farmers to drop off bagged material at OCWMF ▪ (versus \$89/tonne for landfill disposal) 	<ul style="list-style-type: none"> ▪ \$50/tonne tipping fee for farmers to drop off bagged material at OCWMF (versus \$89/tonne for landfill disposal)

Recommended Approach

After conducting a thorough municipal scan of bale and silage wrap programs, considering the likelihood of farmers participating in a diversion program and estimated operational costs, staff recommends proceeding with a pilot program through Switch Energy Corp. as noted above. The proposed user fee of \$50/tonne is less than the landfill tipping fee of \$89/tonne and significantly less than \$280/tonne if a farmer were to deal with Switch Energy directly. Partnering with Switch Energy will not require any contractual commitments and will provide some program flexibility should Provincial and/or Federal EPR programs expand to include agricultural film within the next 1 – 5 years.

Given the renewed level of interest to re-establish a agricultural bale plastic wrap program within the County, coupled with the addition of silage plastic wrap recycling and the added support by the OFA to encourage program participation among their members residing in Oxford County, it is believed that program participation levels should exceed that of the previous program operated by the County.

Implementation of a targeted public education program is required to aid in program success. Public education messaging around the new depot, the rationale for using the depot, and the negative environmental impacts of burning and landfilling film wrap will be undertaken to educate the farming community on investing the time required to recycle this material as opposed to traditional material handling like burning and landfilling.

Messaging will be delivered through various social media, the County’s Wasteline App, County and area municipal websites, and print including community publications like the Village Voice, Zorra, etc.

If the program proves successful after year one, staff could potentially seek the necessary approvals to expand collection depots to the City of Woodstock Enviro Depot and the Town of Tillsonburg Transfer Station, assuming that municipal interest exists to participate in the program. Expansion of the collection depots to these additional areas would provide greater access to the farming community within the County.

Conclusions

In support of banning single-use plastics from landfill and supporting the County’s goal of zero waste by 2025, staff recommends operating a pilot project with local vendor, Switch Energy Corp., to offer bale and silage wrap and feed bag recycling to Oxford County farmers at the OCWMF at a user fee rate of \$50/tonne.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Revenues			
User fees: 50 tonnes of bale wrap at \$50/tonne	\$-	\$2,500	\$2,500
Total revenues	-	2,500	2,500
Operating expenses			
OCWMF Annual Collection ¹	-	4,500	4,500
Promotion and Education	-	5,000	5,000
Courier Costs – Distribution of Initial Collection Bags	4,000	1,000	5,000
Total operating expenses	4,000	10,500	14,500
Capital			
C-Container for OCWMF	6,000	-	6,000
Total capital	6,000	-	6,000
County Levy	\$10,000	\$8,000	\$18,000

¹ includes collection, transportation, collection bags and processing – subject to fluctuation in fuel costs







New Initiative – Early Compactor Replacement Procurement

NI 2023 02

DESCRIPTION

Advanced replacement of the existing waste management compactor (Unit 722) with a larger capacity model (**net annual operating cost increase ~ \$92 K**). This compactor is nearing the end of its useful service life and has been recently susceptible to overheating and mechanical failure. Procurement of a new (upgraded) replacement unit is proposed two years in advance of the scheduled replacement date (2025) in order to accommodate extended supply chain delivery circumstances and to minimize the liability associated with decreasing reliability / performance of the existing compactor. If approved, the in-service date of the new compactor will be 2024 based on current procurement delivery timeframes.

Strategic Plan

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

DISCUSSION

Background

Staff are seeking approval for early procurement of a new waste compactor in 2023 to replace Unit 722 (CAT 816F), that was purchased in 2015, with a larger capacity model to reduce downtime, improve operational performance, and maximize landfill capacity.

The Waste Management Division currently utilizes two compactors for landfilling operations at the active tipping face during daily high volume periods and to provide some redundancy when one of the units is out of service for maintenance and/or repair. These two units are essential to daily landfilling operations in order to achieve regulatory requirements and desired compaction rates to maximize the capacity and useful life of the landfill site.

Landfilling operations at the active tipping face typically involves moving waste material into place after it has been off loaded by waste haulers and then densifying it through compaction efforts. At the Oxford County Waste Management Facility (OCWMF), the compactors serve as dual purpose in this regard, which is common practice, whereas at some larger landfilling facilities they may use a bulldozer in combination with a compactor to move and compact waste material. Historically, the County has utilized a large capacity compactor along with a smaller unit for landfilling operations and in the past, the smaller CAT 816 model (Unit 722) has performed well.

However, the current CAT 816 model (Unit 722) is nearing the end of its useful service life and has been susceptible to overheating and mechanical failure since it is lighter duty than previous models and generally underperforms in achieving desired compaction levels. Maintenance and repair records for Unit 722 validate that the ongoing equipment issues are extending beyond normal routine repair and maintenance needs. Staff have consulted the vendor numerous times to troubleshoot issues with this unit, bringing expertise in from other regional offices to assist with diagnosis. Consensus by the vendor, which is supported by staff, is the newly designed CAT 816 compactor is too small and light for Oxford County landfilling applications and that a larger and heavier unit is required.

Comments

Replacement of the compactors is amortized over 10 years with the procurement of each unit staggered five-years apart. Unit 722 is scheduled for replacement in 2025 but given the ongoing mechanical issues there is concern with the reliability of this unit. Further to ongoing mechanical issues, Unit 722 is inadequate to achieve desired compaction rates required to maximize long term landfill capacity. With the increasing unreliability and inadequate performance of Unit 722, it does not provide suitable redundancy to the larger compactor (Unit 723) when it is out of service for maintenance/repair.

Procurement of a replacement compactor (Unit 722) in 2023 (anticipated 2024 delivery) with a larger capacity unit (similar to the other compactor Unit 723) will alleviate equipment reliability concerns and minimize operational disruptions. A larger capacity compactor will also ensure that landfill capacity is optimized by consistently achieving desired compaction levels.

Conclusions

The proposed early procurement of a new waste compactor (replacement of Unit 722) with a larger capacity model (similar to the compactor Unit 723) will serve to promote compactor equipment reliability and redundancy, maintain landfill regulatory compliance and optimize landfill operational performance.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Revenues			
Reserve Funding: Fleet Reserve (includes sale of existing unit)	\$792,600	\$-	\$792,600
Reserve Funding: Landfill and Waste Diversion Reserve Fund	1,191,400	-	1,191,400
Total revenues	1,984,000	-	1,984,000
Operating expenses			
Insurance Costs (old)	-	(3,520)	(3,520)
Insurance Costs (new)	-	7,430	7,430
Annual Capital Replacement Charge (old)	-	(112,000)	(112,000)
Annual Capital Replacement Charge (new)	-	200,000	200,000
Total operating expenses	-	91,910	91,910
Capital			
CAT 826K Compactor	1,984,000	-	1,984,000
Total capital	1,984,000	-	1,984,000
County Levy	\$-	\$91,910	\$91,910
<i>Initiative Gapping – Capital funds to be committed in 2023 and expended in 2024 upon equipment delivery</i> 2024 Budget Impact	-	91,910	91,910
2023 Budget Impact	\$-	\$-	\$-







New Initiative – Curbside Large Article Collection in Tillsonburg

NI 2023 03

DESCRIPTION

To perform once annual curbside large article collection (LAC) in Tillsonburg in-lieu of large article (resident drop-off) depot operation.

Strategic Plan

					
WORKS WELL TOGETHER	WELL CONNECTED	SHAPES THE FUTURE	INFORMS & ENGAGES	PERFORMS & DELIVERS	POSITIVE IMPACT
				5.i. 5.ii.	

DISCUSSION

Background

Once a year, starting at the beginning of April and running through to the end of June, curbside large article collection (LAC) is performed by the County’s external service provider for the municipalities of Ingersoll, Zorra, East Zorra-Tavistock, Blandford-Blenheim, Norwich, and South-West Oxford. Annual LAC is also provided within the City of Woodstock by their own municipal forces on behalf of the County as part of the waste management agreement between Woodstock and the County. The large article program requirements are the same across the County with the exception of the City of Woodstock where the LAC setout is limited to five items per collection event.

The Town of Tillsonburg has historically opted out of the annual curbside LAC provided by the County’s external service provider and instead operates a large article drop off depot on behalf of the County for residents at the Tillsonburg Transfer Station at 50 Newell Road. Authority for the Town of Tillsonburg to operate the large article drop off depot is granted through the waste management agreement between the Town and the County, which also prescribes payment to Tillsonburg in lieu of once annual curbside LAC based on the County’s household equivalent contract cost. Operational costs that exceed funding received from the County are paid for by the Town of Tillsonburg.

In 2019, County Council approved the release of Request for Proposal (RFP) procurement documents (PW 2019-49) and associated scope of work for contracted services of curbside garbage/recycling collection including once annual LAC for all area municipalities, excluding the City of Woodstock and the Town of Tillsonburg. The contract for curbside collection of garbage, recycling and LAC was subsequently awarded to Emterra Environmental (Emterra) for a five-year term (2020 – 2025) with two optional one-year extensions (5+1 +1 years).

Comments

The County’s curbside collection contractor (Emterra) provided a lump sum quote in the amount of \$33,125/year to include once annual curbside LAC in Tillsonburg starting in 2023. Based on the estimated 2023 MPAC household count for Tillsonburg (8068), this cost is equivalent to approximately \$4.11 per household compared to the County’s 2023 estimated household equivalent cost of \$3.77 (\$0.34 per household more). If approved, annual curbside LAC in Tillsonburg will be included in the County’s curbside collection contract and will be subject to the same contractual terms and conditions including annual price adjustments based on 75% of the Ontario Consumer Price Index (CPI). Amendments to the current waste management agreement between Tillsonburg and the County will also be required to reflect this change in service.

The proposed once annual LAC in Tillsonburg would be added to the end of the current LAC schedule in 2023 and collected over a three week period starting mid-June and extending into the first week of July each year. Program requirements and collection schedule will be mailed to Tillsonburg residents in 2023 and then will be included as part of the County-wide Waste Management calendar in subsequent years.

Conclusions

The proposed new initiative to have the County perform once annual curbside LAC collection (in lieu of LAC resident drop-off depot operation and associated funding) in Tillsonburg results in an estimated net budget impact of \$9,551.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Operating expenses			
Promotion and education, waste management calendar insert and mail out	3,000	-	3,000
Purchase Service: Emterra Large Article Curbside Collection	-	33,125	33,125
Purchase Service: Tillsonburg County HHLD Equivalent Cost for large article collection (remitted to Town of Tillsonburg in lieu of curbside LAC, includes tipping fees)	-	(26,574)	(26,574)
Total operating expenses	3,000	6,551	9,551
County Levy	\$3,000	\$6,551	\$9,551

Initiative planned to start June, 2023

New Initiative – Tillsonburg Transfer Station Funding







NI 2023 04

DESCRIPTION

To provide formalized Waste Management Authority and funding to the Town of Tillsonburg for the operation of the Transfer Station for residential drop off of large articles, construction and demolition waste (C&D), glass, porcelain, concrete rubble and scrap metal. Operational costs will be partially offset by tipping fees and revenue from the sale of recyclable material (scrap metal). Of note, Tillsonburg proposes to continue to offer large article drop off at the transfer station in addition to the proposed curbside large article collection **NI 2023-03**.

This initiative will have a **net budget increase of \$120,260** in 2023, subject to annual inflationary increases in future years.

Strategic Plan

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

DISCUSSION

Background

The Tillsonburg transfer station has been in operation for over 15 years and is subject to environmental approval by the Ministry of the Environment, Conservation and Parks. This transfer station, located at 50 Newell Road, is owned and operated by the Town and is available for use by Tillsonburg residents only. The transfer station is open every Saturday from 9 AM to 5 PM for material drop off consisting of large articles, C&D waste, scrap metal, glass, porcelain, and concrete rubble. A \$25 tipping fee is applied to large loads (exceeding 1.5 cubic metres or 136 kg) of C&D waste while the other material is accepted free of charge.

As the waste management authority, and per the terms of the waste management agreement (2020) between the County and the Town, the County has delegated the operation of the transfer station to the Town for large article collection only. The waste management agreement does not provide delegated authority for collection of C&D waste and the other material noted above that is currently being received at the transfer station. The Town receives funding from the County for large article drop off in lieu of curbside collection based on the County’s household

equivalent cost. All other transfer station operating costs have been historically and inappropriately funded (local tax levy) by the Town of Tillsonburg; although the Town does not hold waste management authority to offer such services.

Through a separate budget new initiative (**NI 2023-03**), Tillsonburg staff has requested implementation of once annual curbside large article collection (LAC) for Tillsonburg residents. If approved, Tillsonburg will no longer receive funding from the County for large article drop off at the transfer station in lieu of curbside LAC. In addition to the proposed annual curbside LAC, the Town proposes to continue to provide service for year round (Saturdays only) residential LAC drop-off at the existing waste transfer station.

The City of Woodstock operates a similar residential waste transfer station (Enviro Depot) that is open to all County residents and accepts large articles, C&D waste, concrete rubble, white goods, scrap metal, electronic waste, household hazardous waste, and blue box material. Operation of the Woodstock Enviro Depot is fully funded by the County including offsetting revenue from tipping fees and the sale of recycled material.

Comments

The proposed operation of the Tillsonburg transfer station will remain the same except access will be expanded to all County residents (not just Tillsonburg residents) with tipping fees applied for large articles and C&D waste. Tipping fees will be equivalent to fixed tipping fee rates at the Oxford County Waste Management Facility (OCWMF) as per the County’s Fees and Charges By-law. Net operating costs including transportation of material to OCWMF will be fully funded by the County.

Amendment of the waste management agreement between the County and the Town will be required to reflect the proposed changes and associated payment terms and will serve as the formal mechanism to appropriately transfer County delegated waste management authority to the Town to operate a residential waste transfer station.

Conclusions

Operation of the Tillsonburg transfer station that is open to all County residents will improve levels of service with an estimated 2023 budget impact of \$120,260.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Revenues			
Landfill and Waste Diversion Reserve Fund	(\$20,500)	\$-	(\$20,500)
Sale of Scrap Metal	-	(20,000)	(20,000)
User Fees	-	(52,500)	(52,500)
Total revenues	(20,500)	(72,500)	(93,000)
Operating expenses			

	One-time	Base	Total Budget
Purchased Service (Town of Tillsonburg) - Staffing	-	72,000	72,000
Purchased Service (Town of Tillsonburg) - Internet Connectivity – Monthly	-	660	660
Tipping Fees at OCWMF	-	80,100	80,100
Transportation Fees	-	40,000	40,000
Total operating expenses	-	192,760	192,760
Capital			
Security cameras, new attendant shed, installation of internet connectivity	20,500	-	20,500
Total capital	20,500	-	20,500
County Levy	\$-	\$120,260	\$120,260







New Initiative – Tillsonburg Yard Waste Depot Funding

NI 2023 05

DESCRIPTION

To amend the terms of payment outlined in the 2020 Waste Management Agreement between the County and the Town of Tillsonburg based on actual costs (versus unit cost per tonne) for the Town of Tillsonburg operation of the Yard Waste Depot, on behalf of the County.

Strategic Plan

					
WORKS WELL TOGETHER	WELL CONNECTED	SHAPES THE FUTURE	INFORMS & ENGAGES	PERFORMS & DELIVERS	POSITIVE IMPACT
				5.i. 5.ii.	

DISCUSSION

Background

Under the current Waste Management Agreement (2020) between the County and the Town of Tillsonburg, the Town supplies all labour, materials, and equipment on behalf of the County (waste management authority) to operate the yard waste depot in Tillsonburg for residential drop-off of leaf, brush and yard waste. Tillsonburg is reimbursed by the County for this service based on a unit cost (\$/tonne of material) as defined in the payment schedule of the agreement. The pre-determined unit cost was established based on historical comparative average cost per tonne for operation of the eight County-wide yard waste depots.

The other seven Area Municipalities also provide similar operational services for the yard waste depots within their respective areas; however, they are reimbursed by the County based on actual costs and not on a unit rate basis.

Comments

During 2023 budget preparations, Tillsonburg staff advised that since the new waste management agreement was executed they have been operating the yard waste depot at a deficit and requested that payment terms be renegotiated for full cost recovery. County staff supports amending the Waste Management agreement so that operating costs are covered in full consistent with reimbursement to the other Area Municipalities; however, with an upset annual limit to incentivize program efficiencies and as a cost control measure.

Conclusions

If approved, the waste management agreement between the County and the Town of Tillsonburg will be amended with revised payment terms for yard waste depot operational costs.

BUDGET REQUIREMENTS


	One-time	Base	Total Budget
Revenues			
Reserve Funding: Landfill and Waste Diversion Reserve Fund	(\$30,000)	-	(\$30,000)
Total revenues	(30,000)	-	(30,000)
Operating expenses			
Town of Tillsonburg Actual Yard Waste Depot Expenses	-	54,210	54,210
Town of Tillsonburg Yard Waste Funding (based on 2021 Waste Management Agreement)	-	(35,600)	(35,600)
Total operating expenses	-	18,610	18,610
Capital			
Grapple Bucket	30,000	-	30,000
Total capital	30,000	-	30,000
County Levy	-	\$18,610	\$18,610

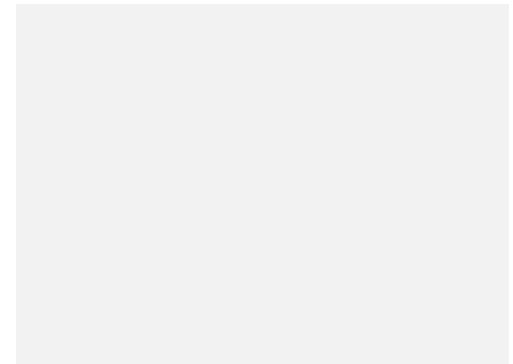
Services Overview

Full Time Equivalents

1.0 FTE

→0.0




Service	Service Description	2021 Service Level	Service Type
Woodlands Conservation and Weed Control By-Law Enforcement	An external service which maintains and protects County owned forest, wetland and woodland tracts through active management and by-law enforcement.	<p>57.1 ha of County forest, wetland and forest tracts maintained through harvesting and invasive species management</p> <p>\$11,000 of Commercial Tree Harvesting revenue</p>	



Key Performance Indicators

	2019 Actual	2020 Actual	2021 Actual	2022 Forecast	2023 Budget	Target
Number of Notices of Intent (harvesting)	70	43	40	40	40	n/a
Annual tree plantings	2,300	4,538	18,500	10,000	13,000	↑
Number of general tree and weed inquiries	94	84	87	75	75	n/a
Invasive species control coverage area (acreage)	56	41	127	90	90	↑
Number of new wetland cells constructed (in partnership with Ducks Unlimited)	11	9	10	6	4	↑

Goals and Objectives

Description	2023	2024	2025	Strategic Plan	Other Plan Alignment
<p>Ongoing Implementation of Managed Forest Plan Multi-year implementation plan focused on tree planting (Thames River Wetlands – 2023/2024), wetland rehabilitation (Sweaburg Swamp snowmobile trail – 2023/2024), invasive species and competition management (Hall Tract - 2023, Drumbo Tract – 2023/2024, Beachville – 2023), tree salvaging and commercial harvesting (Drumbo tract – walnut/conifer plantation – 2023, Lakeside closed landfill – pine plantation – 2023, Lakeside tract – pine plantation - 2023, Tavistock Lagoons Phase III – single tree selection - 2023). Assessment of Thornton Wellfield – Hodge’s Pond in accordance with scheduled FMP activities (2023-2025).</p>	●	●	●	 Shapes the Future 3.ii. 3.iii.	Community Sustainability Plan
<p>Drumbo Tract Rehabilitation Multi-year improvements to cut down dead standing pine, create patch clearcuts through a walnut harvest, and establish permanent forest management access trails, site prep for tree planting with forestry mulcher in patch clearcuts, planting seedling trees with shelters and control competition /invasive species.</p>	●	●		 Shapes the Future 3.iii.	Forestry Management Plan
<p>Hall Tract Rehabilitation Reestablish forest canopy (where red pine has suffered a mass die-off) through tree planting in 2023 and 2024. Where young trees are present, canopy cover will be maintained through removal of competing shrub species as needed either through herbicide application or brushing.</p>	●	●		 Shapes the Future 3.iii.	Community Sustainability Plan

Budget

	2022	2022	LESS: 2022	2023	2023	2023 BASE		2023	\$ OVER	% OVER
	FORECAST	BUDGET*	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	BUDGET	2022	2022
			RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING		BUDGET	BUDGET
OPERATING										
REVENUES										
GENERAL REVENUES										
OTHER REVENUE	(45,000)	(20,000)	-	-	-	-	-	(20,000)	-	-
TOTAL GENERAL REVENUES	(45,000)	(20,000)	-	-	-	-	-	(20,000)	-	-
OTHER REVENUES										
RESERVE TRANSFER	(23,700)	(23,700)	23,700	-	(49,750)	-	-	(49,750)	(26,050)	109.9%
TOTAL OTHER REVENUES	(23,700)	(23,700)	23,700	-	(49,750)	-	-	(49,750)	(26,050)	109.9%
TOTAL REVENUES	(68,700)	(43,700)	23,700	-	(49,750)	-	-	(69,750)	(26,050)	59.6%
EXPENSES										
SALARIES AND BENEFITS										
SALARIES	87,644	87,644	-	3,201	-	-	-	90,845	3,201	3.7%
BENEFITS	27,088	27,088	-	(6)	-	-	-	27,082	(6)	(0.0%)
TOTAL SALARIES AND BENEFITS	114,732	114,732	-	3,195	-	-	-	117,927	3,195	2.8%
OPERATING EXPENSES										
MATERIALS	10,401	10,040	-	2,585	3,000	-	-	15,625	5,585	55.6%
CONTRACTED SERVICES	61,700	61,700	(23,700)	-	49,750	-	-	87,750	26,050	42.2%
RENTS AND FINANCIAL EXPENSES	4,000	4,000	-	1,000	-	5,000	-	10,000	6,000	150.0%
TOTAL OPERATING EXPENSES	76,101	75,740	(23,700)	3,585	52,750	5,000	-	113,375	37,635	49.7%
RESERVE TRANSFERS										
CONTRIBUTIONS TO RESERVES	25,000		-	-	-	-	-		-	-
TOTAL RESERVE TRANSFERS	25,000		-	-	-	-	-		-	-
INTERDEPARTMENTAL CHARGES										
INTERDEPARTMENTAL CHARGES	13,789	12,793	-	4,937	-	-	-	17,730	4,937	38.6%
TOTAL INTERDEPARTMENTAL CHARGES	13,789	12,793	-	4,937	-	-	-	17,730	4,937	38.6%
TOTAL EXPENSES	229,622	203,265	(23,700)	11,717	52,750	5,000	-	249,032	45,767	22.5%
NET OPERATING	160,922	159,565	-	11,717	3,000	5,000	-	179,282	19,717	12.4%
SUMMARY										
TOTAL REVENUES	(68,700)	(43,700)	23,700	-	(49,750)	-	-	(69,750)	(26,050)	59.6%
TOTAL EXPENSES	229,622	203,265	(23,700)	11,717	52,750	5,000	-	249,032	45,767	22.5%
TOTAL LEVY	160,922	159,565		11,717	3,000	5,000		179,282	19,717	12.4%



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

Budget Impact Details

	REF	OPERATING EXPENSES	CAPITAL EXPENSES	REVENUES	TAXATION	%
2022 BUDGET		203,265		43,700	159,565	
LESS: 2022 ONE-TIME ITEMS		(23,700)	-	(23,700)	-	
BASE BUDGET IMPACT		11,717	-	-	11,717	7.3%
ONE-TIME ITEMS						
WDL-2023 OPFA Training		3,000	-	-	3,000	1.9%
WDL-Increased tree planting		49,750	-	49,750	-	
		52,750	-	49,750	3,000	1.9%
SERVICE LEVEL						
WDL-Tree seedling storage rental		5,000	-	-	5,000	3.1%
		5,000		-	5,000	3.1%
TOTAL		45,767		26,050	19,717	
2023 BUDGET		249,032		69,750	179,282	12.4%

Services Overview

Full Time Equivalents **63.3 FTE** ↑6.3

Service	Service Description	2021 Service Level	Service Type
Municipal Drinking Water Supply, Treatment, Storage and Distribution	An external service that supplies safe municipal drinking water from source to tap for water customers.	<p>17 Municipal Drinking Water Systems operated and maintained</p> <p>10,653 Mega-litres of drinking water supplied</p> <p>4694 Regulatory drinking water quality tests performed to ensure compliance with rigorous provincial health standards</p>	
Municipal Wastewater Collection and Treatment	An external service that collects and treats wastewater from customers, including disposal management of wastewater biosolids.	<p>11 Municipal Wastewater Systems operated and maintained</p> <p>14,632 Mega-litres of wastewater treated</p> <p>4379 Tests of treated wastewater effluent performed to ensure regulatory compliance</p>	






- **1.0 FTE Water Services Technologist Full-time** - Dedicated professional technical review of water and wastewater servicing to support growth and development, asset management and optimization. **FTE 2023-03**
- **2.0 FTE Water Treatment Operators Full-time** - Increased O&M support to manage 28% increase in operational sites since 2010 (24 new sites). **FTE 2023-05**
- **2.0 FTE Wastewater Treatment Maintenance Person Full-time** - Increased dedicated maintenance support to manage 50% increase in wastewater system assets since 2002. **FTE 2023-04**
- **0.3 FTE Utility Locate Assistant Student - Support** Locate Technician with increasing volume of peak season locate requests. **FTE 2023-06**
- **1.0 FTE Wastewater Treatment Truck Driver Full-time** - 2024 Driver required to operate the wastewater cleaning/flushing truck. **2024 Budget Impact NI 2023-06**






Key Performance Indicators

	2019 Actual	2020 Actual	2021 Actual	2022 Forecast	2023 Budget	Target
Number of watermain breaks	42	32	29	25	25	0
Number of wastewater overflows/spills	3	1	4	2	2	0
Number of boil water advisories issued	1	1	2	1	1	0
Integrated water supply, treatment and distribution operating costs per megalitre of municipal drinking water	\$1,139	\$1,128	\$1,242	\$1,301	\$1,411	↓
Integrated wastewater collection, treatment and disposal cost per megalitre of municipal wastewater ¹	\$732	\$1,148	\$893	\$991	\$1,040	↓

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

Goals and Objectives

Description	2023	2024	2025	Strategic Plan	Other Plan Alignment
<p>SCADA Master Plan Implementation</p> <p>Multi-year enhancement project to upgrade, replace and standardize aging and obsolete hardware and software systems; allow for interconnection of remote sites; improve cyber-security; and improve data collection, storage and reporting for water and wastewater systems.</p>	●	●	●	 Performs & Delivers Results 5.ii.	SCADA Master Plan
<p>2024 Water and Wastewater Master Servicing Plan</p> <p>Develop, evaluate and select preferred long term water and wastewater servicing strategies to support existing servicing needs and accommodate future projected population and employment growth to the year 2046. The Master Plan will further inform the 2024 Development Charges Background Study of growth related water and wastewater capital projects.</p>	●			 Works Together 1.ii.	Asset Management Plan
<p>Drinking Water Quality Improvements</p> <p>Evaluation and implementation of water treatment technologies at various water treatment facilities for parameters such as iron, sodium, strontium and manganese, etc.</p>	●	●	●	 Performs & Delivers Results 5.ii.	Community Sustainability Plan
<p>Drumbo Wastewater Treatment Plant Capacity Expansion</p> <p>Completion of Phase 1 construction of the expanded wastewater treatment facility to accommodate future growth and improve wastewater effluent quality.</p>	●			 Performs & Delivers Results 5.ii.	Asset Management Plan
<p>Tillsonburg Wastewater Treatment Plant Upgrades</p> <p>Upgrading both primary and secondary clarifiers and headworks to eliminate treatment process constraints and optimize wastewater treatment plant operational performance.</p>	●			 Performs & Delivers Results 5.ii.	Asset Management Plan

Description	2023	2024	2025	Strategic Plan	Other Plan Alignment
<p>Groundwater Water Modelling Completion of updated groundwater modelling of existing supply wells that utilize outdated wellhead protection area delineations.</p>	●	●		 Shapes the Future 3.iii.	Community Sustainability Plan
<p>Tavistock New Well Supply Class EA Study Class Environmental Assessment (EA) Study to assess and determine the optimum location for a new well in Tavistock for water supply redundancy and to support future growth and development.</p>	●			 Shapes the Future 3.iii.	Community Sustainability Plan
<p>Mount Elgin Wastewater Treatment Plant Capacity Expansion Phase 3 and Phase 4 design to provide the community with additional capacity to service development.</p>	●			 Performs & Delivers Results 5.ii.	Asset Management Plan
<p>Norwich Wastewater Treatment Plant Capacity Expansion Class EA Study Class Environmental Assessment (EA) Study to comprehensively develop, evaluate and select a preferred long-term wastewater servicing solution and wastewater treatment plant design alternative to service existing needs and future projected population and employment growth (to 2046) in the community of Norwich.</p>	●			 Shapes the Future 3.iii.	Community Sustainability Plan
<p>Thamesford Wastewater Treatment Plant Upgrades Design of upgrades to include new headworks facility (screening/grit removal) and aeration equipment, to address current operational challenges.</p>	●			 Performs & Delivers Results 5.ii.	Asset Management Plan

Wastewater - Budget

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023	\$ OVER	% OVER
	FORECAST	BUDGET*	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	% OVER
			RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	2022
								BUDGET	2022
OPERATING									
REVENUES									
GENERAL REVENUES									
PROVINCIAL GRANTS	(32,024)	(24,194)	-	24,194	-	-	-	24,194	(100.0%)
WATER AND WASTEWATER RATES	(20,261,130)	(19,169,920)	-	(1,086,460)	-	-	-	(20,256,380)	(1,086,460) 5.7%
USER FEES AND CHARGES	(2,268,735)	(1,861,933)	-	319,797	-	(277,525)	-	(1,819,661)	42,272 (2.3%)
TOTAL GENERAL REVENUES	(22,561,889)	(21,056,047)	-	(742,469)	-	(277,525)	-	(22,076,041)	(1,019,994) 4.8%
OTHER REVENUES									
RESERVE TRANSFER	-		300	(300)	-	-	-	-	-
DEVELOPMENT CHARGES	(514,000)	(503,276)	-	14,971	-	-	-	(488,305)	14,971 (3.0%)
TOTAL OTHER REVENUES	(514,000)	(503,276)	300	14,671	-	-	-	(488,305)	14,971 (3.0%)
TOTAL REVENUES	(23,075,889)	(21,559,323)	300	(727,798)	-	(277,525)	-	(22,564,346)	(1,005,023) 4.7%
EXPENSES									
SALARIES AND BENEFITS									
SALARIES	2,112,070	2,125,805	-	46,510	-	238,722	-	2,411,037	285,232 13.4%
BENEFITS	847,300	987,300	-	(4,980)	-	78,904	-	1,061,224	73,924 7.5%
GAPPING ALLOCATION	-		-	-	-	-	(178,418)	(178,418)	(178,418) -
TOTAL SALARIES AND BENEFITS	2,959,370	3,113,105	-	41,530	-	317,626	(178,418)	3,293,843	180,738 5.8%
OPERATING EXPENSES									
MATERIALS	2,082,182	2,001,220	(300)	(6,245)	900	18,275	(2,212)	2,011,638	10,418 0.5%
CONTRACTED SERVICES	3,509,824	3,456,919	-	(24,590)	35,000	(104,574)	157,600	3,520,355	63,436 1.8%
RENTS AND FINANCIAL EXPENSES	2,100	2,100	-	-	-	-	-	2,100	-
TOTAL OPERATING EXPENSES	5,594,106	5,460,239	(300)	(30,835)	35,900	(86,299)	155,388	5,534,093	73,854 1.4%
DEBT REPAYMENT									
PRINCIPAL REPAYMENT	2,584,647	2,581,257	-	(503,094)	-	-	-	2,078,163	(503,094) (19.5%)
INTEREST REPAYMENT	654,393	653,149	-	(90,513)	-	-	-	562,636	(90,513) (13.9%)
TOTAL DEBT REPAYMENT	3,239,040	3,234,406	-	(593,607)	-	-	-	2,640,799	(593,607) (18.4%)
RESERVE TRANSFERS									
CONTRIBUTIONS TO CAPITAL RESERVES	5,837,150	5,837,150	-	625,981	(52,101)	(75,663)	151,579	6,486,946	649,796 11.1%
DEVELOPMENT CHARGES EXEMPTIONS	1,034,875	205,000	-	7,000	-	-	-	212,000	7,000 3.4%
TOTAL RESERVE TRANSFERS	6,872,025	6,042,150	-	632,981	(52,101)	(75,663)	151,579	6,698,946	656,796 10.9%
INTERDEPARTMENTAL CHARGES									
INTERDEPARTMENTAL CHARGES	3,798,594	3,511,584	-	619,995	16,200	121,859	(128,548)	4,141,090	629,506 17.9%
DEPARTMENTAL CHARGES	218,105	225,399	-	105,543	1	2	(1)	330,944	105,545 46.8%

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
TOTAL INTERDEPARTMENTAL CHARGES	4,016,699	3,736,983	-	725,538	16,201	121,861	(128,549)	4,472,034	735,051	19.7%
TOTAL EXPENSES	22,681,240	21,586,883	(300)	775,607	-	277,525	-	22,639,715	1,052,832	4.9%
PROGRAM SURPLUS/DEFICIT										
RESERVE CONTRIBUTION TO (FROM)										
RESERVE CONTRIBUTION-SURPLUS	699,390		-	-	-	-	-		-	-
RESERVE CONTRIBUTION-DEFICIT	(304,738)	(27,560)	-	(47,809)	-	-	-	(75,369)	(47,809)	173.5%
TOTAL RESERVE CONTRIBUTION TO (FROM)	394,652	(27,560)	-	(47,809)	-	-	-	(75,369)	(47,809)	173.5%
TOTAL PROGRAM SURPLUS/DEFICIT	394,652	(27,560)	-	(47,809)	-	-	-	(75,369)	(47,809)	173.5%
NET OPERATING	3		-	-	-	-	-		-	-
CAPITAL										
CAPITAL REVENUES										
CAPITAL RESERVE TRANSFER	(16,258,045)	(15,804,855)	1,300	727,442	(793,000)	-	655,000	(15,214,113)	590,742	(3.7%)
CAPITAL PROCEEDS FROM DEBENTURES	-	(3,672,000)	-	3,672,000	-	-	-		3,672,000	(100.0%)
CAPITAL DEVELOPMENT CHARGES	(2,767,962)	(3,432,023)	-	842,426	-	-	-	(2,589,597)	842,426	(24.5%)
CAPITAL CONTRIBUTIONS	(1,235,470)	(1,230,000)	-	1,092,500	-	-	-	(137,500)	1,092,500	(88.8%)
TOTAL CAPITAL REVENUES	(20,261,477)	(24,138,878)	1,300	6,334,368	(793,000)	-	655,000	(17,941,210)	6,197,668	(25.7%)
CAPITAL EXPENSES										
MAJOR INFRASTRUCTURE	19,613,810	23,531,432	-	(6,280,572)	-	-	-	17,250,860	(6,280,572)	(26.7%)
VEHICLES	-		-	-	791,000	-	(655,000)	136,000	136,000	-
FURNISHINGS AND EQUIPMENT	647,667	607,446	(1,300)	(53,796)	2,000	-	-	554,350	(53,096)	(8.7%)
TOTAL CAPITAL EXPENSES	20,261,477	24,138,878	(1,300)	(6,334,368)	793,000	-	(655,000)	17,941,210	(6,197,668)	(25.7%)
NET CAPITAL	-		-	-	-	-	-		-	-
SUMMARY										
TOTAL REVENUES	(43,337,366)	(45,698,201)	1,600	5,606,570	(793,000)	(277,525)	655,000	(40,505,556)	5,192,645	(11.4%)
TOTAL EXPENSES	42,942,717	45,725,761	(1,600)	(5,558,761)	793,000	277,525	(655,000)	40,580,925	(5,144,836)	(11.3%)
TOTAL PROGRAM SURPLUS/DEFICIT	394,652	(27,560)	-	(47,809)	-	-	-	(75,369)	(47,809)	173.5%
TOTAL LEVY	3									

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

Wastewater - Budget Impact Details

	REF	OPERATING EXPENSES	CAPITAL EXPENSES	REVENUES	RESERVE CONTRIBUTION	%
2022 BUDGET		15,749,733	24,138,878	45,698,201	5,809,590	
LESS: 2022 ONE-TIME ITEMS		(300)	(1,300)	(1,600)	-	
BASE BUDGET IMPACT		149,626	(6,334,368)	(5,606,570)	578,172	10.0%
ONE-TIME ITEMS						
WW-Grouting Repairs Trunk		20,000	-	-	(20,000)	(0.3%)
WW-Taylor St Drumbo sewer main spot repair		15,000	-	-	(15,000)	(0.3%)
		35,000	-	-	(35,000)	(0.6%)
SERVICE LEVEL						
WW-Water Technologist FTE	FTE2023-03	61,514	2,000	46,000	(17,514)	(0.3%)
WW-Wastewater Treatment Maintenance Person FTE	FTE2023-04	208,037	136,000	136,000	(208,037)	(3.6%)
WW-Sewer Infiltration and Inflow Control		80,526	-	-	(80,526)	(1.4%)
WW-New fees and charges revenues		-	-	233,525	233,525	4.0%
		350,077	138,000	415,525	(72,552)	(1.2%)
NEW INITIATIVES						
WW - Upgraded Sanitary Flushing/Cleaning Truck	NI2023-06	20,208	655,000	655,000	(20,208)	(0.3%)
		20,208	655,000	655,000	(20,208)	(0.3%)
INITIATIVE GAPPING						
WW-Water Technologist FTE	FTE2023-03	(12,666)	-	-	12,666	0.2%
WW-Wastewater Treatment Maintenance Person FTE	FTE2023-04	(108,412)	-	-	108,412	1.9%
WW - Upgraded Sanitary Flushing/Cleaning Truck	NI2023-06	(30,500)	(655,000)	(655,000)	30,500	0.5%
		(151,578)	(655,000)	(655,000)	151,578	2.6%
TOTAL		403,033	(6,197,668)	(5,192,645)	601,990	
2023 BUDGET		16,152,766	17,941,210	40,505,556	6,411,580	10.4%

Water - Operating Budget

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023	\$ OVER	% OVER	
	FORECAST	BUDGET*	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	% OVER	
			RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	2022	
								BUDGET	BUDGET	
									BUDGET	
OPERATING										
REVENUES										
GENERAL REVENUES										
PROVINCIAL GRANTS	(31,456)	(24,195)	-	24,195	-	-	-	24,195	(100.0%)	
WATER AND WASTEWATER RATES	(20,157,060)	(18,820,300)	-	(1,473,670)	-	-	-	(20,293,970)	(1,473,670)	7.8%
USER FEES AND CHARGES	(511,411)	(440,502)	-	48,097	-	(143,605)	-	(536,010)	(95,508)	21.7%
TOTAL GENERAL REVENUES	(20,699,927)	(19,284,997)	-	(1,401,378)	-	(143,605)	-	(20,829,980)	(1,544,983)	8.0%
OTHER REVENUES										
RESERVE TRANSFER	(247,730)	(298,312)	15,800	(19,399)	(25,000)	-	-	(326,911)	(28,599)	9.6%
DEVELOPMENT CHARGES	-	-	-	(115,523)	-	-	-	(115,523)	(115,523)	-
TOTAL OTHER REVENUES	(247,730)	(298,312)	15,800	(134,922)	(25,000)	-	-	(442,434)	(144,122)	48.3%
TOTAL REVENUES	(20,947,657)	(19,583,309)	15,800	(1,536,300)	(25,000)	(143,605)	-	(21,272,414)	(1,689,105)	8.6%
EXPENSES										
SALARIES AND BENEFITS										
SALARIES	2,508,410	2,508,649	-	198,427	-	199,438	-	2,906,514	397,865	15.9%
BENEFITS	1,065,970	1,066,602	-	67,105	-	60,032	-	1,193,739	127,137	11.9%
GAPPING ALLOCATION	-	-	-	-	-	-	(100,711)	(100,711)	(100,711)	-
TOTAL SALARIES AND BENEFITS	3,574,380	3,575,251	-	265,532	-	259,470	(100,711)	3,999,542	424,291	11.9%
OPERATING EXPENSES										
MATERIALS	1,583,561	1,430,780	(300)	163,630	33,600	22,600	(2,775)	1,647,535	216,755	15.1%
CONTRACTED SERVICES	4,445,570	4,410,195	(15,500)	172,623	58,000	1,737	44,000	4,671,055	260,860	5.9%
RENTS AND FINANCIAL EXPENSES	1,000	1,000	-	-	-	-	-	1,000	-	-
TOTAL OPERATING EXPENSES	6,030,131	5,841,975	(15,800)	336,253	91,600	24,337	41,225	6,319,590	477,615	8.2%
DEBT REPAYMENT										
PRINCIPAL REPAYMENT	392,058	392,406	-	(94,442)	-	-	-	297,964	(94,442)	(24.1%)
INTEREST REPAYMENT	123,118	123,210	-	52,581	-	-	-	175,791	52,581	42.7%
TOTAL DEBT REPAYMENT	515,176	515,616	-	(41,861)	-	-	-	473,755	(41,861)	(8.1%)
RESERVE TRANSFERS										
CONTRIBUTIONS TO CAPITAL RESERVES	6,159,217	6,159,217	-	697,007	(82,800)	(152,346)	98,897	6,719,975	560,758	9.1%
DEVELOPMENT CHARGES EXEMPTIONS	421,168	111,000	-	4,000	-	-	-	115,000	4,000	3.6%
TOTAL RESERVE TRANSFERS	6,580,385	6,270,217	-	701,007	(82,800)	(152,346)	98,897	6,834,975	564,758	9.0%
INTERDEPARTMENTAL CHARGES										
INTERDEPARTMENTAL CHARGES	2,957,420	3,154,848	-	97,530	16,200	12,144	(39,412)	3,241,310	86,462	2.7%
DEPARTMENTAL CHARGES	218,105	225,402	-	177,840	-	-	1	403,243	177,841	78.9%

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
TOTAL INTERDEPARTMENTAL CHARGES	3,175,525	3,380,250	-	275,370	16,200	12,144	(39,411)	3,644,553	264,303	7.8%
TOTAL EXPENSES	19,875,597	19,583,309	(15,800)	1,536,301	25,000	143,605	-	21,272,415	1,689,106	8.6%
PROGRAM SURPLUS/DEFICIT										
RESERVE CONTRIBUTION TO (FROM)										
RESERVE CONTRIBUTION-SURPLUS	1,072,059		-	-	-	-	-		-	-
TOTAL RESERVE CONTRIBUTION TO (FROM)	1,072,059		-	-	-	-	-		-	-
TOTAL PROGRAM SURPLUS/DEFICIT	1,072,059		-	-	-	-	-		-	-
NET OPERATING	(1)		-	1	-	-	-	1	1	-
CAPITAL										
CAPITAL REVENUES										
CAPITAL RESERVE TRANSFER	(12,416,236)	(14,017,210)	-	(2,208,647)	(136,000)	-	-	(16,361,857)	(2,344,647)	16.7%
CAPITAL PROCEEDS FROM DEBENTURES	(1,483,000)	(1,716,921)	-	(6,425,079)	-	-	-	(8,142,000)	(6,425,079)	374.2%
CAPITAL DEVELOPMENT CHARGES	(1,076,757)	(986,990)	-	241,777	-	-	-	(745,213)	241,777	(24.5%)
CAPITAL CONTRIBUTIONS	(31,000)	(42,500)	-	42,500	-	-	-		42,500	(100.0%)
TOTAL CAPITAL REVENUES	(15,006,993)	(16,763,621)	-	(8,349,449)	(136,000)	-	-	(25,249,070)	(8,485,449)	50.6%
CAPITAL EXPENSES										
MAJOR INFRASTRUCTURE	14,331,993	15,891,583	-	8,161,487	-	-	-	24,053,070	8,161,487	51.4%
VEHICLES	-		-	-	136,000	-	-	136,000	136,000	-
FURNISHINGS AND EQUIPMENT	675,000	872,038	-	187,962	-	-	-	1,060,000	187,962	21.6%
TOTAL CAPITAL EXPENSES	15,006,993	16,763,621	-	8,349,449	136,000	-	-	25,249,070	8,485,449	50.6%
NET CAPITAL	-		-	-	-	-	-		-	-
SUMMARY										
TOTAL REVENUES	(35,954,650)	(36,346,930)	15,800	(9,885,749)	(161,000)	(143,605)	-	(46,521,484)	(10,174,554)	28.0%
TOTAL EXPENSES	34,882,590	36,346,930	(15,800)	9,885,750	161,000	143,605	-	46,521,485	10,174,555	28.0%
TOTAL PROGRAM SURPLUS/DEFICIT	1,072,059		-	-	-	-	-		-	-
TOTAL LEVY	(1)			1				1	1	

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

Water - Budget Impact Details

	REF	OPERATING EXPENSES	CAPITAL EXPENSES	REVENUES	RESERVE CONTRIBUTION	%
2022 BUDGET		13,424,092	16,763,621	36,346,930	6,159,217	
LESS: 2022 ONE-TIME ITEMS		(15,800)	-	(15,800)	-	
BASE BUDGET IMPACT		839,294	8,349,449	9,885,749	697,007	11.3%
ONE-TIME ITEMS						
WAT-Tavistock Swabbing		10,000	-	-	(10,000)	(0.2%)
WAT-Phase I ESA - High Priority Production Wells		25,000	-	25,000	-	
WAT-In-distribution Storage - Contractor		8,000	-	-	(8,000)	(0.1%)
WAT-AWWA ACE in Toronto		20,000	-	-	(20,000)	(0.3%)
		63,000	-	25,000	(38,000)	(0.6%)
SERVICE LEVEL						
WAT-Water Technologist-FTE	FTE2023-03	64,314	-	44,000	(20,314)	(0.3%)
WAT-Water Treatment Operators FTE	FTE2023-05	239,546	136,000	136,000	(239,546)	(3.9%)
WAT-Utility Locate Summer Student FTE	FTE2023-06	14,382	-	-	(14,382)	(0.2%)
WAT-University of Waterloo - Nitrate levels in Tillsonburg and Woodstock		35,000	-	-	(35,000)	(0.6%)
WAT-Backflow Program		28,000	-	-	(28,000)	(0.5%)
WAT – Water Operator Leadhand Designation (Permanent)		2,753	-	-	(2,753)	(0.0%)
WAT-New fees and charges revenues		-	-	99,605	99,605	1.6%
WAT-Water chamber rehabilitation		10,737	-	-	(10,737)	(0.2%)
WAT-Add water distribution/wastewater collection separate ORO On-call		15,935	-	-	(15,935)	(0.3%)
		410,667	136,000	279,605	(267,062)	(4.3%)
NEW INITIATIVES						
WAT - Upgraded Sanitary Flushing/Cleaning Truck	NI2023-06	(69,916)	-	-	69,916	1.1%
		(69,916)	-	-	69,916	1.1%
INITIATIVE GAPPING						
WAT-Water Technologist-FTE	FTE2023-03	(12,641)	-	-	12,641	0.2%
WAT-Water Treatment Operators FTE	FTE2023-05	(125,305)	-	-	125,305	2.0%
WAT - Upgraded Sanitary Flushing/Cleaning Truck	NI2023-06	39,048	-	-	(39,048)	(0.6%)
		(98,898)	-	-	98,898	1.6%
TOTAL		1,128,347	8,485,449	10,174,554	560,759	
2023 BUDGET		14,552,439	25,249,070	46,521,484	6,719,976	9.1%

Capital Budget

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2023 REQUEST**	2024	2025 2032
BUILDING							
911280 – Woodstock Wastewater Facilities Treatment	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$148,050	148,050	-	-
911281 – Tillsonburg Wastewater Facilities Treatment	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$45,000	45,000	-	-
911267 – Ingersoll Wastewater Facilities Distribution	Demolish old storage building and landscaping	Replacement	Poor	\$30,000	30,000	-	-
911282 – Ingersoll Wastewater Facilities Treatment	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$115,320	115,320	-	-
911286 – Thamesford Wastewater Facilities Treatment	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$3,300	3,300	-	-
911261 – Woodstock Water Facilities Treatment	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$137,120	137,120	-	-
911265 – Woodstock Water Facilities Distribution	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$27,970	27,970	-	-
911262 – Tillsonburg Water Facilities Treatment	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$12,130	12,130	-	-
911272 – Ingersoll Water Facilities Treatment	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$6,300	6,300	-	-
911264 – Township Water Facilities Treatment	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$39,350	39,350	-	-
911268 – Township Water Facilities Distribution	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$23,200	23,200	-	-
COMPUTER EQUIPMENT							
250000 - Wastewater General Computer Equipment	Laptop Upgrade for Wastewater Foreman & new equipment for W-WW Technical Services request (FTE 2023-03)	Expansion	N/A	\$3,250	3,250	-	-
EQUIPMENT							
250000 - Wastewater General Equipment	Sewer By-law Samplers (2)	Replacement	Poor	\$18,000	18,000	-	-
250100 - Woodstock Wastewater Equipment	Replacement of General Operating Equipment used for delivery of the wastewater service	Replacement	Poor	\$237,000	237,000	-	-

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2023 REQUEST**	2024	2025 2032
250200 - Tillsonburg Wastewater Equipment	Replacement of General Operating Equipment used for delivery of the wastewater service	Replacement	Poor	\$45,000	45,000	-	-
250300 - Ingersoll Wastewater Equipment	Replacement of General Operating Equipment used for delivery of the wastewater service	Replacement	Poor	\$96,000	96,000	-	-
250400 - Norwich Wastewater Equipment	Replacement of General Operating Equipment used for delivery of the wastewater service	Replacement	Poor	\$13,000	13,000	-	-
250500 - Tavistock Wastewater Equipment	Replacement of General Operating Equipment used for delivery of the wastewater service	Replacement	Poor	\$95,000	95,000	-	-
250600 - Plattsville Wastewater Equipment	Replacement of General Operating Equipment used for delivery of the wastewater service	Replacement	Poor	\$7,000	7,000	-	-
250700 - Thamesford Wastewater Equipment	Replacement of General Operating Equipment used for delivery of the wastewater service	Replacement	Poor	\$27,000	27,000	-	-
250800 - Drumbo Wastewater Equipment	Replacement of General Operating Equipment used for delivery of the wastewater service	Replacement	Poor	\$10,000	10,000	-	-
260100 - Woodstock Water Equipment	Replacement of General Operating Equipment used for delivery of the water service	Replacement	Poor	\$84,000	84,000	-	-
260200 - Tillsonburg Water Equipment	Replacement of General Operating Equipment used for delivery of the water service	Replacement	Poor	\$356,000	356,000	-	-
260300 - Ingersoll Water Equipment	Replacement of General Operating Equipment used for delivery of the water service	Replacement	Poor	\$6,000	6,000	-	-
260400 - Townships Water Equipment	Replacement of General Operating Equipment used for delivery of the water service	Replacement	Poor	\$394,000	394,000	-	-
FURNISHINGS							
250100 - Woodstock Wastewater Equipment	Replacement of furnishings	Replacement	Poor	\$2,300	2,300	-	-
250300 - Ingersoll Wastewater Equipment	Replacement of furnishings	Replacement	Poor	\$400	400	-	-
250700 - Thamesford Wastewater Equipment	Replacement of furnishings	Replacement	Poor	\$400	400	-	-
GREEN INITIATIVES							
911008 - Green Initiatives Wastewater	Various projects as identified in the Updated Energy Management Plan (PW 2019-33) -Admiral St Sub metering Project	Non-infrastructure solutions	N/A	\$20,000	20,000	-	-

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2023 REQUEST**	2024	2025 2032
STORMWATER							
930197 Strik Drain	Stormwater Management Solution for Strik Drain	Expansion	N/A	\$85,000	85,000	-	-
STUDIES							
900016 - SCADA Master Plan	Various projects as identified in the Water and Wastewater SCADA Master Plan (Report No. PW 2019-43) – All water and wastewater systems upgraded with hardware and software to our new SCADA standards	Expansion	N/A	\$18,977,000	2,208,000	2,880,000	13,889,000
900025 - Water and Wastewater Master Plan	2024 Master Plan for W&WW infrastructure to address existing and future servicing needs of the communities of Oxford County	Non-infrastructure solutions	N/A	\$140,000	140,000	-	-
900026 - DC Technical Study W-WW	Technical Study on Water and Wastewater Systems - Input to the 2024 Development Charge Background Study	Non-infrastructure solutions	N/A	\$75,000	75,000	-	-
900034 - Wastewater Model	Development of hydraulic wastewater models within all systems	Non-infrastructure solutions	N/A	\$200,000	45,000	155,000	-
VEHICLES							
250000 - New Vehicles	New 1/2 Ton Pick-up Truck (2) (Units 533/534) - Hybrid - Fleet Plan (FTE 2023-04)	Expansion	N/A	\$136,000	136,000	-	-
250000 - New Vehicles	Flushing/Cleaning Truck (1) - Conversion/replacement of two water units 685/621 (NI 2023-06)	Replacement	Fair	\$655,000	-	655,000	-
260000 - New Vehicles	New 1/2 Ton Pick-up Truck (2) (Units 667/668) - Hybrid - Fleet Plan (FTE 2023-05)	Expansion	N/A	\$136,000	136,000	-	-
WASTEWATER							
950151 - Woodstock Pattullo Industrial Park	Infrastructure servicing to Pattullo Industrial Park	Expansion	N/A	\$3,422,500	2,456,500	966,000	-
950158 - Woodstock - City Projects	Replacement of aging sewers in conjunction with City road reconstruction projects (Duke, Givins, Wellington/Quintin, Dundas, Miller, Sprucedale & Russell)	Replacement	Poor	\$2,458,000	2,458,000	-	-
950163 - Woodstock Lansdowne Pumping Station	New sewage pumping station to service development	Expansion	N/A	\$3,000,000	-	2,500,000	500,000
950165 Woodstock - Sanitary Oversizing	Cost sharing with Developers for oversized infrastructure	Expansion	N/A	\$60,000	60,000	-	-
950172 - Woodstock North Trunk Sewer I/I	North trunk sewer infiltration and inflow control	Renewal	Poor	\$15,000	15,000	-	-
950174 - Woodstock Linear Replacement on County Roads	Sewer replacement on CR 54/59 Huron St (Adelaide to Tracks) 2023 Design, 2025 Construction for Sewer Replacement on CR 35 Devonshire Ave (CR 59 to CR 54)	Replacement	Critical	\$1,610,000	560,000	50,000	1,000,000

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2023 REQUEST**	2024	2025 2032
950200 - Tillsonburg Wastewater Treatment Plant Upgrade	Multi-year upgrade of the Tillsonburg Wastewater Treatment Plant	Expansion	N/A	\$6,415,000	6,415,000	-	-
950226 - Tillsonburg Town Projects	Replacement of aging sewers in conjunction with Town road reconstruction projects (Young, John Pound & Segal) Design for 2024 replacements (Fox Charlotte & Clarence)	Replacement	Poor	\$687,000	687,000	-	-
950330 - Ingersoll Town Projects	Replacement of aging sewers in conjunction with Town road reconstruction projects Frances, Thomas & Carroll)	Replacement	Critical	\$787,000	787,000	-	-
950332 - Ingersoll Relining	Relining/Re-alignment of Charles St W sewer at railway crossing	Renewal	Critical	\$550,000	550,000	-	-
950336 - Ingersoll SW Industrial Park Servicing	Infrastructure servicing of the South West Industrial Park	Expansion	N/A	\$7,055,000	100,000	455,000	6,500,000
950412 - Norwich Lagoon Expansion	Class EA Study and Design for Capacity Expansion of Norwich Lagoon. Construction 2024-25	Expansion	N/A	\$10,000,000	-	5,000,000	5,000,000
950450 - Norwich Sanitary Replacements	Sanitary sewer replacements on Township roadways	Replacement	Poor	\$50,000	50,000	-	-
950504 - Tavistock WWTP Expansion and Upgrade	Class EA Study for the Tavistock WWTP Expansion/Upgrade, Design 2025, Constriction 2026-27	Expansion	N/A	\$7,650,000	250,000	-	7,400,000
950513 - Tavistock William Street Sewage Pumping Station	William St Sewage Pumping Station Class EA Study, Design 2024, Construction 2025	Expansion	N/A	\$3,320,000	20,000	300,000	3,000,000
950550 - Tavistock Sanitary Replacements	Sanitary sewer replacements on Township roadways	Replacement	Poor	\$50,000	50,000	-	-
950607 - Plattsville Biosolids Clean-out	Biosolids Removal	Renewal	Poor	\$677,000	27,000	650,000	-
950718 - Thamesford Wastewater Treatment Plant Pre-treatment / Screening	Wastewater Treatment Plant Upgrades for treatment process enhancements. Design 2023, Construction 2024-25	Expansion	N/A	\$3,935,000	135,000	3,500,000	300,000
950807 - Drumbo Standby Power	Completion of generator installation	Expansion	N/A	\$10,000	10,000	-	-
950810 - Drumbo Wastewater Treatment Plant Capacity Expansion	Multi-year expansion of the Drumbo Wastewater Treatment Plant	Expansion	N/A	\$1,313,000	725,000	294,000	294,000
950905 - Mount Elgin Wastewater Treatment Plant Capacity Expansion	Phases 3 & 4 Wastewater Treatment Plant capacity expansion (Construction)	Expansion	N/A	\$2,400,000	1,200,000	1,200,000	-

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2023 REQUEST**	2024	2025 2032
WATER							
960105 - Woodstock UV Upgrade	Technology Upgrade - UV reactors (Gen 2)	Renewal	Excellent	\$675,000	675,000	-	-
960141 - Woodstock City Projects	Replacement of aging watermains in conjunction with City road reconstruction projects (Duke, Givins, Wellington/Quintin, Dundas, Miller, Sprucedale & Russell)	Replacement	Poor	\$2,380,000	2,380,000	-	-
960149 - Woodstock City Projects Oversizing	Cost sharing with Developers for oversized infrastructure	Expansion	N/A	\$395,000	395,000	-	-
960152 - Woodstock Thornton Wellfield Evaluation	Review of long term Thornton Wellfield quality/quantity	Non-infrastructure solutions	N/A	\$175,000	175,000	-	-
960153 - Woodstock Linear Replacement on County Roads	Watermain replacements on CR 54/59 Wilson St (Adelaide to Tracks) 2023 Design, 2025 Construction for watermain replacement on County Road 35 Devonshire (CR 59 to CR 54)	Replacement	Critical	\$2,400,000	800,000	100,000	1,500,000
960154 - Woodstock Bowerhill Booster Pumping Station	Booster Pumping Station at Bowerhill Rd. 2023 Design, 2024 Construction - Developer led	Expansion	N/A	\$2,250,000	250,000	2,000,000	-
960156 - Woodstock Pattullo Industrial Park	Watermain / oversizing costs associated with servicing Pattullo Industrial Park.	Expansion	N/A	\$182,000	182,000	-	-
960159 - Woodstock Thornton Feedermain Replacement	Feedermain project to provide increased water transmission redundancy and security of supply	Expansion	N/A	\$10,700,000	-	-	10,700,000
960200 - Tillsonburg Well 7A	Class EA Study for water quality improvements - Well 7A Design 2024, Construction 2025	Expansion	N/A	\$2,218,000	130,000	288,000	1,800,000
960201 - Tillsonburg Well 3 Upgrade	Water treatment enhancements, Design 2023, Construction 2024	Expansion	N/A	\$325,000	25,000	300,000	-
960207 - Tillsonburg Groundwater Modelling	Monitoring well installation for groundwater monitoring	Expansion	N/A	\$175,000	175,000	-	-
960208 - Tillsonburg UV Upgrade	Technology Upgrade - UV reactors (Gen 2)	Renewal	Poor	\$270,000	270,000	-	-
960214 - Tillsonburg Boosted Pressure Zone	Extension of water distribution system with high pressure watermain (Construction)	Expansion	N/A	\$300,000	300,000	-	-
960235 - Tillsonburg Town Projects	Replacement of aging watermains in conjunction with Town reconstruction projects (Young St) Design for 2023 replacements (Charlotte and Clarence)	Replacement	Fair	\$384,000	384,000	-	-
960243 - Tillsonburg Standby Power	Standby generator installation	Expansion	N/A	\$15,000	15,000	-	-
960249 - Tillsonburg Town Project Oversizing	Cost sharing with Developers for oversized infrastructure	Expansion	N/A	\$50,000	50,000	-	-

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2023 REQUEST**	2024	2025 2032
960307 - Groundwater Model	Updating groundwater models for various municipal Well Head Protection Areas	Non-infrastructure solutions	N/A	\$370,000	200,000	170,000	-
960309 - Ingersoll Well 7 Upgrade	Water treatment upgrades to increase system firm capacity	Replacement	Poor	\$350,000	350,000	-	-
960325 - Ingersoll Town Projects	Replacement of aging watermains in conjunction with Town road reconstruction projects (Wonham, Thomas, Carroll & Mutual Bridge)	Replacement	Poor	\$1,884,000	1,884,000	-	-
960335 - Ingersoll Cast Iron Pipe Replacements	Construction for cast iron pipe replacements at railway crossings (Wonham St & Charles St W - 2023, Pemberton St - 2024)	Replacement	Poor	\$2,000,000	1,000,000	1,000,000	-
960341 - Ingersoll Tower Paint/Repair	Completion of the Ingersoll Tower paint and repairs	Renewal	Poor	\$135,000	125,000	10,000	-
960400 - Township Distribution Replacements	Watermain replacements	Replacement	Poor	\$50,000	50,000	-	-
960402 - Township New Assets Supply/Linear	Cost sharing with Developers for oversized infrastructure	Expansion	N/A	\$50,000	50,000	-	-
960413 - Township Thamesford UV Upgrades	Technology Upgrade - UV reactors (Gen 2)	Renewal	Good	\$200,000	200,000	-	-
960419 - Township Pressure & Leak Study	Leak Detection and Pressure Study Evaluation for Tavistock Water System	Non-infrastructure solutions	N/A	\$110,000	110,000	-	-
960422 - Township Water Quality Improvements	Class EA Study for water quality improvements - Well 6 Brownsville	Expansion	N/A	\$140,000	40,000	100,000	-
960437 - Tavistock - Well 4	New well supply in Tavistock	Expansion	N/A	\$3,540,000	20,000	320,000	3,200,000
960441 - Norwich Tower Paint/Repair	Norwich Tower paint and repairs	Renewal	Poor	\$4,035,000	4,025,000	-	10,000
				\$113,628,590	\$35,642,590	\$22,893,000	\$55,093,000

** The 2023 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent.

Wastewater – Detailed System Reports

General

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023	\$ OVER	% OVER
	FORECAST	BUDGET*	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	% OVER
			RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	2022
								BUDGET	BUDGET
OPERATING									
REVENUES									
GENERAL REVENUES									
PROVINCIAL GRANTS	(32,024)	(24,194)	-	24,194	-	-	-	24,194	(100.0%)
USER FEES AND CHARGES	(13,450)	(7,500)	-	(60)	-	(59,000)	-	(66,560)	787.5%
TOTAL GENERAL REVENUES	(45,474)	(31,694)	-	24,134	-	(59,000)	-	(66,560)	110.0%
TOTAL REVENUES	(45,474)	(31,694)	-	24,134	-	(59,000)	-	(66,560)	110.0%
EXPENSES									
SALARIES AND BENEFITS									
SALARIES	789,190	409,168	-	435,213	-	87,668	-	932,049	127.8%
BENEFITS	484,090	472,595	-	114,915	-	32,393	-	619,903	31.2%
GAPPING ALLOCATION	-	-	-	-	-	-	(43,157)	(43,157)	-
TOTAL SALARIES AND BENEFITS	1,273,280	881,763	-	550,128	-	120,061	(43,157)	1,508,795	71.1%
OPERATING EXPENSES									
MATERIALS	179,900	170,060	(300)	12,910	900	18,275	(2,212)	199,633	17.4%
CONTRACTED SERVICES	69,754	65,494	-	(22,644)	-	-	-	42,850	(34.6%)
TOTAL OPERATING EXPENSES	249,654	235,554	(300)	(9,734)	900	18,275	(2,212)	242,483	2.9%
INTERDEPARTMENTAL CHARGES									
INTERDEPARTMENTAL CHARGES	997,040	892,889	-	162,840	16,200	121,859	(128,548)	1,065,240	19.3%
DEPARTMENTAL CHARGES	(2,474,500)	(1,978,512)	300	(727,368)	(17,100)	(201,195)	173,917	(2,749,958)	39.0%
TOTAL INTERDEPARTMENTAL CHARGES	(1,477,460)	(1,085,623)	300	(564,528)	(900)	(79,336)	45,369	(1,684,718)	55.2%
TOTAL EXPENSES	45,474	31,694	-	(24,134)	-	59,000	-	66,560	110.0%
NET OPERATING	-	-	-	-	-	-	-	-	-
CAPITAL									
CAPITAL REVENUES									
CAPITAL RESERVE TRANSFER	(1,310,994)	(1,311,875)	1,300	(719,733)	(793,000)	-	655,000	(2,168,308)	65.3%
CAPITAL DEVELOPMENT CHARGES	(393,106)	(393,076)	-	(83,866)	-	-	-	(476,942)	21.3%
TOTAL CAPITAL REVENUES	(1,704,100)	(1,704,951)	1,300	(803,599)	(793,000)	-	655,000	(2,645,250)	55.2%
CAPITAL EXPENSES									
MAJOR INFRASTRUCTURE	1,684,800	1,685,651	-	802,349	-	-	-	2,488,000	47.6%

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
VEHICLES	-		-	-	791,000	-	(655,000)	136,000	136,000	-
FURNISHINGS AND EQUIPMENT	19,300	19,300	(1,300)	1,250	2,000	-	-	21,250	1,950	10.1%
TOTAL CAPITAL EXPENSES	1,704,100	1,704,951	(1,300)	803,599	793,000	-	(655,000)	2,645,250	940,299	55.2%
NET CAPITAL	-		-	-	-	-	-		-	-
SUMMARY										
TOTAL REVENUES	(1,749,574)	(1,736,645)	1,300	(779,465)	(793,000)	(59,000)	655,000	(2,711,810)	(975,165)	56.2%
TOTAL EXPENSES	1,749,574	1,736,645	(1,300)	779,465	793,000	59,000	(655,000)	2,711,810	975,165	56.2%
TOTAL LEVY										

Wastewater - Woodstock

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
OPERATING										
REVENUES										
GENERAL REVENUES										
WATER AND WASTEWATER RATES	(7,055,120)	(6,686,900)	-	(407,980)	-	-	-	(7,094,880)	(407,980)	6.1%
USER FEES AND CHARGES	(388,747)	(276,809)	-	(154,018)	-	(30,125)	-	(460,952)	(184,143)	66.5%
TOTAL GENERAL REVENUES	(7,443,867)	(6,963,709)	-	(561,998)	-	(30,125)	-	(7,555,832)	(592,123)	8.5%
OTHER REVENUES										
RESERVE TRANSFER	-	-	146	(146)	-	-	-	-	-	-
DEVELOPMENT CHARGES	-	-	-	-	-	-	-	-	-	-
TOTAL OTHER REVENUES	-	-	146	(146)	-	-	-	-	-	-
TOTAL REVENUES	(7,443,867)	(6,963,709)	146	(562,144)	-	(30,125)	-	(7,555,832)	(592,123)	8.5%
EXPENSES										
SALARIES AND BENEFITS										
SALARIES	422,400	591,445	-	(145,153)	-	74,229	-	520,521	(70,924)	(12.0%)
BENEFITS	116,370	175,169	-	(42,231)	-	23,081	-	156,019	(19,150)	(10.9%)
GAPPING ALLOCATION	-	-	-	-	-	-	(71,982)	(71,982)	(71,982)	-
TOTAL SALARIES AND BENEFITS	538,770	766,614	-	(187,384)	-	97,310	(71,982)	604,558	(162,056)	(21.1%)
OPERATING EXPENSES										
MATERIALS	757,769	764,030	-	(164,665)	-	-	-	599,365	(164,665)	(21.6%)
CONTRACTED SERVICES	1,546,310	1,536,500	-	67,750	20,000	(35,000)	25,000	1,614,250	77,750	5.1%
TOTAL OPERATING EXPENSES	2,304,079	2,300,530	-	(96,915)	20,000	(35,000)	25,000	2,213,615	(86,915)	(3.8%)
DEBT REPAYMENT										
PRINCIPAL REPAYMENT	374,959	375,553	-	(2,960)	-	-	-	372,593	(2,960)	(0.8%)
INTEREST REPAYMENT	149,353	149,440	-	(15,608)	-	-	-	133,832	(15,608)	(10.4%)
TOTAL DEBT REPAYMENT	524,312	524,993	-	(18,568)	-	-	-	506,425	(18,568)	(3.5%)
RESERVE TRANSFERS										
CONTRIBUTIONS TO CAPITAL RESERVES	1,190,381	1,190,381	-	514,450	(28,167)	(116,629)	113,484	1,673,519	483,138	40.6%
DEVELOPMENT CHARGES EXEMPTIONS	415,000	175,000	-	-	-	-	-	175,000	-	-
TOTAL RESERVE TRANSFERS	1,605,381	1,365,381	-	514,450	(28,167)	(116,629)	113,484	1,848,519	483,138	35.4%
INTERDEPARTMENTAL CHARGES										
INTERDEPARTMENTAL CHARGES	1,072,197	996,815	-	164,516	-	-	-	1,161,331	164,516	16.5%
DEPARTMENTAL CHARGES	1,121,211	1,009,376	(146)	186,044	8,167	84,444	(66,502)	1,221,383	212,007	21.0%
TOTAL INTERDEPARTMENTAL CHARGES	2,193,408	2,006,191	(146)	350,560	8,167	84,444	(66,502)	2,382,714	376,523	18.8%
TOTAL EXPENSES	7,165,950	6,963,709	(146)	562,143	-	30,125	-	7,555,831	592,122	8.5%
PROGRAM SURPLUS/DEFICIT										

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
RESERVE CONTRIBUTION TO (FROM)										
RESERVE CONTRIBUTION-SURPLUS	277,917		-	-	-	-	-	-	-	-
TOTAL RESERVE CONTRIBUTION TO (FROM)	277,917		-	-	-	-	-	-	-	-
TOTAL PROGRAM SURPLUS/DEFICIT	277,917		-	-	-	-	-	-	-	-
NET OPERATING	-		-	(1)	-	-	-	(1)	(1)	-
CAPITAL										
CAPITAL REVENUES										
CAPITAL RESERVE TRANSFER	(2,755,974)	(2,798,344)	-	(960,872)	-	-	-	(3,759,216)	(960,872)	34.3%
CAPITAL PROCEEDS FROM DEBENTURES	-	(3,672,000)	-	3,672,000	-	-	-		3,672,000	(100.0%)
CAPITAL DEVELOPMENT CHARGES	(320,026)	(485,764)	-	257,630	-	-	-	(228,134)	257,630	(53.0%)
TOTAL CAPITAL REVENUES	(3,076,000)	(6,956,108)	-	2,968,758	-	-	-	(3,987,350)	2,968,758	(42.7%)
CAPITAL EXPENSES										
MAJOR INFRASTRUCTURE	2,843,000	6,727,087	-	(2,979,037)	-	-	-	3,748,050	(2,979,037)	(44.3%)
FURNISHINGS AND EQUIPMENT	233,000	229,021	-	10,279	-	-	-	239,300	10,279	4.5%
TOTAL CAPITAL EXPENSES	3,076,000	6,956,108	-	(2,968,758)	-	-	-	3,987,350	(2,968,758)	(42.7%)
NET CAPITAL	-		-	-	-	-	-	-	-	-
SUMMARY										
TOTAL REVENUES	(10,519,867)	(13,919,817)	146	2,406,614	-	(30,125)	-	(11,543,182)	2,376,635	(17.1%)
TOTAL EXPENSES	10,241,950	13,919,817	(146)	(2,406,615)	-	30,125	-	11,543,181	(2,376,636)	(17.1%)
TOTAL PROGRAM SURPLUS/DEFICIT	277,917		-	-	-	-	-	-	-	-
TOTAL LEVY				(1)				(1)	(1)	

Wastewater - Tillsonburg

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
OPERATING										
REVENUES										
GENERAL REVENUES										
WATER AND WASTEWATER RATES	(3,810,670)	(3,468,210)	-	(226,100)	-	-	-	(3,694,310)	(226,100)	6.5%
USER FEES AND CHARGES	(180,881)	(184,681)	-	(12,934)	-	(63,375)	-	(260,990)	(76,309)	41.3%
TOTAL GENERAL REVENUES	(3,991,551)	(3,652,891)	-	(239,034)	-	(63,375)	-	(3,955,300)	(302,409)	8.3%
OTHER REVENUES										
RESERVE TRANSFER	-	-	58	(58)	-	-	-	-	-	-
DEVELOPMENT CHARGES	-	-	-	-	-	-	-	-	-	-
TOTAL OTHER REVENUES	-	-	58	(58)	-	-	-	-	-	-
TOTAL REVENUES	(3,991,551)	(3,652,891)	58	(239,092)	-	(63,375)	-	(3,955,300)	(302,409)	8.3%
EXPENSES										
SALARIES AND BENEFITS										
SALARIES	220,110	328,227	-	(97,362)	-	25,915	-	256,780	(71,447)	(21.8%)
BENEFITS	62,230	98,302	-	(28,875)	-	7,895	-	77,322	(20,980)	(21.3%)
GAPPING ALLOCATION	-	-	-	-	-	-	(21,146)	(21,146)	(21,146)	-
TOTAL SALARIES AND BENEFITS	282,340	426,529	-	(126,237)	-	33,810	(21,146)	312,956	(113,573)	(26.6%)
OPERATING EXPENSES										
MATERIALS	281,137	261,910	-	26,850	-	-	-	288,760	26,850	10.3%
CONTRACTED SERVICES	1,005,310	963,600	-	(54,486)	-	40,226	32,650	981,990	18,390	1.9%
RENTS AND FINANCIAL EXPENSES	600	600	-	-	-	-	-	600	-	-
TOTAL OPERATING EXPENSES	1,287,047	1,226,110	-	(27,636)	-	40,226	32,650	1,271,350	45,240	3.7%
DEBT REPAYMENT										
PRINCIPAL REPAYMENT	64,665	64,665	-	2,205	-	-	-	66,870	2,205	3.4%
INTEREST REPAYMENT	23,287	23,287	-	(1,982)	-	-	-	21,305	(1,982)	(8.5%)
TOTAL DEBT REPAYMENT	87,952	87,952	-	223	-	-	-	88,175	223	0.3%
RESERVE TRANSFERS										
CONTRIBUTIONS TO CAPITAL RESERVES	1,034,152	1,034,152	-	253,640	(3,359)	(45,393)	15,848	1,254,888	220,736	21.3%
DEVELOPMENT CHARGES EXEMPTIONS	330,000	25,000	-	-	-	-	-	25,000	-	-
TOTAL RESERVE TRANSFERS	1,364,152	1,059,152	-	253,640	(3,359)	(45,393)	15,848	1,279,888	220,736	20.8%
INTERDEPARTMENTAL CHARGES										
INTERDEPARTMENTAL CHARGES	446,998	428,939	-	49,424	-	-	-	478,363	49,424	11.5%
DEPARTMENTAL CHARGES	463,104	424,209	(58)	89,678	3,359	34,732	(27,352)	524,568	100,359	23.7%
TOTAL INTERDEPARTMENTAL CHARGES	910,102	853,148	(58)	139,102	3,359	34,732	(27,352)	1,002,931	149,783	17.6%
TOTAL EXPENSES	3,931,593	3,652,891	(58)	239,092	-	63,375	-	3,955,300	302,409	8.3%

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
PROGRAM SURPLUS/DEFICIT										
RESERVE CONTRIBUTION TO (FROM)										
RESERVE CONTRIBUTION-SURPLUS	59,960		-	-	-	-	-		-	-
TOTAL RESERVE CONTRIBUTION TO (FROM)	59,960		-	-	-	-	-		-	-
TOTAL PROGRAM SURPLUS/DEFICIT	59,960		-	-	-	-	-		-	-
NET OPERATING	2		-	-	-	-	-		-	-
CAPITAL										
CAPITAL REVENUES										
CAPITAL RESERVE TRANSFER	(8,727,040)	(8,030,040)	-	2,099,871	-	-	-	(5,930,169)	2,099,871	(26.2%)
CAPITAL DEVELOPMENT CHARGES	(1,907,990)	(1,779,812)	-	517,981	-	-	-	(1,261,831)	517,981	(29.1%)
CAPITAL CONTRIBUTIONS	(112,970)	(272,500)	-	272,500	-	-	-		272,500	(100.0%)
TOTAL CAPITAL REVENUES	(10,748,000)	(10,082,352)	-	2,890,352	-	-	-	(7,192,000)	2,890,352	(28.7%)
CAPITAL EXPENSES										
MAJOR INFRASTRUCTURE	10,684,000	10,018,352	-	(2,871,352)	-	-	-	7,147,000	(2,871,352)	(28.7%)
FURNISHINGS AND EQUIPMENT	64,000	64,000	-	(19,000)	-	-	-	45,000	(19,000)	(29.7%)
TOTAL CAPITAL EXPENSES	10,748,000	10,082,352	-	(2,890,352)	-	-	-	7,192,000	(2,890,352)	(28.7%)
NET CAPITAL	-		-	-	-	-	-		-	-
SUMMARY										
TOTAL REVENUES	(14,739,551)	(13,735,243)	58	2,651,260	-	(63,375)	-	(11,147,300)	2,587,943	(18.8%)
TOTAL EXPENSES	14,679,593	13,735,243	(58)	(2,651,260)	-	63,375	-	11,147,300	(2,587,943)	(18.8%)
TOTAL PROGRAM SURPLUS/DEFICIT	59,960		-	-	-	-	-		-	-
TOTAL LEVY	2									

Wastewater - Ingersoll

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	FORECAST	BUDGET*	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
			RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
OPERATING										
REVENUES										
GENERAL REVENUES										
WATER AND WASTEWATER RATES	(4,302,960)	(4,094,210)	-	(224,340)	-	-	-	(4,318,550)	(224,340)	5.5%
USER FEES AND CHARGES	(200,681)	(182,283)	-	23,347	-	(3,375)	-	(162,311)	19,972	(11.0%)
TOTAL GENERAL REVENUES	(4,503,641)	(4,276,493)	-	(200,993)	-	(3,375)	-	(4,480,861)	(204,368)	4.8%
OTHER REVENUES										
RESERVE TRANSFER	-		47	(47)	-	-	-	-	-	-
DEVELOPMENT CHARGES	(321,586)	(310,862)	-	6,884	-	-	-	(303,978)	6,884	(2.2%)
TOTAL OTHER REVENUES	(321,586)	(310,862)	47	6,837	-	-	-	(303,978)	6,884	(2.2%)
TOTAL REVENUES	(4,825,227)	(4,587,355)	47	(194,156)	-	(3,375)	-	(4,784,839)	(197,484)	4.3%
EXPENSES										
SALARIES AND BENEFITS										
SALARIES	276,770	404,215	-	(117,519)	-	25,915	-	312,611	(91,604)	(22.7%)
BENEFITS	73,980	120,779	-	(37,168)	-	7,895	-	91,506	(29,273)	(24.2%)
GAPPING ALLOCATION	-		-	-	-	-	(21,146)	(21,146)	(21,146)	-
TOTAL SALARIES AND BENEFITS	350,750	524,994	-	(154,687)	-	33,810	(21,146)	382,971	(142,023)	(27.1%)
OPERATING EXPENSES										
MATERIALS	321,652	283,040	-	41,565	-	-	-	324,605	41,565	14.7%
CONTRACTED SERVICES	297,790	326,150	-	4,290	-	(28,200)	23,700	325,940	(210)	(0.1%)
RENTS AND FINANCIAL EXPENSES	1,500	1,500	-	-	-	-	-	1,500	-	-
TOTAL OPERATING EXPENSES	620,942	610,690	-	45,855	-	(28,200)	23,700	652,045	41,355	6.8%
DEBT REPAYMENT										
PRINCIPAL REPAYMENT	559,223	559,223	-	(37,139)	-	-	-	522,084	(37,139)	(6.6%)
INTEREST REPAYMENT	254,458	254,458	-	(20,024)	-	-	-	234,434	(20,024)	(7.9%)
TOTAL DEBT REPAYMENT	813,681	813,681	-	(57,163)	-	-	-	756,518	(57,163)	(7.0%)
RESERVE TRANSFERS										
CONTRIBUTIONS TO CAPITAL RESERVES	1,839,641	1,839,641	-	30,328	(2,706)	(42,050)	36,311	1,861,524	21,883	1.2%
DEVELOPMENT CHARGES EXEMPTIONS	223,751		-	7,000	-	-	-	7,000	7,000	-
TOTAL RESERVE TRANSFERS	2,063,392	1,839,641	-	37,328	(2,706)	(42,050)	36,311	1,868,524	28,883	1.6%
INTERDEPARTMENTAL CHARGES										
INTERDEPARTMENTAL CHARGES	428,074	452,005	-	50,970	-	-	-	502,975	50,970	11.3%
DEPARTMENTAL CHARGES	518,902	346,344	(47)	271,853	2,706	39,815	(38,865)	621,806	275,462	79.5%
TOTAL INTERDEPARTMENTAL CHARGES	946,976	798,349	(47)	322,823	2,706	39,815	(38,865)	1,124,781	326,432	40.9%
TOTAL EXPENSES	4,795,741	4,587,355	(47)	194,156	-	3,375	-	4,784,839	197,484	4.3%

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
PROGRAM SURPLUS/DEFICIT										
RESERVE CONTRIBUTION TO (FROM)										
RESERVE CONTRIBUTION-SURPLUS	29,486		-	-	-	-	-		-	-
TOTAL RESERVE CONTRIBUTION TO (FROM)	29,486		-	-	-	-	-		-	-
TOTAL PROGRAM SURPLUS/DEFICIT	29,486		-	-	-	-	-		-	-
NET OPERATING	-		-	-	-	-	-		-	-
CAPITAL										
CAPITAL REVENUES										
CAPITAL RESERVE TRANSFER	(1,166,500)	(1,228,340)	-	(420,380)	-	-	-	(1,648,720)	(420,380)	34.2%
CAPITAL CONTRIBUTIONS	(40,000)		-	-	-	-	-		-	-
TOTAL CAPITAL REVENUES	(1,206,500)	(1,228,340)	-	(420,380)	-	-	-	(1,648,720)	(420,380)	34.2%
CAPITAL EXPENSES										
MAJOR INFRASTRUCTURE	1,191,500	1,213,163	-	339,157	-	-	-	1,552,320	339,157	28.0%
FURNISHINGS AND EQUIPMENT	15,000	15,177	-	81,223	-	-	-	96,400	81,223	535.2%
TOTAL CAPITAL EXPENSES	1,206,500	1,228,340	-	420,380	-	-	-	1,648,720	420,380	34.2%
NET CAPITAL	-		-	-	-	-	-		-	-
SUMMARY										
TOTAL REVENUES	(6,031,727)	(5,815,695)	47	(614,536)	-	(3,375)	-	(6,433,559)	(617,864)	10.6%
TOTAL EXPENSES	6,002,241	5,815,695	(47)	614,536	-	3,375	-	6,433,559	617,864	10.6%
TOTAL PROGRAM SURPLUS/DEFICIT	29,486		-	-	-	-	-		-	-
TOTAL LEVY										

Wastewater - Norwich

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
OPERATING										
REVENUES										
GENERAL REVENUES										
WATER AND WASTEWATER RATES	(835,320)	(828,200)	-	(46,840)	-	-	-	(875,040)	(46,840)	5.7%
USER FEES AND CHARGES	(23,078)	(23,078)	-	(18,000)	-	-	-	(41,078)	(18,000)	78.0%
TOTAL GENERAL REVENUES	(858,398)	(851,278)	-	(64,840)	-	-	-	(916,118)	(64,840)	7.6%
OTHER REVENUES										
RESERVE TRANSFER	-		12	(12)	-	-	-		-	-
DEVELOPMENT CHARGES	-		-	-	-	-	-		-	-
TOTAL OTHER REVENUES	-		12	(12)	-	-	-		-	-
TOTAL REVENUES	(858,398)	(851,278)	12	(64,852)	-	-	-	(916,118)	(64,840)	7.6%
EXPENSES										
SALARIES AND BENEFITS										
SALARIES	70,440	66,022	-	(544)	-	2,342	-	67,820	1,798	2.7%
BENEFITS	18,420	19,684	-	(176)	-	697	-	20,205	521	2.6%
GAPPING ALLOCATION	-		-	-	-	-	(1,520)	(1,520)	(1,520)	-
TOTAL SALARIES AND BENEFITS	88,860	85,706	-	(720)	-	3,039	(1,520)	86,505	799	0.9%
OPERATING EXPENSES										
MATERIALS	56,400	59,920	-	4,835	-	-	-	64,755	4,835	8.1%
CONTRACTED SERVICES	102,325	99,100	-	3,550	-	(7,000)	6,000	101,650	2,550	2.6%
TOTAL OPERATING EXPENSES	158,725	159,020	-	8,385	-	(7,000)	6,000	166,405	7,385	4.6%
DEBT REPAYMENT										
PRINCIPAL REPAYMENT	942	942	-	33	-	-	-	975	33	3.5%
INTEREST REPAYMENT	136	136	-	(32)	-	-	-	104	(32)	(23.5%)
TOTAL DEBT REPAYMENT	1,078	1,078	-	1	-	-	-	1,079	1	0.1%
RESERVE TRANSFERS										
CONTRIBUTIONS TO CAPITAL RESERVES	432,653	432,653	-	(30,553)	(696)	(6,265)	5,503	400,642	(32,011)	(7.4%)
DEVELOPMENT CHARGES EXEMPTIONS	32,124	5,000	-	-	-	-	-	5,000	-	-
TOTAL RESERVE TRANSFERS	464,777	437,653	-	(30,553)	(696)	(6,265)	5,503	405,642	(32,011)	(7.3%)
INTERDEPARTMENTAL CHARGES										
INTERDEPARTMENTAL CHARGES	93,311	79,470	-	17,296	-	-	-	96,766	17,296	21.8%
DEPARTMENTAL CHARGES	132,370	88,351	(12)	70,444	696	10,226	(9,983)	159,722	71,371	80.8%
TOTAL INTERDEPARTMENTAL CHARGES	225,681	167,821	(12)	87,740	696	10,226	(9,983)	256,488	88,667	52.8%
TOTAL EXPENSES	939,121	851,278	(12)	64,853	-	-	-	916,119	64,841	7.6%
PROGRAM SURPLUS/DEFICIT										

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
RESERVE CONTRIBUTION TO (FROM)										
RESERVE CONTRIBUTION-DEFICIT	(80,723)		-	-	-	-	-		-	-
TOTAL RESERVE CONTRIBUTION TO (FROM)	(80,723)		-	-	-	-	-		-	-
TOTAL PROGRAM SURPLUS/DEFICIT	(80,723)		-	-	-	-	-		-	-
NET OPERATING	-		-	1	-	-	-	1	1	-
CAPITAL										
CAPITAL REVENUES										
CAPITAL RESERVE TRANSFER	(281,500)	(231,100)	-	168,100	-	-	-	(63,000)	168,100	(72.7%)
CAPITAL DEVELOPMENT CHARGES	(120,000)	(746,531)	-	151,531	-	-	-	(595,000)	151,531	(20.3%)
CAPITAL CONTRIBUTIONS	(820,000)	(820,000)	-	820,000	-	-	-		820,000	(100.0%)
TOTAL CAPITAL REVENUES	(1,221,500)	(1,797,631)	-	1,139,631	-	-	-	(658,000)	1,139,631	(63.4%)
CAPITAL EXPENSES										
MAJOR INFRASTRUCTURE	1,172,500	1,749,031	-	(1,104,031)	-	-	-	645,000	(1,104,031)	(63.1%)
FURNISHINGS AND EQUIPMENT	49,000	48,600	-	(35,600)	-	-	-	13,000	(35,600)	(73.3%)
TOTAL CAPITAL EXPENSES	1,221,500	1,797,631	-	(1,139,631)	-	-	-	658,000	(1,139,631)	(63.4%)
NET CAPITAL	-		-	-	-	-	-		-	-
SUMMARY										
TOTAL REVENUES	(2,079,898)	(2,648,909)	12	1,074,779	-	-	-	(1,574,118)	1,074,791	(40.6%)
TOTAL EXPENSES	2,160,621	2,648,909	(12)	(1,074,778)	-	-	-	1,574,119	(1,074,790)	(40.6%)
TOTAL PROGRAM SURPLUS/DEFICIT	(80,723)		-	-	-	-	-		-	-
TOTAL LEVY				1				1	1	

Wastewater - Tavistock

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
OPERATING										
REVENUES										
GENERAL REVENUES										
WATER AND WASTEWATER RATES	(1,541,480)	(1,521,100)	-	(10,140)	-	-	-	(1,531,240)	(10,140)	0.7%
USER FEES AND CHARGES	(832,600)	(566,000)	-	(41,400)	-	(120,000)	-	(727,400)	(161,400)	28.5%
TOTAL GENERAL REVENUES	(2,374,080)	(2,087,100)	-	(51,540)	-	(120,000)	-	(2,258,640)	(171,540)	8.2%
OTHER REVENUES										
RESERVE TRANSFER	-		11	(11)	-	-	-	-	-	-
DEVELOPMENT CHARGES	(167,171)	(167,171)	-	(1)	-	-	-	(167,172)	(1)	0.0%
TOTAL OTHER REVENUES	(167,171)	(167,171)	11	(12)	-	-	-	(167,172)	(1)	0.0%
TOTAL REVENUES	(2,541,251)	(2,254,271)	11	(51,552)	-	(120,000)	-	(2,425,812)	(171,541)	7.6%
EXPENSES										
SALARIES AND BENEFITS										
SALARIES	71,190	82,947	-	(13,628)	-	2,342	-	71,661	(11,286)	(13.6%)
BENEFITS	20,120	25,980	-	(5,280)	-	697	-	21,397	(4,583)	(17.6%)
GAPPING ALLOCATION	-		-	-	-	-	(1,520)	(1,520)	(1,520)	-
TOTAL SALARIES AND BENEFITS	91,310	108,927	-	(18,908)	-	3,039	(1,520)	91,538	(17,389)	(16.0%)
OPERATING EXPENSES										
MATERIALS	166,730	145,600	-	31,575	-	-	-	177,175	31,575	21.7%
CONTRACTED SERVICES	89,550	102,350	-	(8,180)	-	(7,200)	6,100	93,070	(9,280)	(9.1%)
TOTAL OPERATING EXPENSES	256,280	247,950	-	23,395	-	(7,200)	6,100	270,245	22,295	9.0%
DEBT REPAYMENT										
PRINCIPAL REPAYMENT	720,047	720,047	-	10,530	-	-	-	730,577	10,530	1.5%
INTEREST REPAYMENT	140,851	140,850	-	(20,890)	-	-	-	119,960	(20,890)	(14.8%)
TOTAL DEBT REPAYMENT	860,898	860,897	-	(10,360)	-	-	-	850,537	(10,360)	(1.2%)
RESERVE TRANSFERS										
CONTRIBUTIONS TO CAPITAL RESERVES	621,511	621,511	-	(15,022)	(634)	114,824	4,534	725,213	103,702	16.7%
TOTAL RESERVE TRANSFERS	621,511	621,511	-	(15,022)	(634)	114,824	4,534	725,213	103,702	16.7%
INTERDEPARTMENTAL CHARGES										
INTERDEPARTMENTAL CHARGES	320,383	336,093	-	6,374	-	-	-	342,467	6,374	1.9%
DEPARTMENTAL CHARGES	118,198	78,893	(11)	66,073	634	9,337	(9,114)	145,812	66,919	84.8%
TOTAL INTERDEPARTMENTAL CHARGES	438,581	414,986	(11)	72,447	634	9,337	(9,114)	488,279	73,293	17.7%
TOTAL EXPENSES	2,268,580	2,254,271	(11)	51,552	-	120,000	-	2,425,812	171,541	7.6%
PROGRAM SURPLUS/DEFICIT										
RESERVE CONTRIBUTION TO (FROM)										

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
RESERVE CONTRIBUTION-SURPLUS	272,671		-	-	-	-	-		-	-
TOTAL RESERVE CONTRIBUTION TO (FROM)	272,671		-	-	-	-	-		-	-
TOTAL PROGRAM SURPLUS/DEFICIT	272,671		-	-	-	-	-		-	-
NET OPERATING	-		-	-	-	-	-		-	-
CAPITAL										
CAPITAL REVENUES										
CAPITAL RESERVE TRANSFER	(292,500)	(381,500)	-	(133,500)	-	-	-	(515,000)	(133,500)	35.0%
TOTAL CAPITAL REVENUES	(292,500)	(381,500)	-	(133,500)	-	-	-	(515,000)	(133,500)	35.0%
CAPITAL EXPENSES										
MAJOR INFRASTRUCTURE	231,500	320,500	-	99,500	-	-	-	420,000	99,500	31.0%
FURNISHINGS AND EQUIPMENT	61,000	61,000	-	34,000	-	-	-	95,000	34,000	55.7%
TOTAL CAPITAL EXPENSES	292,500	381,500	-	133,500	-	-	-	515,000	133,500	35.0%
NET CAPITAL	-		-	-	-	-	-		-	-
SUMMARY										
TOTAL REVENUES	(2,833,751)	(2,635,771)	11	(185,052)	-	(120,000)	-	(2,940,812)	(305,041)	11.6%
TOTAL EXPENSES	2,561,080	2,635,771	(11)	185,052	-	120,000	-	2,940,812	305,041	11.6%
TOTAL PROGRAM SURPLUS/DEFICIT	272,671		-	-	-	-	-		-	-
TOTAL LEVY										

Wastewater - Plattsville

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
OPERATING										
REVENUES										
GENERAL REVENUES										
WATER AND WASTEWATER RATES	(561,630)	(552,300)	-	(21,110)	-	-	-	(573,410)	(21,110)	3.8%
USER FEES AND CHARGES	(4,300)	(10,008)	-	6,608	-	-	-	(3,400)	6,608	(66.0%)
TOTAL GENERAL REVENUES	(565,930)	(562,308)	-	(14,502)	-	-	-	(576,810)	(14,502)	2.6%
OTHER REVENUES										
RESERVE TRANSFER	-	-	5	(5)	-	-	-	-	-	-
DEVELOPMENT CHARGES	(25,243)	(25,243)	-	8,088	-	-	-	(17,155)	8,088	(32.0%)
TOTAL OTHER REVENUES	(25,243)	(25,243)	5	8,083	-	-	-	(17,155)	8,088	(32.0%)
TOTAL REVENUES	(591,173)	(587,551)	5	(6,419)	-	-	-	(593,965)	(6,414)	1.1%
EXPENSES										
SALARIES AND BENEFITS										
SALARIES	39,680	44,151	-	5,374	-	2,982	-	52,507	8,356	18.9%
BENEFITS	11,100	13,777	-	1,039	-	906	-	15,722	1,945	14.1%
GAPPING ALLOCATION	-	-	-	-	-	-	(2,369)	(2,369)	(2,369)	-
TOTAL SALARIES AND BENEFITS	50,780	57,928	-	6,413	-	3,888	(2,369)	65,860	7,932	13.7%
OPERATING EXPENSES										
MATERIALS	68,053	70,960	-	11,850	-	-	-	82,810	11,850	16.7%
CONTRACTED SERVICES	48,625	48,225	-	(13,090)	-	(1,000)	500	34,635	(13,590)	(28.2%)
TOTAL OPERATING EXPENSES	116,678	119,185	-	(1,240)	-	(1,000)	500	117,445	(1,740)	(1.5%)
DEBT REPAYMENT										
PRINCIPAL REPAYMENT	253,361	253,361	-	10,109	-	-	-	263,470	10,109	4.0%
INTEREST REPAYMENT	31,553	31,553	-	(10,109)	-	-	-	21,444	(10,109)	(32.0%)
TOTAL DEBT REPAYMENT	284,914	284,914	-	-	-	-	-	284,914	-	-
RESERVE TRANSFERS										
CONTRIBUTIONS TO CAPITAL RESERVES	-	-	-	1,433	(307)	(7,411)	6,285	-	-	-
DEVELOPMENT CHARGES EXEMPTIONS	34,000	-	-	-	-	-	-	-	-	-
TOTAL RESERVE TRANSFERS	34,000	-	-	1,433	(307)	(7,411)	6,285	-	-	-
INTERDEPARTMENTAL CHARGES										
INTERDEPARTMENTAL CHARGES	116,602	114,084	-	16,384	-	-	-	130,468	16,384	14.4%
DEPARTMENTAL CHARGES	58,431	39,000	(5)	31,238	307	4,523	(4,416)	70,647	31,647	81.1%
TOTAL INTERDEPARTMENTAL CHARGES	175,033	153,084	(5)	47,622	307	4,523	(4,416)	201,115	48,031	31.4%
TOTAL EXPENSES	661,405	615,111	(5)	54,228	-	-	-	669,334	54,223	8.8%
PROGRAM SURPLUS/DEFICIT										

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
RESERVE CONTRIBUTION TO (FROM)										
RESERVE CONTRIBUTION-DEFICIT	(70,232)	(27,560)	-	(47,809)	-	-	-	(75,369)	(47,809)	173.5%
TOTAL RESERVE CONTRIBUTION TO (FROM)	(70,232)	(27,560)	-	(47,809)	-	-	-	(75,369)	(47,809)	173.5%
TOTAL PROGRAM SURPLUS/DEFICIT	(70,232)	(27,560)	-	(47,809)	-	-	-	(75,369)	(47,809)	173.5%
NET OPERATING	-	-	-	-	-	-	-	-	-	-
CAPITAL										
CAPITAL REVENUES										
CAPITAL RESERVE TRANSFER	(73,000)	(73,000)	-	39,000	-	-	-	(34,000)	39,000	(53.4%)
TOTAL CAPITAL REVENUES	(73,000)	(73,000)	-	39,000	-	-	-	(34,000)	39,000	(53.4%)
CAPITAL EXPENSES										
MAJOR INFRASTRUCTURE	10,000	10,000	-	17,000	-	-	-	27,000	17,000	170.0%
FURNISHINGS AND EQUIPMENT	63,000	63,000	-	(56,000)	-	-	-	7,000	(56,000)	(88.9%)
TOTAL CAPITAL EXPENSES	73,000	73,000	-	(39,000)	-	-	-	34,000	(39,000)	(53.4%)
NET CAPITAL	-	-	-	-	-	-	-	-	-	-
SUMMARY										
TOTAL REVENUES	(664,173)	(660,551)	5	32,581	-	-	-	(627,965)	32,586	(4.9%)
TOTAL EXPENSES	734,405	688,111	(5)	15,228	-	-	-	703,334	15,223	2.2%
TOTAL PROGRAM SURPLUS/DEFICIT	(70,232)	(27,560)	-	(47,809)	-	-	-	(75,369)	(47,809)	173.5%
TOTAL LEVY										

Wastewater - Thamesford

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
OPERATING										
REVENUES										
GENERAL REVENUES										
WATER AND WASTEWATER RATES	(861,120)	(849,400)	-	(48,730)	-	-	-	(898,130)	(48,730)	5.7%
USER FEES AND CHARGES	(19,009)	(4,398)	-	3,499	-	-	-	(899)	3,499	(79.6%)
TOTAL GENERAL REVENUES	(880,129)	(853,798)	-	(45,231)	-	-	-	(899,029)	(45,231)	5.3%
OTHER REVENUES										
RESERVE TRANSFER	-		9	(9)	-	-	-		-	-
TOTAL OTHER REVENUES	-		9	(9)	-	-	-		-	-
TOTAL REVENUES	(880,129)	(853,798)	9	(45,240)	-	-	-	(899,029)	(45,231)	5.3%
EXPENSES										
SALARIES AND BENEFITS										
SALARIES	72,680	71,992	-	(7,917)	-	8,446	-	72,521	529	0.7%
BENEFITS	20,100	22,292	-	(3,161)	-	2,534	-	21,665	(627)	(2.8%)
GAPPING ALLOCATION	-		-	-	-	-	(5,915)	(5,915)	(5,915)	-
TOTAL SALARIES AND BENEFITS	92,780	94,284	-	(11,078)	-	10,980	(5,915)	88,271	(6,013)	(6.4%)
OPERATING EXPENSES										
MATERIALS	85,737	87,810	-	12,440	-	-	-	100,250	12,440	14.2%
CONTRACTED SERVICES	146,900	145,200	-	(580)	-	(44,000)	42,000	142,620	(2,580)	(1.8%)
TOTAL OPERATING EXPENSES	232,637	233,010	-	11,860	-	(44,000)	42,000	242,870	9,860	4.2%
DEBT REPAYMENT										
PRINCIPAL REPAYMENT	42,780	42,780	-	27	-	-	-	42,807	27	0.1%
INTEREST REPAYMENT	25,436	25,435	-	(2,013)	-	-	-	23,422	(2,013)	(7.9%)
TOTAL DEBT REPAYMENT	68,216	68,215	-	(1,986)	-	-	-	66,229	(1,986)	(2.9%)
RESERVE TRANSFERS										
CONTRIBUTIONS TO CAPITAL RESERVES	339,795	339,795	-	(155,637)	(511)	25,503	(28,749)	180,401	(159,394)	(46.9%)
TOTAL RESERVE TRANSFERS	339,795	339,795	-	(155,637)	(511)	25,503	(28,749)	180,401	(159,394)	(46.9%)
INTERDEPARTMENTAL CHARGES										
INTERDEPARTMENTAL CHARGES	179,424	54,544	-	149,329	-	-	-	203,873	149,329	273.8%
DEPARTMENTAL CHARGES	95,811	63,950	(9)	52,751	511	7,517	(7,336)	117,384	53,434	83.6%
TOTAL INTERDEPARTMENTAL CHARGES	275,235	118,494	(9)	202,080	511	7,517	(7,336)	321,257	202,763	171.1%
TOTAL EXPENSES	1,008,663	853,798	(9)	45,239	-	-	-	899,028	45,230	5.3%
PROGRAM SURPLUS/DEFICIT										
RESERVE CONTRIBUTION TO (FROM)										
RESERVE CONTRIBUTION-DEFICIT	(128,533)		-	-	-	-	-		-	-

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
TOTAL RESERVE CONTRIBUTION TO (FROM)	(128,533)		-	-	-	-	-		-	-
TOTAL PROGRAM SURPLUS/DEFICIT	(128,533)		-	-	-	-	-		-	-
NET OPERATING	1		-	(1)	-	-	-	(1)	(1)	-
CAPITAL										
CAPITAL REVENUES										
CAPITAL RESERVE TRANSFER	(410,344)	(617,992)	-	252,292	-	-	-	(365,700)	252,292	(40.8%)
TOTAL CAPITAL REVENUES	(410,344)	(617,992)	-	252,292	-	-	-	(365,700)	252,292	(40.8%)
CAPITAL EXPENSES										
MAJOR INFRASTRUCTURE	313,344	520,644	-	(182,344)	-	-	-	338,300	(182,344)	(35.0%)
FURNISHINGS AND EQUIPMENT	97,000	97,348	-	(69,948)	-	-	-	27,400	(69,948)	(71.9%)
TOTAL CAPITAL EXPENSES	410,344	617,992	-	(252,292)	-	-	-	365,700	(252,292)	(40.8%)
NET CAPITAL	-		-	-	-	-	-		-	-
SUMMARY										
TOTAL REVENUES	(1,290,473)	(1,471,790)	9	207,052	-	-	-	(1,264,729)	207,061	(14.1%)
TOTAL EXPENSES	1,419,007	1,471,790	(9)	(207,053)	-	-	-	1,264,728	(207,062)	(14.1%)
TOTAL PROGRAM SURPLUS/DEFICIT	(128,533)		-	-	-	-	-		-	-
TOTAL LEVY	1			(1)				(1)	(1)	

Wastewater - Drumbo

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
OPERATING										
REVENUES										
GENERAL REVENUES										
WATER AND WASTEWATER RATES	(387,830)	(366,000)	-	(16,650)	-	-	-	(382,650)	(16,650)	4.5%
USER FEES AND CHARGES	(6,000)	(6,000)	-	-	-	(1,650)	-	(7,650)	(1,650)	27.5%
TOTAL GENERAL REVENUES	(393,830)	(372,000)	-	(16,650)	-	(1,650)	-	(390,300)	(18,300)	4.9%
OTHER REVENUES										
RESERVE TRANSFER	-		3	(3)	-	-	-		-	-
DEVELOPMENT CHARGES	-		-	-	-	-	-		-	-
TOTAL OTHER REVENUES	-		3	(3)	-	-	-		-	-
TOTAL REVENUES	(393,830)	(372,000)	3	(16,653)	-	(1,650)	-	(390,300)	(18,300)	4.9%
EXPENSES										
SALARIES AND BENEFITS										
SALARIES	78,920	57,538	-	(6,568)	-	7,462	-	58,432	894	1.6%
BENEFITS	21,600	18,044	-	(2,711)	-	2,364	-	17,697	(347)	(1.9%)
GAPPING ALLOCATION	-		-	-	-	-	(8,307)	(8,307)	(8,307)	-
TOTAL SALARIES AND BENEFITS	100,520	75,582	-	(9,279)	-	9,826	(8,307)	67,822	(7,760)	(10.3%)
OPERATING EXPENSES										
MATERIALS	45,533	46,370	-	4,925	-	-	-	51,295	4,925	10.6%
CONTRACTED SERVICES	80,910	73,450	-	(2,030)	15,000	(19,000)	18,500	85,920	12,470	17.0%
TOTAL OPERATING EXPENSES	126,443	119,820	-	2,895	15,000	(19,000)	18,500	137,215	17,395	14.5%
RESERVE TRANSFERS										
CONTRIBUTIONS TO CAPITAL RESERVES	118,755	118,755	-	(2,329)	(15,179)	8,183	(7,615)	101,815	(16,940)	(14.3%)
TOTAL RESERVE TRANSFERS	118,755	118,755	-	(2,329)	(15,179)	8,183	(7,615)	101,815	(16,940)	(14.3%)
INTERDEPARTMENTAL CHARGES										
INTERDEPARTMENTAL CHARGES	38,754	34,744	-	7,463	-	-	-	42,207	7,463	21.5%
DEPARTMENTAL CHARGES	34,608	23,099	(3)	17,903	179	2,641	(2,578)	41,241	18,142	78.5%
TOTAL INTERDEPARTMENTAL CHARGES	73,362	57,843	(3)	25,366	179	2,641	(2,578)	83,448	25,605	44.3%
TOTAL EXPENSES	419,080	372,000	(3)	16,653	-	1,650	-	390,300	18,300	4.9%
PROGRAM SURPLUS/DEFICIT										
RESERVE CONTRIBUTION TO (FROM)										
RESERVE CONTRIBUTION-DEFICIT	(25,250)		-	-	-	-	-		-	-
TOTAL RESERVE CONTRIBUTION TO (FROM)	(25,250)		-	-	-	-	-		-	-
TOTAL PROGRAM SURPLUS/DEFICIT	(25,250)		-	-	-	-	-		-	-

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
NET OPERATING	-		-	-	-	-	-		-	-
CAPITAL										
CAPITAL REVENUES										
CAPITAL RESERVE TRANSFER	(1,012,086)	(952,202)	-	872,202	-	-	-	(80,000)	872,202	(91.6%)
CAPITAL DEVELOPMENT CHARGES	(26,840)	(26,840)	-	(850)	-	-	-	(27,690)	(850)	3.2%
TOTAL CAPITAL REVENUES	(1,038,926)	(979,042)	-	871,352	-	-	-	(107,690)	871,352	(89.0%)
CAPITAL EXPENSES										
MAJOR INFRASTRUCTURE	1,021,166	969,042	-	(871,352)	-	-	-	97,690	(871,352)	(89.9%)
FURNISHINGS AND EQUIPMENT	17,760	10,000	-	-	-	-	-	10,000	-	-
TOTAL CAPITAL EXPENSES	1,038,926	979,042	-	(871,352)	-	-	-	107,690	(871,352)	(89.0%)
NET CAPITAL	-		-	-	-	-	-		-	-

Wastewater - Mt. Elgin

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023	\$ OVER	% OVER	
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	% OVER	
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	2022	
								BUDGET	BUDGET	
OPERATING										
REVENUES										
GENERAL REVENUES										
WATER AND WASTEWATER RATES	(238,040)	(196,300)	-	(24,900)	-	-	-	(221,200)	(24,900)	12.7%
USER FEES AND CHARGES	(83,478)	(83,666)	-	896	-	-	-	(82,770)	896	(1.1%)
TOTAL GENERAL REVENUES	(321,518)	(279,966)	-	(24,004)	-	-	-	(303,970)	(24,004)	8.6%
OTHER REVENUES										
RESERVE TRANSFER	-		2	(2)	-	-	-		-	-
DEVELOPMENT CHARGES	-		-	-	-	-	-		-	-
TOTAL OTHER REVENUES	-		2	(2)	-	-	-		-	-
TOTAL REVENUES	(321,518)	(279,966)	2	(24,006)	-	-	-	(303,970)	(24,004)	8.6%
EXPENSES										
SALARIES AND BENEFITS										
SALARIES	29,860	28,904	-	114	-	1,421	-	30,439	1,535	5.3%
BENEFITS	8,230	8,766	-	(112)	-	442	-	9,096	330	3.8%
GAPPING ALLOCATION	-		-	-	-	-	(1,356)	(1,356)	(1,356)	-
TOTAL SALARIES AND BENEFITS	38,090	37,670	-	2	-	1,863	(1,356)	38,179	509	1.4%
OPERATING EXPENSES										
MATERIALS	20,439	25,080	-	(4,960)	-	-	-	20,120	(4,960)	(19.8%)
CONTRACTED SERVICES	21,300	26,100	-	(990)	-	(3,400)	3,150	24,860	(1,240)	(4.8%)
TOTAL OPERATING EXPENSES	41,739	51,180	-	(5,950)	-	(3,400)	3,150	44,980	(6,200)	(12.1%)
DEBT REPAYMENT										
PRINCIPAL REPAYMENT	73,184	69,201	-	5,886	-	-	-	75,087	5,886	8.5%
INTEREST REPAYMENT	10,294	8,965	-	(1,282)	-	-	-	7,683	(1,282)	(14.3%)
TOTAL DEBT REPAYMENT	83,478	78,166	-	4,604	-	-	-	82,770	4,604	5.9%
RESERVE TRANSFERS										
CONTRIBUTIONS TO CAPITAL RESERVES	49,805	49,805	-	21,837	(100)	68	(360)	71,250	21,445	43.1%
TOTAL RESERVE TRANSFERS	49,805	49,805	-	21,837	(100)	68	(360)	71,250	21,445	43.1%
INTERDEPARTMENTAL CHARGES										
INTERDEPARTMENTAL CHARGES	40,188	51,356	-	(7,505)	-	-	-	43,851	(7,505)	(14.6%)
DEPARTMENTAL CHARGES	17,664	11,789	(2)	11,018	100	1,469	(1,434)	22,940	11,151	94.6%
TOTAL INTERDEPARTMENTAL CHARGES	57,852	63,145	(2)	3,513	100	1,469	(1,434)	66,791	3,646	5.8%
TOTAL EXPENSES	270,964	279,966	(2)	24,006	-	-	-	303,970	24,004	8.6%
PROGRAM SURPLUS/DEFICIT										
RESERVE CONTRIBUTION TO (FROM)										

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
RESERVE CONTRIBUTION-SURPLUS	50,554		-	-	-	-	-		-	-
TOTAL RESERVE CONTRIBUTION TO (FROM)	50,554		-	-	-	-	-		-	-
TOTAL PROGRAM SURPLUS/DEFICIT	50,554		-	-	-	-	-		-	-
NET OPERATING	-		-	-	-	-	-		-	-
CAPITAL										
CAPITAL REVENUES										
CAPITAL RESERVE TRANSFER	(174,500)	(150,000)	-	(500,000)	-	-	-	(650,000)	(500,000)	333.3%
TOTAL CAPITAL REVENUES	(174,500)	(150,000)	-	(500,000)	-	-	-	(650,000)	(500,000)	333.3%
CAPITAL EXPENSES										
MAJOR INFRASTRUCTURE	169,500	150,000	-	500,000	-	-	-	650,000	500,000	333.3%
FURNISHINGS AND EQUIPMENT	5,000		-	-	-	-	-		-	-
TOTAL CAPITAL EXPENSES	174,500	150,000	-	500,000	-	-	-	650,000	500,000	333.3%
NET CAPITAL	-		-	-	-	-	-		-	-
SUMMARY										
TOTAL REVENUES	(496,018)	(429,966)	2	(524,006)	-	-	-	(953,970)	(524,004)	121.9%
TOTAL EXPENSES	445,464	429,966	(2)	524,006	-	-	-	953,970	524,004	121.9%
TOTAL PROGRAM SURPLUS/DEFICIT	50,554		-	-	-	-	-		-	-
TOTAL LEVY										

Wastewater - Embro

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
OPERATING										
REVENUES										
GENERAL REVENUES										
WATER AND WASTEWATER RATES	(298,900)	(284,800)	-	(23,930)	-	-	-	(308,730)	(23,930)	8.4%
USER FEES AND CHARGES	(246,575)	(246,075)	-	241,681	-	-	-	(4,394)	241,681	(98.2%)
TOTAL GENERAL REVENUES	(545,475)	(530,875)	-	217,751	-	-	-	(313,124)	217,751	(41.0%)
OTHER REVENUES										
RESERVE TRANSFER	-		3	(3)	-	-	-		-	-
TOTAL OTHER REVENUES	-		3	(3)	-	-	-		-	-
TOTAL REVENUES	(545,475)	(530,875)	3	217,748	-	-	-	(313,124)	217,751	(41.0%)
EXPENSES										
SALARIES AND BENEFITS										
SALARIES	22,980	19,210	-	(1,362)	-	-	-	17,848	(1,362)	(7.1%)
BENEFITS	6,010	5,537	-	(191)	-	-	-	5,346	(191)	(3.4%)
TOTAL SALARIES AND BENEFITS	28,990	24,747	-	(1,553)	-	-	-	23,194	(1,553)	(6.3%)
OPERATING EXPENSES										
MATERIALS	33,938	33,030	-	5,000	-	-	-	38,030	5,000	15.1%
CONTRACTED SERVICES	31,600	29,600	-	110	-	-	-	29,710	110	0.4%
TOTAL OPERATING EXPENSES	65,538	62,630	-	5,110	-	-	-	67,740	5,110	8.2%
DEBT REPAYMENT										
PRINCIPAL REPAYMENT	235,441	235,441	-	(232,862)	-	-	-	2,579	(232,862)	(98.9%)
INTEREST REPAYMENT	9,134	9,134	-	(8,819)	-	-	-	315	(8,819)	(96.6%)
TOTAL DEBT REPAYMENT	244,575	244,575	-	(241,681)	-	-	-	2,894	(241,681)	(98.8%)
RESERVE TRANSFERS										
CONTRIBUTIONS TO CAPITAL RESERVES	121,776	121,776	-	2,940	(166)	(2,437)	2,379	124,492	2,716	2.2%
TOTAL RESERVE TRANSFERS	121,776	121,776	-	2,940	(166)	(2,437)	2,379	124,492	2,716	2.2%
INTERDEPARTMENTAL CHARGES										
INTERDEPARTMENTAL CHARGES	27,954	28,005	-	3,728	-	-	-	31,733	3,728	13.3%
DEPARTMENTAL CHARGES	55,527	49,142	(3)	13,708	166	2,437	(2,379)	63,071	13,929	28.3%
TOTAL INTERDEPARTMENTAL CHARGES	83,481	77,147	(3)	17,436	166	2,437	(2,379)	94,804	17,657	22.9%
TOTAL EXPENSES	544,360	530,875	(3)	(217,748)	-	-	-	313,124	(217,751)	(41.0%)
PROGRAM SURPLUS/DEFICIT										
RESERVE CONTRIBUTION TO (FROM)										
RESERVE CONTRIBUTION-SURPLUS	1,115		-	-	-	-	-		-	-
TOTAL RESERVE CONTRIBUTION TO (FROM)	1,115		-	-	-	-	-		-	-

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
TOTAL PROGRAM SURPLUS/DEFICIT	1,115		-	-	-	-	-		-	-
NET OPERATING	-		-	-	-	-	-		-	-
CAPITAL										
CAPITAL REVENUES										
CAPITAL CONTRIBUTIONS	(62,500)	(62,500)	-	-	-	-	-	(62,500)	-	-
TOTAL CAPITAL REVENUES	(62,500)	(62,500)	-	-	-	-	-	(62,500)	-	-
CAPITAL EXPENSES										
MAJOR INFRASTRUCTURE	62,500	62,500	-	-	-	-	-	62,500	-	-
TOTAL CAPITAL EXPENSES	62,500	62,500	-	-	-	-	-	62,500	-	-
NET CAPITAL	-		-	-	-	-	-		-	-
SUMMARY										
TOTAL REVENUES	(607,975)	(593,375)	3	217,748	-	-	-	(375,624)	217,751	(36.7%)
TOTAL EXPENSES	606,860	593,375	(3)	(217,748)	-	-	-	375,624	(217,751)	(36.7%)
TOTAL PROGRAM SURPLUS/DEFICIT	1,115		-	-	-	-	-		-	-
TOTAL LEVY										

Wastewater - Innerkip

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
OPERATING										
REVENUES										
GENERAL REVENUES										
WATER AND WASTEWATER RATES	(368,060)	(322,500)	-	(35,740)	-	-	-	(358,240)	(35,740)	11.1%
USER FEES AND CHARGES	(269,936)	(271,435)	-	270,178	-	-	-	(1,257)	270,178	(99.5%)
TOTAL GENERAL REVENUES	(637,996)	(593,935)	-	234,438	-	-	-	(359,497)	234,438	(39.5%)
OTHER REVENUES										
RESERVE TRANSFER	-		4	(4)	-	-	-		-	-
TOTAL OTHER REVENUES	-		4	(4)	-	-	-		-	-
TOTAL REVENUES	(637,996)	(593,935)	4	234,434	-	-	-	(359,497)	234,438	(39.5%)
EXPENSES										
SALARIES AND BENEFITS										
SALARIES	17,850	21,986	-	(4,138)	-	-	-	17,848	(4,138)	(18.8%)
BENEFITS	5,050	6,375	-	(1,029)	-	-	-	5,346	(1,029)	(16.1%)
TOTAL SALARIES AND BENEFITS	22,900	28,361	-	(5,167)	-	-	-	23,194	(5,167)	(18.2%)
OPERATING EXPENSES										
MATERIALS	64,894	53,410	-	11,430	-	-	-	64,840	11,430	21.4%
CONTRACTED SERVICES	69,450	41,150	-	1,710	-	-	-	42,860	1,710	4.2%
TOTAL OPERATING EXPENSES	134,344	94,560	-	13,140	-	-	-	107,700	13,140	13.9%
DEBT REPAYMENT										
PRINCIPAL REPAYMENT	260,045	260,044	-	(258,923)	-	-	-	1,121	(258,923)	(99.6%)
INTEREST REPAYMENT	9,891	9,891	-	(9,754)	-	-	-	137	(9,754)	(98.6%)
TOTAL DEBT REPAYMENT	269,936	269,935	-	(268,677)	-	-	-	1,258	(268,677)	(99.5%)
RESERVE TRANSFERS										
CONTRIBUTIONS TO CAPITAL RESERVES	88,681	88,681	-	4,894	(276)	(4,056)	3,959	93,202	4,521	5.1%
TOTAL RESERVE TRANSFERS	88,681	88,681	-	4,894	(276)	(4,056)	3,959	93,202	4,521	5.1%
INTERDEPARTMENTAL CHARGES										
INTERDEPARTMENTAL CHARGES	37,669	42,640	-	(824)	-	-	-	41,816	(824)	(1.9%)
DEPARTMENTAL CHARGES	76,779	69,758	(4)	22,201	276	4,056	(3,959)	92,328	22,570	32.4%
TOTAL INTERDEPARTMENTAL CHARGES	114,448	112,398	(4)	21,377	276	4,056	(3,959)	134,144	21,746	19.3%
TOTAL EXPENSES	630,309	593,935	(4)	(234,433)	-	-	-	359,498	(234,437)	(39.5%)
PROGRAM SURPLUS/DEFICIT										
RESERVE CONTRIBUTION TO (FROM)										
RESERVE CONTRIBUTION-SURPLUS	7,687		-	-	-	-	-		-	-
TOTAL RESERVE CONTRIBUTION TO (FROM)	7,687		-	-	-	-	-		-	-

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023	2023	\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
TOTAL PROGRAM SURPLUS/DEFICIT	7,687		-	-	-	-	-		-	-
NET OPERATING	-		-	1	-	-	-	1	1	-
CAPITAL										
CAPITAL REVENUES										
CAPITAL RESERVE TRANSFER	(53,607)	(30,462)	-	30,462	-	-	-		30,462	(100.0%)
CAPITAL CONTRIBUTIONS	(200,000)	(75,000)	-	-	-	-	-	(75,000)	-	-
TOTAL CAPITAL REVENUES	(253,607)	(105,462)	-	30,462	-	-	-	(75,000)	30,462	(28.9%)
CAPITAL EXPENSES										
MAJOR INFRASTRUCTURE	230,000	105,462	-	(30,462)	-	-	-	75,000	(30,462)	(28.9%)
FURNISHINGS AND EQUIPMENT	23,607		-	-	-	-	-		-	-
TOTAL CAPITAL EXPENSES	253,607	105,462	-	(30,462)	-	-	-	75,000	(30,462)	(28.9%)
NET CAPITAL	-		-	-	-	-	-		-	-
SUMMARY										
TOTAL REVENUES	(891,603)	(699,397)	4	264,896	-	-	-	(434,497)	264,900	(37.9%)
TOTAL EXPENSES	883,916	699,397	(4)	(264,895)	-	-	-	434,498	(264,899)	(37.9%)
TOTAL PROGRAM SURPLUS/DEFICIT	7,687		-	-	-	-	-		-	-
TOTAL LEVY				1				1	1	

Water – Detailed System Reports

General

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023	\$ OVER	% OVER	
	FORECAST	BUDGET*	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	% OVER	
			RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	2022	
								BUDGET	BUDGET	
									2022	
OPERATING										
REVENUES										
GENERAL REVENUES										
PROVINCIAL GRANTS	(31,456)	(24,195)	-	24,195	-	-	-	24,195	(88,314)	(100.0%)
USER FEES AND CHARGES	(129,000)	(103,398)	-	(29,314)	-	(59,000)	-	(191,712)	(88,314)	85.4%
TOTAL GENERAL REVENUES	(160,456)	(127,593)	-	(5,119)	-	(59,000)	-	(191,712)	(64,119)	50.3%
OTHER REVENUES										
RESERVE TRANSFER	(247,730)	(298,312)	-	(3,599)	(25,000)	-	-	(326,911)	(28,599)	9.6%
TOTAL OTHER REVENUES	(247,730)	(298,312)	-	(3,599)	(25,000)	-	-	(326,911)	(28,599)	9.6%
TOTAL REVENUES	(408,186)	(425,905)	-	(8,718)	(25,000)	(59,000)	-	(518,623)	(92,718)	21.8%
EXPENSES										
SALARIES AND BENEFITS										
SALARIES	1,223,490	1,141,149	-	108,690	-	62,922	-	1,312,761	171,612	15.0%
BENEFITS	731,300	694,300	-	15,658	-	13,289	-	723,247	28,947	4.2%
GAPPING ALLOCATION	-	-	-	-	-	-	(10,456)	(10,456)	(10,456)	-
TOTAL SALARIES AND BENEFITS	1,954,790	1,835,449	-	124,348	-	76,211	(10,456)	2,025,552	190,103	10.4%
OPERATING EXPENSES										
MATERIALS	593,701	485,150	(300)	123,270	23,600	22,600	(2,775)	651,545	166,395	34.3%
CONTRACTED SERVICES	243,195	205,695	-	3,305	50,000	35,000	-	294,000	88,305	42.9%
RENTS AND FINANCIAL EXPENSES	1,000	1,000	-	-	-	-	-	1,000	-	-
TOTAL OPERATING EXPENSES	837,896	691,845	(300)	126,575	73,600	57,600	(2,775)	946,545	254,700	36.8%
INTERDEPARTMENTAL CHARGES										
INTERDEPARTMENTAL CHARGES	1,168,082	1,260,332	-	20,376	16,200	12,144	(39,412)	1,269,640	9,308	0.7%
DEPARTMENTAL CHARGES	(3,552,582)	(3,361,721)	300	(262,581)	(64,800)	(86,955)	52,643	(3,723,114)	(361,393)	10.8%
TOTAL INTERDEPARTMENTAL CHARGES	(2,384,500)	(2,101,389)	300	(242,205)	(48,600)	(74,811)	13,231	(2,453,474)	(352,085)	16.8%
TOTAL EXPENSES	408,186	425,905	-	8,718	25,000	59,000	-	518,623	92,718	21.8%
NET OPERATING	-	-	-	-	-	-	-	-	-	-
CAPITAL										
CAPITAL REVENUES										
CAPITAL RESERVE TRANSFER	(150,503)	(147,390)	-	143,640	(136,000)	-	-	(139,750)	7,640	(5.2%)
CAPITAL DEVELOPMENT CHARGES	(50,397)	(61,610)	-	50,360	-	-	-	(11,250)	50,360	(81.7%)

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023	\$ OVER	% OVER	
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	% OVER	
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	2022	
								BUDGET	BUDGET	
TOTAL CAPITAL REVENUES	(200,900)	(209,000)	-	194,000	(136,000)	-	-	(151,000)	58,000	(27.8%)
CAPITAL EXPENSES										
MAJOR INFRASTRUCTURE	200,900	209,000	-	(194,000)	-	-	-	15,000	(194,000)	(92.8%)
VEHICLES	-	-	-	-	136,000	-	-	136,000	136,000	-
TOTAL CAPITAL EXPENSES	200,900	209,000	-	(194,000)	136,000	-	-	151,000	(58,000)	(27.8%)
NET CAPITAL	-	-	-	-	-	-	-	-	-	-
SUMMARY										
TOTAL REVENUES	(609,086)	(634,905)	-	185,282	(161,000)	(59,000)	-	(669,623)	(34,718)	5.5%
TOTAL EXPENSES	609,086	634,905	-	(185,282)	161,000	59,000	-	669,623	34,718	5.5%
TOTAL LEVY										

Water - Woodstock

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
OPERATING										
REVENUES										
GENERAL REVENUES										
WATER AND WASTEWATER RATES	(8,475,290)	(7,914,800)	-	(542,510)	-	-	-	(8,457,310)	(542,510)	6.9%
USER FEES AND CHARGES	(63,195)	(38,234)	-	(28,588)	-	(37,090)	-	(103,912)	(65,678)	171.8%
TOTAL GENERAL REVENUES	(8,538,485)	(7,953,034)	-	(571,098)	-	(37,090)	-	(8,561,222)	(608,188)	7.6%
OTHER REVENUES										
RESERVE TRANSFER	-		137	(137)	-	-	-		-	-
DEVELOPMENT CHARGES	-		-	-	-	-	-		-	-
TOTAL OTHER REVENUES	-		137	(137)	-	-	-		-	-
TOTAL REVENUES	(8,538,485)	(7,953,034)	137	(571,235)	-	(37,090)	-	(8,561,222)	(608,188)	7.6%
EXPENSES										
SALARIES AND BENEFITS										
SALARIES	205,470	218,904	-	39,375	-	58,944	-	317,223	98,319	44.9%
BENEFITS	53,480	61,186	-	12,877	-	19,375	-	93,438	32,252	52.7%
GAPPING ALLOCATION	-		-	-	-	-	(39,160)	(39,160)	(39,160)	-
TOTAL SALARIES AND BENEFITS	258,950	280,090	-	52,252	-	78,319	(39,160)	371,501	91,411	32.6%
OPERATING EXPENSES										
MATERIALS	231,495	230,050	-	13,720	-	-	-	243,770	13,720	6.0%
CONTRACTED SERVICES	2,036,255	2,015,000	-	217,550	8,000	(5,000)	5,000	2,240,550	225,550	11.2%
TOTAL OPERATING EXPENSES	2,267,750	2,245,050	-	231,270	8,000	(5,000)	5,000	2,484,320	239,270	10.7%
DEBT REPAYMENT										
PRINCIPAL REPAYMENT	182,950	183,298	-	(297)	-	-	-	183,001	(297)	(0.2%)
INTEREST REPAYMENT	109,715	109,805	-	(8,712)	-	-	-	101,093	(8,712)	(7.9%)
TOTAL DEBT REPAYMENT	292,665	293,103	-	(9,009)	-	-	-	284,094	(9,009)	(3.1%)
RESERVE TRANSFERS										
CONTRIBUTIONS TO CAPITAL RESERVES	2,653,533	2,653,533	-	479,608	(36,897)	(82,492)	57,636	3,071,388	417,855	15.7%
DEVELOPMENT CHARGES EXEMPTIONS	235,000	100,000	-	-	-	-	-	100,000	-	-
TOTAL RESERVE TRANSFERS	2,888,533	2,753,533	-	479,608	(36,897)	(82,492)	57,636	3,171,388	417,855	15.2%
INTERDEPARTMENTAL CHARGES										
INTERDEPARTMENTAL CHARGES	693,459	744,683	-	(5,184)	-	-	-	739,499	(5,184)	(0.7%)
DEPARTMENTAL CHARGES	1,494,055	1,636,575	(137)	(177,702)	28,897	46,263	(23,476)	1,510,420	(126,155)	(7.7%)
TOTAL INTERDEPARTMENTAL CHARGES	2,187,514	2,381,258	(137)	(182,886)	28,897	46,263	(23,476)	2,249,919	(131,339)	(5.5%)
TOTAL EXPENSES	7,895,412	7,953,034	(137)	571,235	-	37,090	-	8,561,222	608,188	7.6%
PROGRAM SURPLUS/DEFICIT										

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
RESERVE CONTRIBUTION TO (FROM)										
RESERVE CONTRIBUTION-SURPLUS	643,074		-	-	-	-	-		-	-
TOTAL RESERVE CONTRIBUTION TO (FROM)	643,074		-	-	-	-	-		-	-
TOTAL PROGRAM SURPLUS/DEFICIT	643,074		-	-	-	-	-		-	-
NET OPERATING	1		-	-	-	-	-		-	-
CAPITAL										
CAPITAL REVENUES										
CAPITAL RESERVE TRANSFER	(3,264,800)	(3,936,106)	-	(1,214,984)	-	-	-	(5,151,090)	(1,214,984)	30.9%
CAPITAL PROCEEDS FROM DEBENTURES	-		-	(8,142,000)	-	-	-	(8,142,000)	(8,142,000)	-
CAPITAL DEVELOPMENT CHARGES	(860,648)	(723,000)	-	8,000	-	-	-	(715,000)	8,000	(1.1%)
CAPITAL CONTRIBUTIONS	(10,000)	(10,000)	-	10,000	-	-	-		10,000	(100.0%)
TOTAL CAPITAL REVENUES	(4,135,448)	(4,669,106)	-	(9,338,984)	-	-	-	(14,008,090)	(9,338,984)	200.0%
CAPITAL EXPENSES										
MAJOR INFRASTRUCTURE	4,083,448	4,639,106	-	9,284,984	-	-	-	13,924,090	9,284,984	200.1%
FURNISHINGS AND EQUIPMENT	52,000	30,000	-	54,000	-	-	-	84,000	54,000	180.0%
TOTAL CAPITAL EXPENSES	4,135,448	4,669,106	-	9,338,984	-	-	-	14,008,090	9,338,984	200.0%
NET CAPITAL	-		-	-	-	-	-		-	-
SUMMARY										
TOTAL REVENUES	(12,673,933)	(12,622,140)	137	(9,910,219)	-	(37,090)	-	(22,569,312)	(9,947,172)	78.8%
TOTAL EXPENSES	12,030,860	12,622,140	(137)	9,910,219	-	37,090	-	22,569,312	9,947,172	78.8%
TOTAL PROGRAM SURPLUS/DEFICIT	643,074		-	-	-	-	-		-	-
TOTAL LEVY	1									

Water - Tillsonburg

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
OPERATING										
REVENUES										
GENERAL REVENUES										
WATER AND WASTEWATER RATES	(4,215,870)	(3,839,200)	-	(348,740)	-	-	-	(4,187,940)	(348,740)	9.1%
USER FEES AND CHARGES	(12,098)	(10,098)	-	(1,670)	-	(12,205)	-	(23,973)	(13,875)	137.4%
TOTAL GENERAL REVENUES	(4,227,968)	(3,849,298)	-	(350,410)	-	(12,205)	-	(4,211,913)	(362,615)	9.4%
OTHER REVENUES										
RESERVE TRANSFER	-	-	15,557	(15,557)	-	-	-	-	-	-
DEVELOPMENT CHARGES	-	-	-	-	-	-	-	-	-	-
TOTAL OTHER REVENUES	-	-	15,557	(15,557)	-	-	-	-	-	-
TOTAL REVENUES	(4,227,968)	(3,849,298)	15,557	(365,967)	-	(12,205)	-	(4,211,913)	(362,615)	9.4%
EXPENSES										
SALARIES AND BENEFITS										
SALARIES	118,450	140,175	-	(9,496)	-	31,281	-	161,960	21,785	15.5%
BENEFITS	28,990	40,932	-	(3,749)	-	10,862	-	48,045	7,113	17.4%
GAPPING ALLOCATION	-	-	-	-	-	-	(21,072)	(21,072)	(21,072)	-
TOTAL SALARIES AND BENEFITS	147,440	181,107	-	(13,245)	-	42,143	(21,072)	188,933	7,826	4.3%
OPERATING EXPENSES										
MATERIALS	123,760	108,310	-	9,450	-	-	-	117,760	9,450	8.7%
CONTRACTED SERVICES	1,419,910	1,402,900	(15,500)	(52,662)	-	737	10,000	1,345,475	(57,425)	(4.1%)
TOTAL OPERATING EXPENSES	1,543,670	1,511,210	(15,500)	(43,212)	-	737	10,000	1,463,235	(47,975)	(3.2%)
DEBT REPAYMENT										
PRINCIPAL REPAYMENT	8,835	8,835	-	280	-	-	-	9,115	280	3.2%
INTEREST REPAYMENT	1,706	1,707	-	(281)	-	-	-	1,426	(281)	(16.5%)
TOTAL DEBT REPAYMENT	10,541	10,542	-	(1)	-	-	-	10,541	(1)	(0.0%)
RESERVE TRANSFERS										
CONTRIBUTIONS TO CAPITAL RESERVES	1,164,644	1,164,644	-	418,665	(12,735)	(51,063)	21,418	1,540,929	376,285	32.3%
DEVELOPMENT CHARGES EXEMPTIONS	110,000	10,000	-	-	-	-	-	10,000	-	-
TOTAL RESERVE TRANSFERS	1,274,644	1,174,644	-	418,665	(12,735)	(51,063)	21,418	1,550,929	376,285	32.0%
INTERDEPARTMENTAL CHARGES										
INTERDEPARTMENTAL CHARGES	293,939	288,426	-	44,215	-	-	-	332,641	44,215	15.3%
DEPARTMENTAL CHARGES	623,858	683,369	(57)	(40,455)	12,735	20,388	(10,346)	665,634	(17,735)	(2.6%)
TOTAL INTERDEPARTMENTAL CHARGES	917,797	971,795	(57)	3,760	12,735	20,388	(10,346)	998,275	26,480	2.7%
TOTAL EXPENSES	3,894,092	3,849,298	(15,557)	365,967	-	12,205	-	4,211,913	362,615	9.4%
PROGRAM SURPLUS/DEFICIT										

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
RESERVE CONTRIBUTION TO (FROM)										
RESERVE CONTRIBUTION-SURPLUS	333,875		-	-	-	-	-		-	-
TOTAL RESERVE CONTRIBUTION TO (FROM)	333,875		-	-	-	-	-		-	-
TOTAL PROGRAM SURPLUS/DEFICIT	333,875		-	-	-	-	-		-	-
NET OPERATING	(1)		-	-	-	-	-		-	-
CAPITAL										
CAPITAL REVENUES										
CAPITAL RESERVE TRANSFER	(1,617,000)	(1,771,992)	-	(135,138)	-	-	-	(1,907,130)	(135,138)	7.6%
CAPITAL DEVELOPMENT CHARGES	(45,000)	(58,752)	-	58,752	-	-	-		58,752	(100.0%)
CAPITAL CONTRIBUTIONS	-	(32,500)	-	32,500	-	-	-		32,500	(100.0%)
TOTAL CAPITAL REVENUES	(1,662,000)	(1,863,244)	-	(43,886)	-	-	-	(1,907,130)	(43,886)	2.4%
CAPITAL EXPENSES										
MAJOR INFRASTRUCTURE	1,437,000	1,603,367	-	(87,237)	-	-	-	1,516,130	(87,237)	(5.4%)
FURNISHINGS AND EQUIPMENT	225,000	259,877	-	131,123	-	-	-	391,000	131,123	50.5%
TOTAL CAPITAL EXPENSES	1,662,000	1,863,244	-	43,886	-	-	-	1,907,130	43,886	2.4%
NET CAPITAL	-		-	-	-	-	-		-	-
SUMMARY										
TOTAL REVENUES	(5,889,968)	(5,712,542)	15,557	(409,853)	-	(12,205)	-	(6,119,043)	(406,501)	7.1%
TOTAL EXPENSES	5,556,092	5,712,542	(15,557)	409,853	-	12,205	-	6,119,043	406,501	7.1%
TOTAL PROGRAM SURPLUS/DEFICIT	333,875		-	-	-	-	-		-	-
TOTAL LEVY	(1)									

Water - Ingersoll

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
OPERATING										
REVENUES										
GENERAL REVENUES										
WATER AND WASTEWATER RATES	(3,065,700)	(2,948,100)	-	(210,320)	-	-	-	(3,158,420)	(210,320)	7.1%
USER FEES AND CHARGES	(58,819)	(66,819)	-	4,625	-	(13,030)	-	(75,224)	(8,405)	12.6%
TOTAL GENERAL REVENUES	(3,124,519)	(3,014,919)	-	(205,695)	-	(13,030)	-	(3,233,644)	(218,725)	7.3%
OTHER REVENUES										
RESERVE TRANSFER	-		45	(45)	-	-	-		-	-
DEVELOPMENT CHARGES	-		-	-	-	-	-		-	-
TOTAL OTHER REVENUES	-		45	(45)	-	-	-		-	-
TOTAL REVENUES	(3,124,519)	(3,014,919)	45	(205,740)	-	(13,030)	-	(3,233,644)	(218,725)	7.3%
EXPENSES										
SALARIES AND BENEFITS										
SALARIES	335,780	383,024	-	(370)	-	31,281	-	413,935	30,911	8.1%
BENEFITS	88,420	116,980	-	(5,123)	-	10,862	-	122,719	5,739	4.9%
GAPPING ALLOCATION	-		-	-	-	-	(21,072)	(21,072)	(21,072)	-
TOTAL SALARIES AND BENEFITS	424,200	500,004	-	(5,493)	-	42,143	(21,072)	515,582	15,578	3.1%
OPERATING EXPENSES										
MATERIALS	213,687	225,550	-	(16,120)	-	-	-	209,430	(16,120)	(7.1%)
CONTRACTED SERVICES	278,640	280,100	-	(3,580)	-	(10,000)	10,000	276,520	(3,580)	(1.3%)
TOTAL OPERATING EXPENSES	492,327	505,650	-	(19,700)	-	(10,000)	10,000	485,950	(19,700)	(3.9%)
DEBT REPAYMENT										
PRINCIPAL REPAYMENT	57,301	57,301	-	1,038	-	-	-	58,339	1,038	1.8%
INTEREST REPAYMENT	6,216	6,217	-	(2,069)	-	-	-	4,148	(2,069)	(33.3%)
TOTAL DEBT REPAYMENT	63,517	63,518	-	(1,031)	-	-	-	62,487	(1,031)	(1.6%)
RESERVE TRANSFERS										
CONTRIBUTIONS TO CAPITAL RESERVES	1,041,178	1,041,178	-	(17,640)	(9,976)	(27,857)	19,176	1,004,881	(36,297)	(3.5%)
DEVELOPMENT CHARGES EXEMPTIONS	56,262		-	-	-	-	-		-	-
TOTAL RESERVE TRANSFERS	1,097,440	1,041,178	-	(17,640)	(9,976)	(27,857)	19,176	1,004,881	(36,297)	(3.5%)
INTERDEPARTMENTAL CHARGES										
INTERDEPARTMENTAL CHARGES	310,789	365,407	-	(40,485)	-	-	-	324,922	(40,485)	(11.1%)
DEPARTMENTAL CHARGES	703,225	539,162	(45)	290,089	9,976	8,744	(8,104)	839,822	300,660	55.8%
TOTAL INTERDEPARTMENTAL CHARGES	1,014,014	904,569	(45)	249,604	9,976	8,744	(8,104)	1,164,744	260,175	28.8%
TOTAL EXPENSES	3,091,498	3,014,919	(45)	205,740	-	13,030	-	3,233,644	218,725	7.3%
PROGRAM SURPLUS/DEFICIT										

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
RESERVE CONTRIBUTION TO (FROM)										
RESERVE CONTRIBUTION-SURPLUS	33,020		-	-	-	-	-		-	-
TOTAL RESERVE CONTRIBUTION TO (FROM)	33,020		-	-	-	-	-		-	-
TOTAL PROGRAM SURPLUS/DEFICIT	33,020		-	-	-	-	-		-	-
NET OPERATING	(1)		-	-	-	-	-		-	-
CAPITAL										
CAPITAL REVENUES										
CAPITAL RESERVE TRANSFER	(5,827,600)	(6,369,503)	-	2,243,203	-	-	-	(4,126,300)	2,243,203	(35.2%)
TOTAL CAPITAL REVENUES	(5,827,600)	(6,369,503)	-	2,243,203	-	-	-	(4,126,300)	2,243,203	(35.2%)
CAPITAL EXPENSES										
MAJOR INFRASTRUCTURE	5,657,600	6,049,704	-	(2,079,404)	-	-	-	3,970,300	(2,079,404)	(34.4%)
FURNISHINGS AND EQUIPMENT	170,000	319,799	-	(163,799)	-	-	-	156,000	(163,799)	(51.2%)
TOTAL CAPITAL EXPENSES	5,827,600	6,369,503	-	(2,243,203)	-	-	-	4,126,300	(2,243,203)	(35.2%)
NET CAPITAL	-		-	-	-	-	-		-	-
SUMMARY										
TOTAL REVENUES	(8,952,119)	(9,384,422)	45	2,037,463	-	(13,030)	-	(7,359,944)	2,024,478	(21.6%)
TOTAL EXPENSES	8,919,098	9,384,422	(45)	(2,037,463)	-	13,030	-	7,359,944	(2,024,478)	(21.6%)
TOTAL PROGRAM SURPLUS/DEFICIT	33,020		-	-	-	-	-		-	-
TOTAL LEVY	(1)									

Water - Townships

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
OPERATING										
REVENUES										
GENERAL REVENUES										
WATER AND WASTEWATER RATES	(4,400,200)	(4,118,200)	-	(372,100)	-	-	-	(4,490,300)	(372,100)	9.0%
USER FEES AND CHARGES	(248,299)	(221,953)	-	103,044	-	(22,280)	-	(141,189)	80,764	(36.4%)
TOTAL GENERAL REVENUES	(4,648,499)	(4,340,153)	-	(269,056)	-	(22,280)	-	(4,631,489)	(291,336)	6.7%
OTHER REVENUES										
RESERVE TRANSFER	-		61	(61)	-	-	-		-	-
DEVELOPMENT CHARGES	-		-	(115,523)	-	-	-	(115,523)	(115,523)	-
TOTAL OTHER REVENUES	-		61	(115,584)	-	-	-	(115,523)	(115,523)	-
TOTAL REVENUES	(4,648,499)	(4,340,153)	61	(384,640)	-	(22,280)	-	(4,747,012)	(406,859)	9.4%
EXPENSES										
SALARIES AND BENEFITS										
SALARIES	625,220	625,397	-	60,228	-	15,010	-	700,635	75,238	12.0%
BENEFITS	163,780	153,204	-	47,442	-	5,644	-	206,290	53,086	34.7%
GAPPING ALLOCATION	-		-	-	-	-	(8,951)	(8,951)	(8,951)	-
TOTAL SALARIES AND BENEFITS	789,000	778,601	-	107,670	-	20,654	(8,951)	897,974	119,373	15.3%
OPERATING EXPENSES										
MATERIALS	420,918	381,720	-	33,310	10,000	-	-	425,030	43,310	11.3%
CONTRACTED SERVICES	467,570	506,500	-	8,010	-	(19,000)	19,000	514,510	8,010	1.6%
TOTAL OPERATING EXPENSES	888,488	888,220	-	41,320	10,000	(19,000)	19,000	939,540	51,320	5.8%
DEBT REPAYMENT										
PRINCIPAL REPAYMENT	142,972	142,972	-	(95,463)	-	-	-	47,509	(95,463)	(66.8%)
INTEREST REPAYMENT	5,481	5,481	-	63,643	-	-	-	69,124	63,643	1,161.2%
TOTAL DEBT REPAYMENT	148,453	148,453	-	(31,820)	-	-	-	116,633	(31,820)	(21.4%)
RESERVE TRANSFERS										
CONTRIBUTIONS TO CAPITAL RESERVES	1,299,862	1,299,862	-	(183,626)	(23,192)	9,066	667	1,102,777	(197,085)	(15.2%)
DEVELOPMENT CHARGES EXEMPTIONS	19,906	1,000	-	4,000	-	-	-	5,000	4,000	400.0%
TOTAL RESERVE TRANSFERS	1,319,768	1,300,862	-	(179,626)	(23,192)	9,066	667	1,107,777	(193,085)	(14.8%)
INTERDEPARTMENTAL CHARGES										
INTERDEPARTMENTAL CHARGES	491,151	496,000	-	78,608	-	-	-	574,608	78,608	15.8%
DEPARTMENTAL CHARGES	949,549	728,017	(61)	368,489	13,192	11,560	(10,716)	1,110,481	382,464	52.5%
TOTAL INTERDEPARTMENTAL CHARGES	1,440,700	1,224,017	(61)	447,097	13,192	11,560	(10,716)	1,685,089	461,072	37.7%
TOTAL EXPENSES	4,586,409	4,340,153	(61)	384,641	-	22,280	-	4,747,013	406,860	9.4%
PROGRAM SURPLUS/DEFICIT										


	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
RESERVE CONTRIBUTION TO (FROM)										
RESERVE CONTRIBUTION-SURPLUS	62,090		-	-	-	-	-		-	-
TOTAL RESERVE CONTRIBUTION TO (FROM)	62,090		-	-	-	-	-		-	-
TOTAL PROGRAM SURPLUS/DEFICIT	62,090		-	-	-	-	-		-	-
NET OPERATING	-		-	1	-	-	-	1	1	-
CAPITAL										
CAPITAL REVENUES										
CAPITAL RESERVE TRANSFER	(1,556,333)	(1,792,219)	-	(3,245,368)	-	-	-	(5,037,587)	(3,245,368)	181.1%
CAPITAL PROCEEDS FROM DEBENTURES	(1,483,000)	(1,716,921)	-	1,716,921	-	-	-		1,716,921	(100.0%)
CAPITAL DEVELOPMENT CHARGES	(120,712)	(143,628)	-	124,665	-	-	-	(18,963)	124,665	(86.8%)
CAPITAL CONTRIBUTIONS	(21,000)		-	-	-	-	-		-	-
TOTAL CAPITAL REVENUES	(3,181,045)	(3,652,768)	-	(1,403,782)	-	-	-	(5,056,550)	(1,403,782)	38.4%
CAPITAL EXPENSES										
MAJOR INFRASTRUCTURE	2,953,045	3,390,406	-	1,237,144	-	-	-	4,627,550	1,237,144	36.5%
FURNISHINGS AND EQUIPMENT	228,000	262,362	-	166,638	-	-	-	429,000	166,638	63.5%
TOTAL CAPITAL EXPENSES	3,181,045	3,652,768	-	1,403,782	-	-	-	5,056,550	1,403,782	38.4%
NET CAPITAL	-		-	-	-	-	-		-	-
SUMMARY										
TOTAL REVENUES	(7,829,544)	(7,992,921)	61	(1,788,422)	-	(22,280)	-	(9,803,562)	(1,810,641)	22.7%
TOTAL EXPENSES	7,767,454	7,992,921	(61)	1,788,423	-	22,280	-	9,803,563	1,810,642	22.7%
TOTAL PROGRAM SURPLUS/DEFICIT	62,090		-	-	-	-	-		-	-
TOTAL LEVY				1				1	1	

FTE Change Proposal – Water Technologist

FTE 2023 03

DESCRIPTION

Type of FTE request	Service Level
Classification	Full-time - Permanent
Job Title	Water Technologist
FTE	1.0

Strategic Plan	
	Performs & Delivers Results
	5.i. 5.ii.

This position is required to provide additional dedicated professional technical support and expertise for identifying the ongoing maintenance and repair (condition assessment) needs within the County’s water distribution and wastewater collection systems; carrying out detailed water and wastewater system hydraulic modelling scenarios/calibration to support infrastructure capital and long term master planning; undertaking timely functional servicing analyses and development review support including hydraulic modelling for Environmental Compliance Approval’s (ECA) for consolidated linear infrastructure (CLI) related to municipal sewage collection; developing infiltration and inflow control and reduction strategies for sanitary sewers, and regularly evaluating water and wastewater system capacities to service existing customers as well as future intensification and greenfield growth within residential areas / employment lands across Oxford’s eight (8) Area Municipalities.

The cost for the additional Water Technologist FTE is substantially offset by cost recovery derived from the County’s Fees and Charges By-law to ensure suitable users are responsible for certain costs, growth pays for growth and costs are not indirectly passed on to existing water and wastewater ratepayers.

BACKGROUND

Background

Water and Wastewater Services is responsible for the treatment, storage and distribution of the municipal drinking water supply as well as the collection and treatment of wastewater in Oxford County and its Area Municipalities. The County owns 17 municipal drinking water systems and 11 municipal wastewater systems which includes, but is not limited to, approximately 735 km of distribution watermains, 17 water treatment plants, 42 water reservoirs/storage towers, 6 water booster stations, 61 active groundwater wells, 600 km of sewers & forcemains, 36 sewage pumping stations, 9 wastewater treatment plants, SCADA systems, biosolids management facility, etc.

Water and Wastewater Services ensure that the customers are supplied with safe municipal drinking water from source to tap and also that customer wastewater is collected and treated to ensure high quality effluent is responsibly discharged to the natural environment. Within the Water and Wastewater Services portfolio, the current existing Water Technologist provides support to the:

- Operation and maintenance of water treatment and distribution, wastewater treatment and collection, and pumping and storage infrastructure;
- Identification of operational and capital infrastructure improvements in relation to industry-wide best management level of service standards;
- Long term water and wastewater master planning and functional servicing analyses (i.e. hydraulic modelling; reserve/uncommitted system capacity calculations);
- Drinking water quality management system;
- Sewer inflow and infiltration reduction; and
- Water efficiency and conservation programs.

In addition to the responsibilities mentioned above, Water and Wastewater Services provides technical analysis (hydraulic modeling, review of operational field data, water and wastewater infrastructure design conformity to County Design Guidelines and Specifications for municipal services) and reserve capacity reviews for development planning applications. This timely critical work supports Community Planning and Engineering Services who are responsible for the overall coordination of development review (engineering/technical review) of all planning applications (Official Plan Amendment, Zoning By-law Amendment, Site Plan, Condominium, Subdivision, Consent, Minor Variance, etc.).

Comments

There is currently a lack of dedicated technical staff (Water Technologist) in the Water and Wastewater Services division to effectively support the above noted service areas. A number of critical service area pressures are further denoted as follows:

Development Review Support

As mentioned above, the Water and Wastewater Services division provides operational review, technical support, servicing capacity reviews and general feedback for water and wastewater development planning files through coordination with Public Works Engineering Services and Community Planning. The Water Technologist is the main point of contact within the Water and Wastewater Services division for providing coordination support for any planning file or information request received from Public Works Engineering Services. These duties alone result in the Water Technologist allocating about approximately 2/3rds of their time to development review support.

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

The following table shows the number of planning files received annually over the last six years which have involved development review assistance by Water and Wastewater Services staff (ex. technical analysis and evaluation pertaining to system reserve capacity reviews, system hydraulic water modelling, water and wastewater infrastructure design conformity to County Design Guidelines and Specifications for municipal services, etc.).

Year	Number of Planning Files Reviewed by Water and Wastewater Services Staff
2016	78
2017	100
2018	105
2019	95
2020	78
2021	121
Q1-Q2, 2022 (Year End Forecast)	58 (116)
Total (2016 to 2022, June 30th)	635

As shown in the above table, Water and Wastewater Services staff has provided detailed support to Engineering Services for the technical review of 635 planning application files (Official Plan Amendments, Site Plan Amendment, Site Plan Control and Subdivision) from 2016 to 2022 (end of June) which included a significant water and wastewater technical analysis component. This trend is representative of the continued development growth being experienced across Oxford County and that will continue to require dedicated resources to effectively manage growth.

Planning application files are also becoming more complex and this results in the need for increased time allocation from Water and Wastewater Services 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. Site Servicing Plans, etc.);
- Requests for Water & Wastewater Services to produce hydraulic modeling reports to Engineering Services, Project and Development Engineers, Oxford County Service Providers, and Consultants. This also includes requests for hydraulic wastewater modeling reports to which the County does not have sufficient resources to currently develop and calibrate a full pipe wastewater model; and

- Detailed review of the available (uncommitted) water and wastewater capacity for development applications to be serviced by municipal water supply and/or wastewater treatment systems throughout the County.

Due to the high growing volume of annual planning application files received and the increased complexity of development review that includes detailed water and wastewater system technical analysis, the existing Water Technologist has been unable to consistently perform timely technical review of these planning files. As detailed in Report No. CP 2022-180 entitled “Provincial Consultation on the ‘More Homes for Everyone Plan’”, there will be increased expectation to streamline the current use land planning requirements and review processes within the County to meet the deadlines that are detailed in the recently passed *More Homes for Everyone Act, 2022*. Specifically, the Province has introduced requirements that municipalities must partially refund application fees to applicants who do not receive a decision on their zoning by-law amendment applications or site plan applications within the statutory time frame (60 to 120 days) following the submission of a “complete application” and on a graduated basis thereafter.

Further, the ongoing increase in the volume of planning files to date has required additional substantive time and resources be dedicated to support the review development applications by Water and Wastewater Services management staff (Supervisor of Water and Wastewater Technical Services, Supervisor of Water Operations, and Supervisor of Wastewater Treatment). The increased time dedication to support the review of development applications detracts from the ability of management staff to focus on core leadership and management responsibilities (strategic planning, staff development/mentoring, change management) and operational program oversight.

Inflow and Infiltration Control / Reduction Strategies

Based on the County’s June 2022 Asset Management Plan (AMP) which sets out a strategic framework to guide future investment that supports economic growth and responds to changing social, economic and environmental needs, the County has identified the need to prioritize infiltration and inflow (I&I) control and reduction strategies (Strategies) on the County’s sanitary sewers including its critical trunk sewers. The recent Water and Wastewater Service Delivery Review also identified the implementation of I&I control and reduction strategies as an industry wide best management practice.

I&I can enter County sewer infrastructure through a variety of sources (cracks in pipes, weeping tile connections, cross connections, inadequate pipe joint seals, etc.). I&I of groundwater and/or rain precipitation into sewers detracts from the available pipe capacity that is used to convey sewage generated by existing businesses and residents as well as to service future population and employment lands growth (additional sewage flows). In some cases, the non-sewage derived flow can exceed the sewer pipe design capacity and result in sewage overflow into streets and the natural environment or backup into homes or businesses, which can result in public health impacts, damage to the natural environment and ecosystems, and increased costs to the County and property owners.

Further, groundwater and/or rain derived I&I increases the overall wastewater flows in the County’s sanitary system which requires higher operational, maintenance and capital costs at sewage pumping stations and wastewater treatment plants (WWTP) through the result of unnecessary additional wastewater treatment, pumping, and energy costs. The increased dilution of wastewater being transported to the WWTP’s also results in a less optimized treatment system which requires greater operational intervention to adjust the WWTP processes (i.e. requires Operator overtime during heavy precipitation events).

The County has identified the need for I&I reduction including operational and maintenance priorities of systematic low monitoring, sewer trunk condition assessments and CCTV analysis, manhole inspection programs, development of a multi-year sewer trunk system remediation action plan. This action will require the need for a dedicated staff resource (new Water Technologist FTE) to assess the condition of the existing sanitary sewers and manholes identified in closed-circuit television (CCTV) inspection reports, identify areas of I&I and recommendations for reductions or system improvements, develop a historical baseline record to provide input in the AMP, and provide capital/operational recommendations for the replacement or rehabilitation of County assets based on the findings of I&I program.

Consolidated Linear Infrastructure Environmental Compliance for Sewage Infrastructure

Since 2020, the Ministry of Environment, Conservation and Park (MECP) has been working to modernize the ECA approach for low risk municipal linear infrastructure related to municipal sewage collection. The goal was to reduce the burden on municipalities, authorized representatives, and the MECP, while imposing a consistent set of conditions intended to improve environmental protection. In April 2022, the County submitted their application to the MECP for an ECA for CLI.

The CLI-ECA approach will replace the current approach for low-risk, simple routine municipal infrastructure works, which currently requires direct submissions to the MECP for approval or submission to the County as part of the Transfer of Review process (i.e. County Engineering Services performs review and approval functions on behalf of the MECP). It will also assume all wastewater collection works under the same ECA – ensuring a standardized format for monitoring and tracking changes to the wastewater collection system. The County expects to receive approval of the ECA later this year for review and implementation.

In order to effectively implement the new CLI-ECA regulatory requirements and review submissions in a timely manner, the County must ensure there are no gaps between the previous Transfer of Review process and the upcoming CLI-ECA implementation. This action will require the need for a dedicated staff resource (new Water Technologist FTE) to provide detailed support for the technical review of CLI-ECA submissions which will include a significant wastewater technical component (i.e. Site Plan Control and Subdivision, hydraulic modelling support, sewage pumping station and forcemain review) to provide assistance for Engineering Services, who will be responsible for the administration and technical review of CLI-ECA submissions.

Accordingly, to ensure that technical support for the management of the County's water and wastewater systems, an additional Water Technologist (1.0 FTE) is required to fulsomely fulfill the following key roles and responsibilities:

- Responsible for the **update, calibration and maintenance of the County's existing water model** through incorporating verified water and wastewater as-built by developers into the County's modeling software once the assets are assumed
- **Develop, calibrate and maintain a County wastewater hydraulic model**
- Provides **technical support for the review of engineering drawings, CLI-ECA submissions and development plan applications** including general inquiries to support the preparation of the technical analysis required for their development applications and internal analysis to ensure compliance with regulatory requirements. Provides detailed water and wastewater modeling reports to support Public Works Development Engineers, Water and Wastewater Services, Oxford County Service Providers, Consultants and Developers.

- Undertake a variety of activities to **assess operation and performance of existing water and wastewater infrastructure** to identify, prioritize and systematically address factors limiting performance, and provide technical support as it relates to achieving optimized water and wastewater system performance goals and level of service
- Conducts wastewater collection system operational analyses, including flow monitoring/CCTV inspection records, and implement optimization strategies for the **management of infiltration and inflow control and reduction in the County's wastewater systems**
- **Prepares and maintains reserve capacity calculations for Drinking Water Supply and Wastewater Treatment Systems.** Provides strategic level analysis and advice to Oxford County's Water and Wastewater Management, Engineering Services and Planning Departments. Prepares, reviews, and edits detailed reports for both internal / external communications
- **Completes data analysis of linear infrastructure** to identify and validate asset information that should be integrated across the corporate database and the asset management system (Cartegraph)
- **Reviews proposed water and wastewater system expansions** via alignment with County Master Servicing Plans, Reserve Capacity calculations, and Design Briefs. Provides comments and recommendations on linear infrastructure requirements

Implications if Not Approved

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

- Ability of Water and Wastewater Services to provide a timely technical review of planning applications and ECA-CLI submissions will be significantly delayed, resulting in possible non-compliance to prescribed timelines in adopted regulations (*More Homes for Everyone Act, 2022*), decreased customer service to Engineering Services, Community Planning, Area Municipalities and the development community
- Development and utilization of in-house wastewater hydraulic model to assess wastewater system performance/capacities will be deferred, resulting in decreased confidence in assessment of wastewater reserve capacity to accommodate future growth and long term wastewater infrastructure capital planning
- Management staff (Supervisor of Water and Wastewater Technical Services, Supervisor of Water Operations, and Supervisor of Wastewater Treatment, Water Technologist) will continue to carry increased time dedication to support technical review which detracts from their ability to focus on core leadership and management responsibilities (strategic planning, staff development/mentoring, change management) and operational program oversight
- The above-noted implications will result in capital projects and operational maintenance programs being delayed and rescheduled for upcoming future years which may cause an impact to municipal water and wastewater
- Ongoing operational costs which are required to manage groundwater and/or rain derived I&I into sewer trunk infrastructure

Conclusions

Council support of the additional Water Technologist FTE will ensure that Water and Wastewater Services has sufficient resources and critical support to provide timely development and CLI-ECA application reviews, hydraulic modelling, infrastructure improvements, I&I investigation and CCTV review, investigation programs, long term planning review, as well as providing redundancy support. Council support of this FTE (Water

Technologist) will ensure Water and Wastewater Services has the staff resources to continue providing quality services in a timely and cost efficient manner to the residents and businesses of Oxford County.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Revenues			
Development Review User Fees (116 submissions) new 2023 Fees and Charges	-	\$58,000	\$58,000
▪ Water/Wastewater System Capacity Assessment/ Hydraulic Modelling			
Water/Wastewater System Capacity Assessment/ Hydraulic Modelling new 2023 Fees and Charges	-	30,000	30,000
▪ Includes additional requests, water and wastewater model development / re-calibration, etc.			
Reserve Funding – Wastewater Reserves	2,000	2,000	2,000
Total Revenues	2,000	88,000	90,000
Salaries and benefits	-	101,128	101,128
Operating expenses			
Computer software licenses	-	23,200	23,200
Training	-	1,500	1,500
Total Operating Expenses	-	24,700	24,700
Capital			
Computer Equipment - Laptop	2,000	-	2,000
Total Capital	2,000	-	2,000
Water and Wastewater Rates	\$-	\$37,828	\$37,828
<i>Water \$20,314; Wastewater \$17,514</i>			
<i>Initiative Gapping – positions start April 2023</i>			
2024 Budget Impact	-	25,307	25,307
<i>Water \$12,641; Wastewater \$12,666</i>			
2023 Budget Impact	\$-	\$12,521	\$12,521
<i>Water \$7,673; Wastewater \$4,848</i>			

FTE Change Proposal – Wastewater Treatment Maintenance Person

FTE 2023 04

DESCRIPTION

Type of FTE request	Service Level
Classification	Full-time – Permanent
Job Title	Wastewater Treatment Maintenance Person
FTE	2.0

Strategic Plan	
	Performs & Delivers Results
	5.i. 5.ii.

These positions are needed to provide the increasing amount of required equipment maintenance of nine wastewater treatment plants including such specific items as onsite lift stations, biosolids decanters, clarifier chain and flight systems, mechanical screens, de-gritting equipment, aeration diffusers, aeration blowers, waste gas compressors, waste gas safety systems, chlorination and de-chlorination systems and numerous types and sizes of pumps. In 2022, there were 155 regular scheduled preventative maintenance work orders and 516 reactive work orders completed by maintenance staff. Most of the reactive work orders require troubleshooting skills for the electrical, control (SCADA), pneumatic, hydraulic and mechanical systems.

The County’s Asset Management Plan (2022) sets out how the County’s assets are to be managed in accordance with the Strategic Plan; various plans and policies; and legislation, to ensure that the County is capable of providing the levels of service required to improve community wellbeing. Assets must be effectively maintained in order to achieve our regulated discharge limits, which protect the environment, and to provide a sustainable service to the community. Ensuring proper maintenance of these assets will reduce life cycle costs, reduce risk exposure and help to ensure the assets reach their expected useful service life.

The most cost effective way to maintain our expanding list of process equipment and keep it in good order is by using our own maintenance staff. This will avoid expensive contracted services and costly replacements and will effectively pay for itself. Further, having the additional skilled trades in-house provides resilience and less chance of downtime and non-compliance.

The maintenance staff complement was last increased shortly after the wastewater plants were re-organized under Oxford County in 2000 and have since been maintained by four maintenance staff (two – South, two – North). **Since 2002, the growth and expansion of the WWTP systems have increased the amount of assets by approximately 50%, while maintenance staffing levels have remained at 4 FTE positions.**

BACKGROUND

Wastewater Treatment (WWT) Maintenance staff are responsible for servicing and maintaining the vast amount of equipment contained within Oxford County's nine wastewater treatment plants (WWTPs), to ensure the safe, reliable and effective treatment of the water released into the natural environment. The entire treatment process is completed in accordance with strict standards and processes as mandated by the Provincial and Federal Governments in order to protect public health and the natural environment.

Over the past several decades, with numerous plant expansions and upgrades, process changes, and optimization, the work load has notably increased. Several preventative maintenance operational tasks are unable to be completed as required, and staff coverage when existing WWT Maintenance staff are unavailable (i.e. training, vacation, sick days, personal emergency leave, etc.) has remained a challenge.

Expansions and upgrades have occurred at most WWTPs within Oxford County (the County) in the last 20 years. This growth and expansion of the WWTP systems have increased the amount of assets by approximately 50%, while WWT maintenance staffing levels have remained at 4 FTE positions.

Comments

Increased Job Demands: 2002 to Present

Over the past twenty years, almost all County WWTPs have undergone expansion due to growth, becoming more complex and requiring more time and resources to properly maintain. The number of assets required to maintain have risen by 50% since 2002. The wastewater treatment asset list contains 2,731 major pieces of equipment required to ensure the proper operation of the WWTPs.

Oxford County's Asset Management Plan (2022) valued the Wastewater Systems core asset replacement at \$256 million, representing approximately 10% of the County's \$2.64 billion replacement core asset valuation. The Oxford County's Asset Management Plan (2022) listed seven of the nine wastewater treatment plants to be in "Fair" condition and two in "Good" condition. Larger WWTP facilities with expanded process units and more equipment require more time to ensure adequate maintenance for the treatment and stabilization of waste to occur. Ensuring proper maintenance of these assets will reduce life cycle costs, reduce risk exposure and help to ensure the assets reach their expected useful service life.

WWTP Upgrades and Expansion Timeline Resulting in 50% Asset Increase Since 2002

Year	WWTP Site	Overview of Work Completed
2002	Drumbo WWTP	Upgrade, chemical building addition/overflow tankage
	Tillsonburg WWTP	Upgrade, UV disinfection and screenings
	Woodstock WWTP	Upgrade, secondary clarification
2003	Ingersoll WWTP	Upgrade, digester gas system
2005	Tavistock WWTP	Upgrade, surface aeration
	Thamesford WWTP	Upgrade, secondary clarification, sand filtration, pump station
2006	Mount Elgin WWTP	Construction of a WWTP plant built to service new collections system, phase 1
2008	Tillsonburg WWTP	Upgrade, odour control facilities, biosolids dewatering facilities
2009	Plattsville WWTP	Expansion, blowers and aeration addition, sand filtration, pump station
	Woodstock WWTP	Expansion, blowers and aeration, reconstruction of plant 2, secondary clarification, pump station, disinfection
2010	Ingersoll WWTP	Upgrade, UV disinfection upgrades and building
	Tavistock WWTP	Expansion, new lagoon construction, sand filtration, pump station, forcemain work
	Woodstock WWTP	Upgrade, sewage pumping station
	Tillsonburg WWTP	Upgrade, sewage pumping station upgrades
2012	Ingersoll WWTP	Upgrade, digesters upgraded and expanded, new cover installation
	Mount Elgin WWTP	Expansion (Phase 2) of the WWTP
	Tavistock WWTP	Upgrade, aeration cell 2 and berm stabilization
2013	Ingersoll WWTP	Upgrade, biosolids dewatering equipment

Year	WWTP Site	Overview of Work Completed
2015	Ingersoll WWTP	Expansion A: 1947 plant decommissioning, new secondary clarification and addressing deficiencies
	Tavistock WWTP	Upgrade, aeration cell 3 and berm stabilization
	Woodstock WWTP	Upgrade, electrical
2017	Woodstock WWTP	Upgrade, electrical substation
2018	Ingersoll WWTP	Expansion B: New 2018 WWTP primary/secondary clarification, aeration, thickening facilities
	Thamesford WWTP	Upgrade, plant modifications due to the closure of large industry required extensive piping/pumping and aeration modifications
2019	Woodstock WWTP	Upgrade, headworks screening
	Woodstock WWTP	Upgrade, inlet sewage pump station
2020	Tavistock WWTP	Upgrade, aeration to cell 1, biosolids cleanout, berm stabilization
2021 (in progress)	Drumbo WWTP	Expansion (Phase 1), conversion of sequential batch reactor plant to a membrane bioreactor plant
	Tillsonburg WWTP	Upgrade includes new headworks (consisting of a new grit separator, and mechanical bar screens), primary clarifiers, secondary clarifiers, waste activated sludge thickening and integration of the new SCADA standards
2023 (planned)	Mount Elgin WWTP	Planned capacity expansion. Construction of phases 3/4 of the WWTP
	Thamesford WWTP	Planned upgrade, new headworks pretreatment facilities including rag/grit removal, aeration upgrades
2024 (planned)	Norwich WWTP	Planned upgrading WWTP and expanding capacity
	Drumbo WWTP	Expansion, Phase 2 of WWTP

Results of Increased Work Load

The substantive increase in WWTP assets requires additional preventative maintenance work to maintain plant equipment in a state of good repair and to ensure these assets achieve their expected useful service life. Currently, WWT maintenance staff are mainly working on reactive maintenance tasks, while preventative maintenance declines. Current staffing levels are unable to keep pace with the manufacturer recommended service on most equipment in order to limit the chance of equipment breakdowns and premature asset failure.

There is more than 10,000 hours of preventative maintenance required annually on the 2,731 assets serviced by the WWT maintenance staff. Unfortunately, the backlog of uncompleted maintenance work has increased, elevating the risk of WWTP equipment failure. Existing WWT maintenance staff are only able to complete approximately 30% of the required preventative maintenance. As a result, the numbers of reactive work orders have increased over the past several years, with the trend towards declining preventative maintenance.

WWTP Completed Work Orders 2019 to 2021— Preventative and Reactive Maintenance

Year	Total Work Orders Completed (Reactive/Preventative)	Preventative Maintenance Work Orders Completed
2022 (6 months)	171	57
2021	671	155
2020	724	357
2019	379	100

Expected Results

The addition of two WWT maintenance persons will allow for moving from a reactive asset maintenance strategy to a predictive asset maintenance strategy, by dedicating the proposed new WWT staff members to carry out timely preventative maintenance of critical WWTP equipment assets.

This will result in decreased unplanned equipment downtime, fewer interruptions to critical operations, assuring full asset lifespan and improved equipment efficiency. There will be operational and capital savings to be expected, as equipment failure decreases and equipment replacement frequency is prolonged in accordance with its expected useful service life.

In addition, it is estimated that 20% or \$55,000 of the approximately \$270,000 budgeted purchased services can be saved annually as more pump rebuilds and fabrication is done in-house.

Implications if Not Approved

Without the approval of the requested positions, the workload is unsustainable with present maintenance staffing levels, leading to increased compliance risk to the WWTP process, increased WWTP operational maintenance costs, and reduced asset lifespan is probable. The County's Asset Management Plan (2022) lists maintenance as one of the six lifecycle activities considered in the overall sustainability management of wastewater assets.

With more than 10,000 hours of preventative maintenance work required each year, and not enough staff to complete the work, contracting out services to external providers would be required. Millwrighting firms typically charge approximately \$100/hour, with additional associated mobilization/demobilization costs, which could result in annual expenses of more than \$650,000 to ensure all preventative maintenance is completed. The addition of the requested staff will result in lower overall maintenance costs and avoid contracting out to external maintenance service providers.

Conclusions

The potential hiring of two additional full-time permanent WWT Maintenance Persons will allow for maintaining expected levels of service while increasing the overall efficiency for Wastewater Treatment processes, and help to ensure that WWTP assets reach their expected useful service life.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Revenues			
Reserve Funding – Contribution from wastewater reserves	\$136,000	\$-	\$136,000
Total revenues	136,000	-	136,000
Salaries and benefits	\$-	\$202,627	202,627
Operating expenses			
Purchased Services: Savings contracted repair and maintenance	-	(55,000)	(55,000)
Telecommunications (2)	600	550	1,150
Training (2)	-	5,000	5,000
Vehicle: (2) Rental vehicles for 6 months July-Dec	16,200	-	16,200
Vehicle: Repairs and Maintenance (2)	-	2,800	2,800
Vehicle: Fuel (2)	-	6,400	6,400


	One-time	Base	Total Budget
Vehicle: Insurance (2)	-	1,660	1,660
Total operating expenses	16,800	(38,590)	(21,790)
Capital			
Vehicle Purchase (2) – ½ ton pick-up HEV	136,000	-	136,000
Annual Contribution to Fleet Reserve (2)	-	27,200	27,200
Total capital	136,000	27,200	163,200
Water and Wastewater Rates	\$16,800	\$191,237	\$208,037
<i>Initiative Gapping – positions start July 2023</i> <i>2024 Budget Impact</i>	-	115,199	115,199
2023 Budget Impact	\$16,800	\$76,038	92,838

FTE Change Proposal – Water Treatment Operator

FTE 2023 05

DESCRIPTION

Type of FTE request	Service Level
Classification	Full-time- Permanent
Job Title	Water Treatment Operator
FTE	2.0

Strategic Plan	
	Performs & Delivers Results
	5.i. 5.ii.

These positions are required to provide additional support for the water treatment team to provide all customers with the delivery of safe potable water and the effective pumped conveyance of wastewater in the municipal systems. The water treatment group are responsible for the operation and maintenance within the County’s 17 municipal drinking water systems (vertical assets) and 11 municipal wastewater systems (pumped wastewater conveyance assets) which includes 31 water treatment plants (15 of which are water filter plants), 24 pumphouses, 53 water reservoirs/storage towers, 7 water booster stations, 61 active groundwater wells, 31 sewage pumping stations (SPS’s) and forcemain maintenance. Of note, the water treatment process is completed in accordance with strict regulatory standards and processes as mandated by the Provincial and Federal Governments, protecting public health and the natural environment. Similarly, the pumped wastewater conveyance system is operated in accordance with the Ontario Water Resources Act, MECP inspections and reporting (sewage spill overflows).

The water treatment operational staff complement was last increased in 2010 and was responsible for the operation and maintenance of 89 different water and wastewater sites. **Since 2010, water and wastewater system growth has added 24 more operational sites, approximately 28% (along with higher treatment complexity), while operator staffing levels have remained constant at 11 FTEs. In the next two years, an additional 4 new sites will be coming online, making it an overall increase of 32% by 2024.**

The proposal achieves annual cost savings of \$30 K (overtime reduction) and annual future cost avoidance of \$200 K for contracted maintenance services.

BACKGROUND

The existing 13 staff includes 11 operators (split between Oxford North and Oxford South) and 2 forepersons. The water operators are responsible for sampling, keeping all water facilities and wastewater SPS facilities operating properly, and ensuring regulatory compliance. In Oxford County, our water treatment operators are also assigned OIC (Operator-in-Charge) responsibilities for the sites generally aligned in the five (5) township and three (3) large municipal areas. Additionally, water operators participate in MECP detailed annual inspections on our water systems to ensure that we remain in full compliance with rigorous regulatory compliance standards.

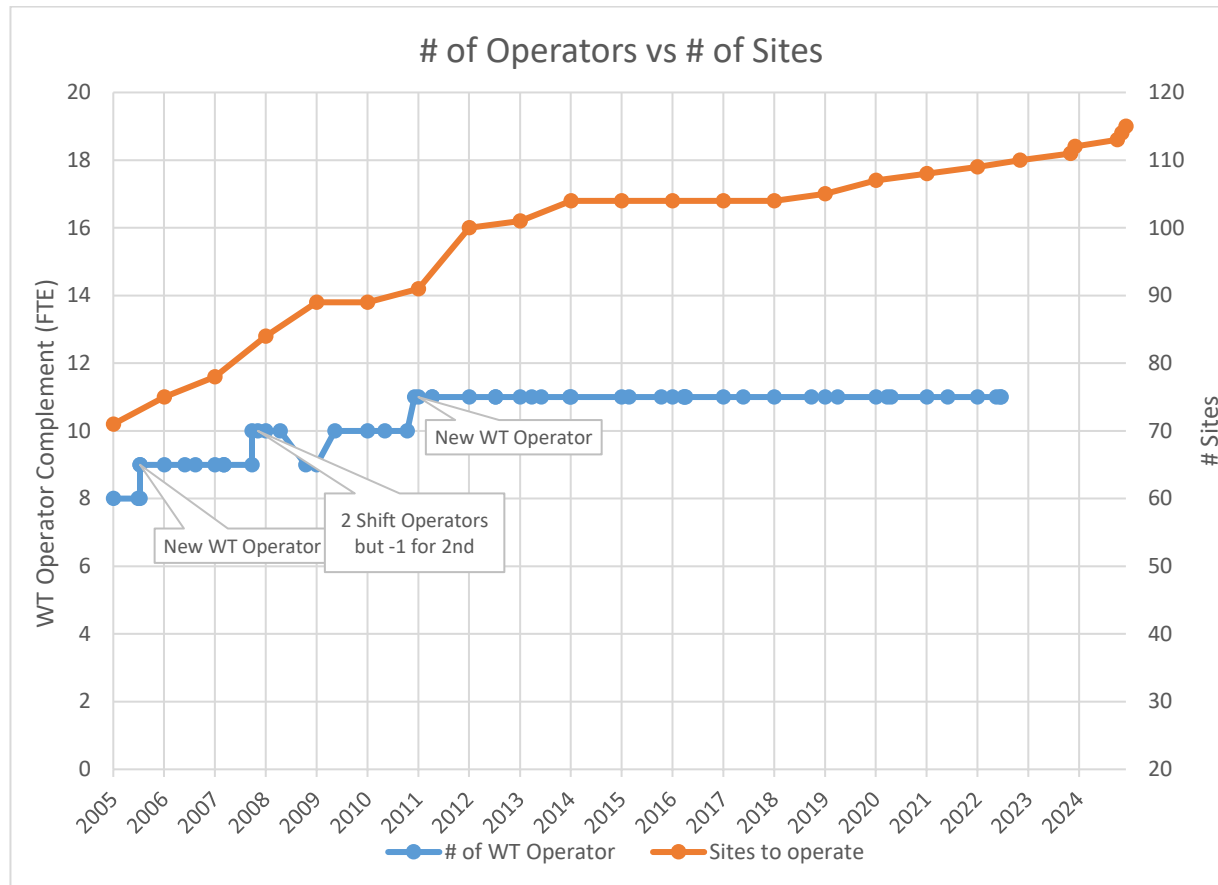
Water operators also maintain the vast majority of SPS's and sewage forcemains in the County which are inspected annually by the MECP for compliance with respect to maintenance, sewage spills and overflows. With the roll-out of the 10 year SCADA Master Plan, a large amount of dedicated operator time has been increasingly dedicated to successfully support the ongoing implementation of new programmable logic controllers (PLC's) and SCADA systems.

In addition to ensuring operational regulatory compliance, the County's water operators also carry out regular preventative maintenance of the vertical water facility assets and SPS/forcemain wastewater system assets. Uniquely, our operators are capable and responsible for reservoir cleaning, water tower inspections, filter media replacements, raw watermain and forcemain swabbing, in addition to their normal job requirements. Specialized well rehabilitation activities also require extra operator involvement in order to adequately maintain sustainable well production yield rates which otherwise decline overtime.

With full staff on the day shift, there are four (4) operators available per division (north and south) with one (1) float position for gathering and consolidating regulatory data.

To provide extended coverage beyond normal business working hours, an afternoon shift (now 2 operators) for each division (north and south) was started in 2007 and remains in place today to afford greater operational efficiencies and extended system daily coverage. This was necessary due to the complicated nature of operating so many sites with strict operating regulatory treatment requirements. To remain in compliance with the regulations, operators must ensure immediate response 24 hours per day, 7 days a week. After-hours call-ins and emergency response is also completed by the afternoon shift operator. Operators must quickly investigate and resolve all plant alarms which include but are not limited to pressure, flow, chlorine and UV disinfection problems, water/wastewater pumping station failures, filtration issues, power issues, SPS/forcemain spills, communications and security issues. Continuous recording of critical instrumentation must be maintained at all times. Operators also immediately respond to adverse bacteriological and chemical samples with rigid protocols.

With many new plants, filtration upgrades, process changes, SCADA upgrades and asset management implementation, the operator work load has significantly increased since 2010 without increases in the operator staffing complement as show in the figure below.



Sufficient operator staffing redundancy has been impacted by the growth expansion of the water and wastewater systems. Currently, when vacations, training or other absences (sick days, personal emergency leave) occur, approximately 3,700 total working hours are lost annually (2021) as shown below.

2021 Vacation entitlement including banked time & lieu time	2,584 hrs.
2021 Sick time allowance (if used)	624 hrs.
2021 Training Requirements (mandatory as per regulations)	520 hrs.
2021 Total Hours	3,728 hrs. (93.2 weeks)

This lost time is approximately the equivalent of 2 full-time operator annual working hours (~ 2,000 hours per year per operator). As a result, foreman must adjust operator work assignments/priorities and reallocate staff from different sites to repair equipment or complete preventative maintenance tasks.

Comments

Increased Job Demands: 2010 to Present

Over the past twelve years to support growth expansion, twenty four (24) new operational sites have been added to the water treatment system (vertical assets) and wastewater system (pumped wastewater conveyance assets), with an additional 4 sites to be added by 2024, despite no increase in operator staffing levels.

Since 2010, nine new water facility operational sites have been added to the water system along with the completion of significant treatment technology upgrades to Drumbo, Broadway, and Derehem Centre water treatment plants, Thamesford New well supply, and water standpipes at Bright and Princeton. By 2024, two more additional major treatment technology upgrades planned for the Plattsville and Bright water treatment plants. All water facilities require daily monitoring and are becoming increasingly complex due to heightened regulatory requirements (including expanded reporting) which have require more intensive operator resources to remain in compliance. The *Safe Drinking Water Act, 2002*, associated regulations, and Ministry of Labour regulations have dictated an ever increasing due diligence in compliance related activities, including Drinking Water Quality Management System requirements.

For wastewater, approximately 31 SPS's are checked daily by the water operators to ensure that safe wastewater pump operating runtimes/pressure, sewage wet well levels and flows are adequately maintained. Since 2010, 16 new SPS's have been added to the wastewater system along with 22 km of new forcemain (Embro/Innerkip to Woodstock) which require frequent swabbing to control odours downstream and the operation of associated odour control (2) facilities to safely manage the production of hazardous sewage forcemain off-gases. In addition, four more SPS's are planned to come online by 2024. The wastewater system Environmental Certification of Approvals for this wastewater system infrastructure requires water operators to regularly monitor the system and report any and all types of wastewater spill events into the natural environment.

Overall, the number of routine daily operational sites per operator has grown from 11 to 14 during this period.

New facilities and Expansion Timeline Since 2010

Year	New or Upgrade Site	Overview of New Sites brought online
2010	Woodstock Water	New NW Water Tower *1
	Woodstock Wastewater	New Trillium Woods SPS *1
2011	Tavistock Wastewater	New Wellington St SPS *1
	Embro Wastewater	5 new facilities including the Main SPS, East & West Commissioners SPS's, Senior's SPS & Embro Odour Control Facility (OCF). *1 New 15 km forcemain between Embro & Woodstock.

Year	New or Upgrade Site	Overview of New Sites brought online
2011	Innerkip Wastewater	4 new facilities including the Main SPS, Queen & Young St SPS's & Innerkip Odour Control Facility (OCF). ^{*1} New 7 km forcemain between Innerkip & Woodstock.
2012	Drumbo Water	Drumbo Water Treatment Facility (WTF) Upgrades including new generator ^{*1}
	Princeton Water	New Roper St Pressure Reducing Station ^{*1}
	401 Onroute Eastbound Service Centre Contract	New water booster station & New SPS c/w pumps, piping, fittings, instrumentation, MCC, PLC ^{*1}
2013	Woodstock Wastewater	New Commerce Way SPS ^{*1}
	Tillsonburg Reservoir Control Building	New control Building at the Main water reservoir with upgrades to the three reservoir cells. ^{*1}
2014	Woodstock Water	New Trillium WTF (Bond Well) ^{*1}
	Ingersoll Wastewater	Complete replacement of the Carnegie St SPS ^{*1}
	Woodstock Water	Two (2) valve chambers and control building to manage water cycling in the NW Water Tower ^{*1}
2015	Bright Water	New Standpipe
	Princeton Water	New Standpipe
2018	Innerkip Water	Filter Upgrades ^{*1}
	Tillsonburg Water	Broadway (Well 7A) WTF upgrades ^{*1}
2019	Tillsonburg Wastewater	New North St SPS ^{*1}
	Thamesford Water	New Thamesford Well 4 ^{*1}
2020	Mt Elgin Wastewater	New Peggy Ave SPS ^{*1}
2021	Mt Elgin Water	New Graydon (Well 5) WTF c/w H2S removal ^{*1}
2021	Dereham Centre Water	New Filters & backwash holding tank ^{*1}

Year	New or Upgrade Site	Overview of New Sites brought online
	Embro Water	Filter Upgrades *1
	Ingersoll Water	Filter replacement and Ferric addition at Dunn & Merritt St WTF's
2022	Norwich Wastewater	New Herb St SPS *1
2022 work underway	Woodstock Wastewater	New Patullo SPS *1
2023 planned work	Woodstock Wastewater	New Lansdowne SPS *1
	Woodstock Wastewater	New Meadows SPS *1
2024 planned work	Woodstock Wastewater	New North East Industrial SPS *1
	Woodstock Water	New Booster Station for Bowerhill *1
	Plattsville Water	New Filter Plant *1
	Bright Water	New Filter Plant *1

*1 Includes pumps, piping, valves, fittings, instrumentation, MCC, PLC

Results of Increased Work Load

The additional work load requires more time be dedicated to maintaining plant equipment and instrumentation. Vigilance is required to prevent any non-compliances and adequate time is necessary to thoroughly maintain and monitor these sites. County water treatment operators are chronically short-staffed for the number of sites and amount of equipment that is maintained. With staff shortages, due to vacations, training and group maintenance activities (i.e. reservoir cleaning), it has become difficult to provide enough time for operators with their respective normal sites. They are very often having to cover other operator's sites as well as their own. With additional sites added to numerous municipalities the problem only becomes worse as operators need to rush from site to site.

Expected Results

The addition of two Water Treatment Operators will allow for more of a dedicated team for planned maintenance activities while minimizing the impact on normal operational compliance responsibilities. This will result in maintaining compliance, enhanced water quality, decreased unplanned equipment downtime, fewer interruptions to critical operations. As well, the proposed addition to the operator complement will provide greater dedication to planned maintenance activities to help ensure the vertical water facility and pumped wastewater conveyance assets (2022

replacement value of approximately \$156 M) achieve their theoretical service life and operate at optimal efficiencies, consistent with the County's Asset Management Plan, while minimizing the daily impact on normal site operational compliance responsibilities.

While difficult to quantify, there will be savings expected related to reduced frequency of equipment failures, pre-mature asset replacement and reduced operator overtime.

Implications if Not Approved

Without the approval of the requested positions, the operations and maintenance operator workload is unsustainable and will lead to increased risk of non-compliance.

As well, annual contracted services will be required to supplement existing in-house maintenance projects in order for critical preventative maintenance to not be deferred, which will result in significantly higher annual maintenance costs when compared to completing such activity in-house. As shown below, the estimated annual cost avoidance of completing maintenance in-house versus contracted services is approximately \$200,000.

Annual Team Maintenance Activities: Contracted Services Cost Avoidance

Maintenance Project	Contracted Services Cost Savings *
Cleaning 53 reservoir cells, storage tanks (avg 5 yr rotation)	\$250,000, 2 day process to clean and disinfect each cell (\$4,500.00 ea) \$48,000 annually
Swabbing 30 raw watermains (avg 5 yr rotation)	\$90,000 for swabbing at \$3,000 ea \$18,000 annually
72 wastewater pumps for servicing (avg 8 yr rotation)	\$108,000, for servicing at \$1,500 ea \$14,000 annually
Bi-Annual Cleaning of 15 Sanitary Pump Stations	4-5 days per season for wetwell cleaning at \$2,000 /day \$10,000 annually
Swabbing of sanitary forcemains for Sanitary Pump Stations	Monthly & periodic swabbing of sanitary forcemains \$30,000 annually
UV maintenance, Filter inspections, media replacements, pipework & valve replacements in plant and other repairs	\$80,000 annually
ANNUAL COST AVOIDANCE	(\$200,000)

Conclusions

The hiring of two additional full-time Water Treatment Operators will allow for the safe operating of our plants, ensuring compliance to the regulations under the Safe Drinking Water Act 2002 and the Ontario Water Resources Act. As well, the additional staffing complement proposed will afford for timely and cost effective maintenance of vertical water treatment assets and pumped wastewater conveyance assets which will reduce asset life cycle costs, reduce risk exposure and help to ensure the assets reach their expected useful service life.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Revenues			
Reserve funding – Contribution from water reserves	\$136,000	\$-	\$136,000
Total revenues	136,000	-	136,000
Salaries and benefits			
Salaries and benefits	\$-	\$206,136	\$206,136
Overtime: reduction	-	(30,000)	(30,000)
Total salaries and benefits	-	176,136	176,136
Operating expenses			
Telecommunications (2)	600	550	1,150
Training (2)	3,000	5,000	8,000
Vehicle: (2) Rental vehicles for 6 months July-Dec	16,200	-	16,200
Vehicle: Repairs and Maintenance (2)	-	2,800	2,800
Vehicle: Fuel (2)	-	6,400	6,400
Vehicle: Insurance (2)	-	1,660	1,660
Total operating expenses	19,800	16,410	36,210
Capital			
Vehicle Purchase - ½ ton pick-up EV/HEV (2)	136,000	-	136,000

Annual Contribution to Fleet Reserve (2)	-	27,200	27,200
Total capital	136,000	27,200	163,200
Water and Wastewater Rates	\$19,800	\$219,746	\$239,546
<i>Initiative Gapping – positions start July 2023</i> 2024 Budget Impact	-	125,305	125,305
2023 Budget Impact	\$19,800	\$94,441	\$114,241

FTE Change Proposal – Utility Locate Summer Student

FTE 2023 06

DESCRIPTION

Type of FTE request	Service Level
Classification	Full Time - Temporary
Job Title	Utility Locate Summer Student
FTE	0.3

Strategic Plan	
	Performs & Delivers Results
	5.i

BACKGROUND

The *Ontario Underground Infrastructure Notification System Act* (Ontario 1-call) includes maximum response times by utility owners of 5 days for standard locates and 2 hours for emergency locates. As shown below, the number of locate requests received by the County has increased approximately 85% since 2014 with current water and wastewater locate call volumes of over 3,425 annually, with 3,100 calls year to date (2022).

Year	# locates completed
2014	2,336
2015	3,846
2016	3,312
2017	3,963
2018	3,577
2019	4,099
2020	3,992
2021	4,316
Annual Average	3,428

Comments

The significant increase in water and sanitary locate call volumes over the past decade have placed additional demand on the County’s existing Locate Technician (1). Further, the complexity of locate undertakings has increased over the past decade with the significant increase in the broadband deployment and upgrades to fibre across the County.

During peak seasonal locate demands, water operators are pulled from their operational and maintenance duties to assist with the overflow of locate tickets (~ 25% of annual tickets) that can’t be completed on time by the Locate Technician during the course of a regular shift during peak demand (construction season) periods. The charge out rate for water operators (\$37/hr) to assist/complete this task is significantly higher than utilizing the Locate Technician (~ \$30/hr) or summer student (\$18/hr).

Conclusions

The potential addition of a dedicated utility locate student could greatly assist our Locate Technician with locating and exposing assets to help keep up with the high volume of locate tickets during the construction peak demand season. The proposed student position could work ahead of the Locate Tech, exposing and identifying assets and locate features to improve the efficiencies of the locate process during the busy construction months. This will ensure that utility locates are carried out more cost effectively (cost avoidance of ~ \$10,000 annually) and completed in time in accordance with the *Ontario Underground Infrastructure Notification System Act* (Ontario 1-call).

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Salaries and benefits	\$-	\$14,082	\$14,082
Operating expenses			
Personal Protective Equipment	-	300	300
Total operating expenses	-	300	300
Water and Wastewater Rates	\$-	\$14,382	\$14,382

New Initiative – Existing Fleet Conversion to Upgraded Sanitary Flushing/Cleaning Truck

NI 2023 06







DESCRIPTION

Fleet conversion of two existing wastewater vacuum truck and equipment units (Unit 685 – day cab and Unit 621 –hydrovac excavator mount) to one (1) sanitary flushing/cleaning truck to enhance in-house operational / maintenance capabilities and efficiencies for regular work tasks including, but not limited to, sewage pumping station cleanouts, sanitary sewer system flushing, liquid biosolids transport, wastewater treatment plant process equipment and piping cleanouts (digesters, tankage, sewage inlet channels) which are to keep the associated infrastructure in good working order and achieve the desired level of service.

The increased cost for the fleet conversion upgrade (~ \$290 K) is fully offset by annual operations and maintenance savings by year 6 of the vehicle’s 10 year service life, largely realized by annual reduction in annual third party contractor costs. From years 7 to 10 of the remaining vehicle service life, ongoing annual operations and maintenance savings of ~ \$45,000 will continue to be realized (**overall total of ~ \$180,000 lifecycle net savings**).

In addition to County deployment, it is envisioned that the upgraded flushing/cleaning truck can, at times, support levels of wastewater system maintenance work performed under service contract by Area Municipalities on the County’s behalf.

Strategic Plan

					
WORKS WELL TOGETHER	WELL CONNECTED	SHAPES THE FUTURE	INFORMS & ENGAGES	PERFORMS & DELIVERS	POSITIVE IMPACT
				5.i. 5.ii.	

DISCUSSION

Background

Oxford County (the County) owns and operates nine wastewater treatment plants (WWTPs) servicing 11 communities. The County owns 11 wastewater collections systems, nine of which are also operated and maintained by the County. The remaining two are operated and maintained by the City of Woodstock and the Town of Tillsonburg under service contracts with the County. The wastewater collection systems include approximately 631 kilometers of sanitary sewers and forcemains, 8,273 manholes, 123 grinder pump systems, 2 odour control facilities and 36 sewage pumping stations.

The County currently has a combination equipment unit made up of a 2006 Sterling L8513 day cab truck (Unit 685) with a Vermeer V500 hydrovac excavator (Unit 621) mounted on the truck chassis. These equipment units are used for mobile hydrovac excavating within the wastewater system; however, its dedicated application is limited due to several configuration challenges (detailed below).

This New Initiative would see the conversion (replacement) of the two existing vacuum truck components (Units 621 and 685), which are nearing the end of their useful service life, into an upgraded purchase of a more versatile sewer flushing/cleaning truck to be utilized by the Wastewater Treatment, Water Treatment and Wastewater Collections divisions in Public Works for various flushing/cleaning operation and maintenance activities.

Comments

Existing Vacuum Truck Work Applications and Limitations

The existing vacuum truck (Units 685 and 621) is used for hydrovac excavation activities within the wastewater system, with the use of pressurized water and suction. It is a very labour intensive piece of equipment, requiring manual lifting of the suction hose by staff.

The existing unit lacks a telescopic suction boom, which is ideal for cleaning out channels, tanks or sewers. Booms can rotate up to 315 degrees, articulate up to 110 degrees and lift up to 34 feet allowing for very precise work. Booms can also extend out up to 28 feet, with the ability to reach over obstacles (fencing/cars) and provide improved maneuverability. This is critical when work is being completed in constricted areas where truck repositioning is a challenge.

The current unit also lacks large capacity piping, which reduces the chance of debris clogging while increasing the vacuum surface area on the suction hose end which would result in less downtime due to plugging and quicker debris removal.

The pressure watering flushing system of the current unit is very limited in water capacity and pressure, which means more time is typically required to complete work assignments and tasks. Lower pressure results in longer time for any cleaning tasks and more frequent travel to refill the potable water tank. The associated liquid spoils storage tank is very small (storage capacity of 1.9m³ / 500 gallons). As a result, the work deployment of this vacuum truck is limited to a small number of tasks such as uncovering damaged water service boxes and spotting underground utilities.

Sanitary Flushing/Cleaning Truck Applications and Advantages

The proposed sanitary flushing/cleaning truck would be equipped with a spoils holding tank (for the suctioned out wastewater/debris) and a high pressure water flushing system hooked to a potable water tank. It would be outfitted with extendable large diameter hose booms which would allow more work to be completed without vehicle repositioning. The spoils tank has hoisting capability, a tank vibrator, an internal flushing system and a full access rear door to provide very quick debris removal from the tank, with minimum manual assistance.

This type of vehicle has the ability to suction out debris/liquid, while providing high pressure water required for flushing and cleaning. Vehicles are typically equipped with a larger spoils tank (12.5 m³ / 2,750 gallons), potable water tanks (0.5 - 1.0 m³ / 105 – 210 gallons) and high power positive displacement blower systems (producing vacuum pressure of 27" of mercury). A high pressure water pump is required (0.4 m³/min / 83 GPM @ 2000 psi) to hydraulically operate a reel of 400 – 600 feet high pressure jet rodder hose required for sanitary flushing. A pressure washing unit is included in the upgraded truck to provide wash down abilities for maintenance tasks.

For the Wastewater Treatment Division, this vehicle would assume the transport of liquid biosolids between WWTPs for biosolids stabilization and dewatering as the current practice utilizes a separate in-house transport system (Unit 556) which is not optimally outfitted (and cannot be cost-effectively retrofitted) with the necessary equipment required to perform this task more efficiently. As a result, additional contracted services are also required at times to complement existing in-house liquid biosolids transport between wastewater facilities.

The addition of the high pressure water flushing system on the upgraded flushing/cleaning truck would improve most tasks associated with preventative maintenance cleanouts, such as hosing built up layers of scum and grease on walls, floors, tank equipment and piping at the WWTPs. For plant maintenance tasks, equipment could be cleaned onsite, allowing for quicker repairs, with no need to transport equipment offsite for required cleaning. In addition, the telescopic suction hose boom would increase work task efficiency allowing for easier grit and scum removal, maintenance activities such as digester cleanouts, drawdowns of critical WWTP tankage for inspection/repair and for cleaning blocked pipes/channels within the WWTPs. The hoist and access doors on the spoils tank of the sewer flushing/cleaning truck would improve efficiency when offloading grit and debris.

The County's SPSs require bi-annual cleanouts with a sewer flushing truck to remove deposits of fats, oils and grease (FOG) and accumulated inorganic materials (grit/sand) from within the SPS wet wells. Without the removal of these materials, SPS condition and capacity would decline, as well as pumps could plug and fail, resulting in a backup of wastewater into the collection system. Also, clean-out of water treatment plant filter backwash tanks, drains laterals and water system reservoirs/storage standpipes are performed annually. This work is currently being contracted out by Oxford County Water Treatment to external service providers. The upgraded flushing/cleaning truck would be capable of performing these preventative maintenance activities within the water system, reducing the current full reliance on external contractor services.

In the County's wastewater collection system, the use of the sanitary flushing/cleaning truck will allow for in-house cleaning of foreign material from forcemains, sewers, manholes, valve chambers, etc. within the nine wastewater collection system networks. The sewers and collection system must be regularly maintained to prevent blockages resulting in sewer backups, to allow for closed circuit television (CCTV) inspections of sanitary sewers to determine condition assessments, and to perform repairs/rehabilitation within the collection system. This work is currently being contracted out to external service providers.

As well, Unit 556 can be repurposed to more fully support septic tank cleanouts in the wastewater collection system (i.e. Mount Elgin STEP-STEG system) as its existing equipment features (i.e. larger wastewater tank capacity) are better suited for this unique preventative maintenance application with greater work efficiency.

Expected Results

The conversion (replacement) of the existing vacuum truck components into a dedicated wastewater flushing/cleaning truck will reduce costs and reliance on external contracted service providers and enhance the overall efficiency of various regular operation / maintenance work tasks which are necessary to keep the water and wastewater systems in good working order and achieve the desired level of service. In addition, this truck can be at times used to support sewer cleaning services by the Area Municipalities which are performing contracted services on behalf of the County (i.e. Tillsonburg) and who are retaining third party vendors to undertake these same services (which would subsequently decrease contracted service costs chargeback to the County).

Projected Cost Saving and Opportunities: Contracted Vehicle Services Cost Reduction

Division	Contracted Vehicle Services Cost Savings	New Opportunities Savings
Wastewater Treatment (60% vehicle allocation)	<ul style="list-style-type: none"> \$16,000 biosolids transport, WWTP maintenance and repair activities 	
Wastewater Collections (30% vehicle allocation)	<ul style="list-style-type: none"> \$23,000 wastewater collections flushing \$21,100 SPS flushing/cleaning (small stations) 	
Water Treatment (5% vehicle allocation)	<ul style="list-style-type: none"> \$7,000 cleanouts of drains, standpipes, reservoir debris, filter backwash tanks \$32,000 Water treatment in Tillsonburg, Ingersoll, Townships 	
Area Municipalities (5% vehicle allocation)		<ul style="list-style-type: none"> \$7,000 sanitary/storm flushing
ANNUAL COST (SAVING) PROJECTIONS	(\$99,100)	(\$7,000)
TEN YEAR COST (SAVING) PROJECTIONS	(\$991,000)	(\$70,000)

Existing Vacuum Truck Replacement Budget and New Unit Cost Impact

	Vacuum Truck (Units 621 and 685)	New Sewer Flushing/Cleaning Truck
Replacement Budget	(\$323,800) ¹	-
Resale value	(\$35,000)	-
New Purchase Value	-	\$650,000
TOTALS	(\$358,800)	\$650,000
TOTAL INCREASED FLEET COST		\$291,200

¹[This figure represents the total contribution from fleet reserves at the end of 2023, however this figure will be updated based on the amount contributed to the actual receipt date of the new vehicle]

Time Distribution for the Vehicle Duties

Duties	Time Distribution for Duties
Liquid biosolids transfer from small WWTPs to larger WWTPs for stabilization and dewatering	40%
Flushing/cleaning of sewers and forcemains	25%
Cleanouts of smaller Sewage Pumping Stations	5%
WWTP maintenance and operational tasks	20%
Sewer flushing and cleaning for Area Municipalities	5%
Cleanouts of standpipe, backwash tanks, reservoir and stormwater laterals	5%
Total	100%

Implications if Not Approved

If this new initiative is not approved, the existing reliance upon contracted external service providers will continue to increase, as well as the associated costs. This approach is not desirable, as external responsiveness would be based on contractual terms, and levels of service could decline. In addition, overtime costs relating to duties associated with this new initiative will continue to grow, as well as a decrease of time that can be dedicated to operation/maintenance tasks as a result of lower work efficiency.

STAFFING REQUIREMENTS

This New Initiative request requires an additional truck/machine operator for vehicle operation. The FTE request is being submitted for the 2023 budget year, with an anticipated hire date of Q4 2024, to coordinate with the expected new vehicle delivery date.

This designated truck/machine operator will allow for many of the current external service contracted flushing/cleaning truck duties (i.e. liquid biosolids transport between wastewater facilities) to now be fully completed in-house through this new initiative. Some other duties that this position will assume are currently being backfilled with the use of other wastewater operations/maintenance staff within the Department during regular hours and/or overtime. When existing operations/maintenance staff are utilized for driver coverage, their associated time dedicated to core operations and preventative maintenance duties is reduced.

The cost for the additional truck operator FTE (Tandem Truck/Machine Operator) is fully offset by annual operations and maintenance savings, largely realized by annual cost avoidance of third party fleet contractor costs (\$68 K) and in-house operator overtime (\$20 K).

Expected Results

The hiring of this position will have many benefits including, but not limited to, the following:

- Reduced costs related to purchased external services and staff overtime costs associated with trucking duties;
- Enhance the overall efficiency of various regular operation/maintenance work tasks which are necessary to keep the water and wastewater systems in good working order and achieve the desired level of service; and
- Decreased reliance on other operational/maintenance staff for truck driving coverage, allowing for increased work completion of daily core operations and preventative maintenance tasks.

This new operator role will allow for a number of expanded preventative maintenance operational duties to be carried out (as noted above) and proactively provide key internal support to service areas within the Wastewater Treatment and Wastewater Collections Divisions, as well as additional support for the Water Treatment Division.

Projected Cost Avoidance with New Position

Overtime Cost Reduction Expected with New Truck Operator

Additional Staff Hours Required	Average Additional Hours Worked/Year	Average Costs/Year (Salary and Benefits)
Alternate staff members driving overtime hours	70 hours	\$ 5,000
Tandem Truck/Machine Operator overtime hours	250 hours	\$ 15,000
ANNUAL TOTALS	320 Hours	\$ 20,000

Annual External Purchased Services: Contracted Truck Driver Services Cost Reduction

Division	Contracted Truck Driver Services Cost Savings *	New Opportunities/Savings
Wastewater Treatment (60% allocation)	<ul style="list-style-type: none"> \$24,000 liquid biosolids transport, WWTP maintenance and repair activities 	
Wastewater Collections (30% allocation)	<ul style="list-style-type: none"> \$20,000 wastewater collections flushing \$11,000 SPS cleaning (smaller stations) 	
Water Treatment (5% allocation)	<ul style="list-style-type: none"> \$5,000 cleanouts of drains, standpipes, reservoir debris, filter backwash tanks 	
Area Municipalities (5% allocation)		<ul style="list-style-type: none"> \$8,000 sanitary/storm flushing
ANNUAL COST (SAVING) PROJECTIONS	(\$60,000)	(\$8,000)
TEN YEAR COST (SAVING) PROJECTIONS	(\$600,000)	(\$80,000)

Implications if Not Approved

Without approval of the requested position, reliance upon contracted external service providers will continue to increase, as well as the associated costs. This approach is not desirable, as external responsiveness would be based on contractual terms, and levels of service could decline. In addition, overtime costs relating to duties to be assigned to this new position will continue to grow, as well as continued reliance on other staff members required to assume truck driving duties resulting in a decrease of time dedicated to operational/maintenance tasks.

Conclusions

The procurement of a sewer flushing/cleaning truck will improve operational and maintenance efficiencies within Water and Wastewater Services which are necessary to keep the water and wastewater systems in good working order and achieve the desired level of service within the County. By year 6 (of its 10 year service life), the increased cost for the fleet conversion upgrade is fully offset by annual operations and maintenance savings, largely realized by annual reduction in third party contractor costs. From years 7 to 10, ongoing annual operations and maintenance savings of ~ \$45,000 will continue to be realized (total of ~ \$180,000 net savings).

The hiring of an additional full-time permanent Tandem Truck/Machine Operator would reduce overall costs to the County, improve services provided and overall efficiency for many Divisions of the Public Works Department.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Reserve funding - contribution from Fleet Reserve ¹ (includes Sale of unit 621/685)	\$327,600	-	\$327,600
Reserve funding - Contribution from water and wastewater reserves	327,400	-	327,400
Total revenues	655,000	-	655,000
Salaries and benefits			
Salaries and benefits	-	84,824	84,824
Overtime reduction	-	(20,390)	(20,390)
Total salaries and benefits	-	64,434	64,434
Operating expenses			
Purchased services savings – Wastewater biosolids handling in Tillsonburg, Ingersoll, Thamesford, Drumbo and Mt Elgin	-	(40,000)	(174,100)
Purchased services savings – Wastewater sewer main flushing in Woodstock, Ingersoll, Norwich and Tavistock,	-	(75,100)	
Purchased services savings – Tillsonburg Wastewater service provider		(15,000)	
Purchased services savings – Water in-distribution storage in Woodstock and Townships	-	(12,000)	
Purchased services savings – Water treatment in Tillsonburg, Ingersoll and Townships	-	(32,000)	
Telecommunications	300	275	575
Training	-	1,500	1,500
Vehicle: License Fee (unit 685)	-	(1,167)	673
Vehicle: License Fee (new Unit)	-	1,840	
Vehicle: Fuel Costs (Units 685 / 621)	-	(600)	25,900
Vehicle: Fuel Costs (new unit)	-	26,500	
Vehicle: R&M Costs (Units 685/621)	-	(6,900)	

	One-time	Base	Total Budget
Vehicle: R&M Costs (new unit)	-	5,000	
Vehicle: Insurance costs (Units 685/621)	-	(1,290)	(590)
Vehicle: Insurance costs (new unit)	-	700	
Vehicle: Annual Capital Replacement Charge (unit 685)	-	(31,200)	33,800
Vehicle: Annual Capital Replacement Charge (new unit)	-	65,000	
Total operating expenses	300	(114,442)	(114,142)
Capital			
Sanitary Flushing Vehicle	650,000	-	650,000
Equipment: vehicle dashcam, fuel system equipment, communications equipment	5,000	-	5,000
Total capital	655,000	-	655,000
Water and Wastewater Rates <i>Water (\$69,916); Wastewater \$20,208</i>	\$300	(\$50,008)	\$(49,708)
<i>Initiative Gapping – positions start Q4 2024</i> 2024/2025 Budget Impact <i>Water (\$39,048); Wastewater \$30,500</i>	300	(8,848)	(8,548)
2023 Budget Impact² <i>Water (\$30,868); Wastewater (\$10,292)</i>	\$-	(\$41,160)	(\$41,160)

¹This figure represents the total contribution from fleet reserves at the end of 2022, however this figure will be updated based on the amount contributed to the actual receipt date of the new vehicle

² 2023 Procurement with anticipated 18-24 month delivery period window. Targeted in service date: Q4 of 2024.

Budget impact details contained in the above table of note:

- The savings realized in 2023 are relate to surplus unit 685 and unit 621.
- The County will not see all the savings implemented (i.e. the reduction in contracted services) until the new vehicle and new staff member are available (2025) at which time the full savings of approximately \$50,000 will be realized.
- Illustrated difference in water and wastewater rates is due to unit 685 and unit 621 were originally budgeted to water only. As the new unit is almost exclusively wastewater, the County will see the savings on the water side for the removal of unit 685 and unit 621 and see the costs on the wastewater side for the new unit.

STAFFING REQUIREMENTS

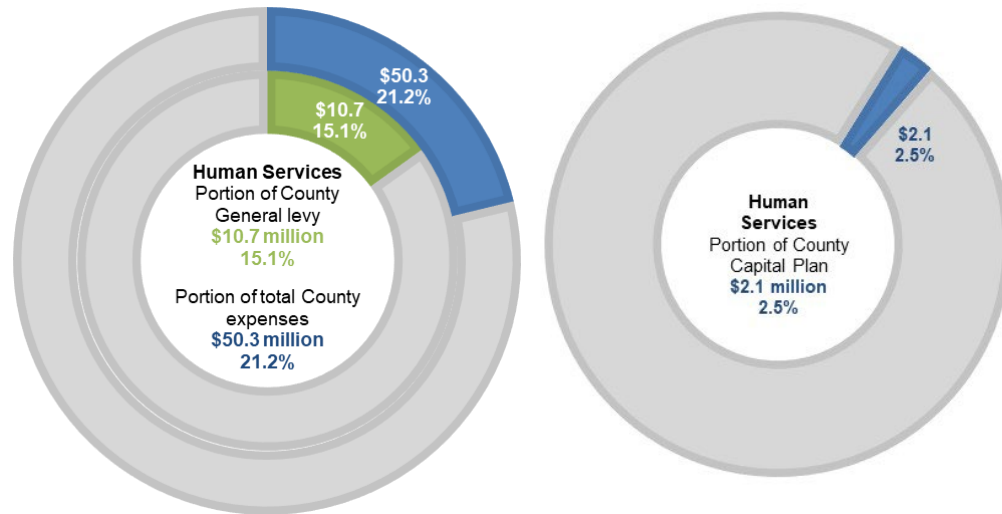
The FTE request (NI 2023-06) is being submitted for the 2023 budget year, with an anticipated hire date of Q4 2024, to coordinate with the expected new vehicle delivery date.

Staff Requirements (FTE)	Base
Tandem Truck/Machine Operator - Full-time	1.0
Total	1.0

2023 Human Services Business Plan & Budget



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



Division	Division Description	Services	2023 FTE Base	2023 FTE Temp
Human Services Director of Human Services	Community Services Provision of financial and coordination with community services for residents of Oxford County to improve their quality of life.	<ul style="list-style-type: none"> Ontario Works Housing with Related Supports Discretionary Benefits 	32.8	-
	Child Care and EarlyON Child care and early years plans and manages quality child care (through external partners), provides child care fee subsidy for qualifying families and delivers early years programming for families with children aged 0-6 years throughout the County.	<ul style="list-style-type: none"> Licensed Child Care Service System Management Child Care Subsidy EarlyON Child and Family Centres Special Needs Resourcing (SNR) 	12.0	1.0
	Housing Housing offers various programs to help people who don't have suitable housing, which is about 1 in 14 families in Oxford.	<ul style="list-style-type: none"> Shelter (Direct Delivered) Shelter (Subsidy) 	2.5	1.0
Total			47.3	2.0

5 Year Projected Budget

	2023	2024	2025	2026	2026
	BUDGET	PROJECTED BUDGET	PROJECTED BUDGET	PROJECTED BUDGET	PROJECTED BUDGET
OPERATING					
REVENUES					
GENERAL REVENUES	(34,957,972)	(29,384,774)	(28,988,541)	(28,737,603)	(28,040,859)
OTHER REVENUES	(2,500,500)	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)
TOTAL REVENUES	(37,458,472)	(32,384,774)	(31,988,541)	(31,737,603)	(31,040,859)
EXPENSES					
SALARIES AND BENEFITS	4,836,497	4,841,776	4,798,810	4,672,524	4,677,159
OPERATING EXPENSES	39,796,156	33,025,542	33,411,313	33,406,062	32,852,059
DEBT REPAYMENT	276,273	179,198	179,197	-	-
RESERVE TRANSFERS	1,915,250	4,013,520	4,033,800	4,054,480	4,075,570
INTERDEPARTMENTAL CHARGES	1,309,752	1,352,467	1,385,958	1,421,133	1,452,864
TOTAL EXPENSES	48,133,928	43,412,503	43,809,078	43,554,199	43,057,652
NET OPERATING	10,675,456	11,027,729	11,820,537	11,816,596	12,016,793
CAPITAL					
CAPITAL REVENUES	(2,129,085)	(1,967,000)	(1,367,900)	(1,075,000)	(1,090,100)
CAPITAL EXPENSES	2,129,085	1,967,000	1,367,900	1,075,000	1,090,100
NET CAPITAL	-	-	-	-	-
SUMMARY					
TOTAL REVENUES	(39,587,557)	(34,351,774)	(33,356,441)	(32,812,603)	(32,130,959)
TOTAL EXPENSES	50,263,013	45,379,503	45,176,978	44,629,199	44,147,752
TOTAL LEVY	10,675,456	11,027,729	11,820,537	11,816,596	12,016,793

Services Overview

Full Time Equivalents **12.0 FTE**

↑1.0 Base +1.0 Temp

Service	Service Description	2021 Service Level	Service Type
Licensed Child Care Service System Management	Oxford County is the designated child care service system manager responsible for planning and managing licensed child care services in our community.	2433 Child Care Spaces 11 Licensed Operators	Community
Child Care Subsidy	A service that provides funding to child care service providers to support affordable child care options for families in Oxford County.	660 Children Served	Community
EarlyON Child and Family Centres	Oxford EarlyON Child and Family Centres offer free, high-quality early learning and family support programs for parents and caregivers with children aged 0-6 years.	508 Parent/Caregiver & Children Served 1749 Parent/Caregiver & Child Visits	Community
Special Needs Resourcing (SNR)	Special Needs Resourcing (SNR) supports the inclusion of children with special needs in licensed child care settings, including home child care and camps at no extra cost to parents/guardians.	154 Children Served	Community




- 1.0 FTE Human Services Supervisor Full-time** - In light of numerous planned changes to Human Services in the coming years requiring new process, procedures and software, the addition of 2 Human Services Supervisors will allow the team to move forward in a way that supports the changes and minimizes increased stresses. Retirement in 2022 of a Manager position will be replaced with 2 Supervisors positions **FTE 2023-07**
- 1.0 FTE Coordinator of Children's Services Recruitment & Promotion Full-time** - Temporary position supporting children services recruitment and promotion **Child Care Workforce Funding to Q2 2024**



Key Performance Indicators

	2019 Actual	2020 Actual	2021 Actual	2022 Forecast	2023 Budget	Target
Total # of purchase of service licensed child care spaces	2,263	2,296	2433	2454	2542	↑
Total # child care purchase of service contracts	9	9	10	11	11	N/A
Total # of licensed home child care providers	15	8	8	14	16	↑
Total # children served through SNR	N/A	137	154	186	213	↑
% of licensed child care spaces operational 0-4 years of age	78%	59%	87%	90%	94%	↑
% of licensed child care spaces operational 5-12 years of age	37%	25%	40%	40%	45%	↑
Total # of children served through fee subsidy	982	802	660	694	700	↑
Total # children (0-6) served in EarlyON programs*	N/A	N/A	287	500	950	↑
Total # parents/caregivers served in EarlyON programs*	N/A	N/A	221	450	850	↑
Total # child visits in EarlyON programs*	N/A	N/A	981	2505	4555	↑
Total # parent/caregiver visits in EarlyON programs*	N/A	N/A	768	2250	4053	↑

*Oxford County assumed delivery of EarlyON programs in 2021.

Goals and Objectives

Description	2023	2024	2025	Strategic Plan	Other Plan Alignment
<p>Increase access to licensed child care centre spaces in Oxford County</p> <p>Work with area service providers and local school boards to increase licensed child care spaces in centres for both rural and urban communities, based on identified community needs. Work with the two licensed home child care agencies to increase access to licensed child care throughout Oxford County.</p>	●	●	●	 Shapes the Future 3.iii.	Child Care and Early Years Service System Plan
<p>Manage and support initiatives that work to reduce child care costs for families</p> <p>Implement and manage the Canada-Wide Early Learning and Child Care system, in addition to the existing service system management responsibilities, to provide fee reductions to parents for child care costs with a goal of reaching an average of \$10.00 per day by 2025-2026.</p>	●	●	●	 Shapes the Future 3.iii.	Child Care and Early Years Service System Plan
<p>Facilitate special needs resourcing supports</p> <p>Ensure the provision of services and supports purchased through Special Needs Resourcing funding are meeting the unique needs of children and their families while maintaining legislative and regulatory requirements.</p>	●	●	●	 Works Together 1.ii.	Child Care and Early Years Service System Plan

Description	2023	2024	2025	Strategic Plan	Other Plan Alignment
<p>Develop and deliver EarlyON programs and services that are responsive to community need</p> <p>Leverage new permanent locations and ongoing mobile locations to design and deliver programs, in collaboration with families and service providers, to meet the unique needs of parents, caregivers and children to support learning, development and well-being through mandatory core services.</p>	●	●	●	 Shapes the Future 3.iii.	Child Care and Early Years Service System Plan
<p>Coordinate service system planning and create customized community connections</p> <p>Integrate the child care and early years system within the broader context of local community services by leveraging partnerships to create customized community connections. Develop specific strategies and/or targeted approaches to support identified priorities and increase awareness of the children's services system by promoting the supports, resources and programs that are available.</p>	●	●	●	 Works Together 1.ii.	Child Care and Early Years Service System Plan

Budget

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023	\$ OVER	% OVER	
	FORECAST	BUDGET*	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	% OVER	
			RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	2022	
								BUDGET	BUDGET	
OPERATING										
REVENUES										
GENERAL REVENUES										
PROVINCIAL GRANTS	(13,340,879)	(9,479,469)	9,800	(2,958,942)	(150,028)	(39,576)	-	(12,618,215)	(3,138,746)	33.1%
TOTAL GENERAL REVENUES	(13,340,879)	(9,479,469)	9,800	(2,958,942)	(150,028)	(39,576)	-	(12,618,215)	(3,138,746)	33.1%
TOTAL REVENUES	(13,340,879)	(9,479,469)	9,800	(2,958,942)	(150,028)	(39,576)	-	(12,618,215)	(3,138,746)	33.1%
EXPENSES										
SALARIES AND BENEFITS										
SALARIES	1,030,861	917,530	-	(181,064)	57,415	30,461	-	824,342	(93,188)	(10.2%)
BENEFITS	364,256	324,438	-	(69,192)	5,597	9,115	-	269,958	(54,480)	(16.8%)
TOTAL SALARIES AND BENEFITS	1,395,117	1,241,968	-	(250,256)	63,012	39,576	-	1,094,300	(147,668)	(11.9%)
OPERATING EXPENSES										
MATERIALS	291,745	276,543	-	(5,499)	-	-	-	271,044	(5,499)	(2.0%)
RENTS AND FINANCIAL EXPENSES	24,000	24,000	-	(2,800)	-	-	-	21,200	(2,800)	(11.7%)
EXTERNAL TRANSFERS	12,404,344	8,708,029	-	3,023,867	87,016	-	-	11,818,912	3,110,883	35.7%
TOTAL OPERATING EXPENSES	12,720,089	9,008,572	-	3,015,568	87,016	-	-	12,111,156	3,102,584	34.4%
INTERDEPARTMENTAL CHARGES										
INTERDEPARTMENTAL CHARGES	207,286	207,333	(9,800)	79,409	-	-	-	276,942	69,609	33.6%
DEPARTMENTAL CHARGES	-	-	-	-	-	-	-	-	-	-
TOTAL INTERDEPARTMENTAL CHARGES	207,286	207,333	(9,800)	79,409	-	-	-	276,942	69,609	33.6%
TOTAL EXPENSES	14,322,492	10,457,873	(9,800)	2,844,721	150,028	39,576	-	13,482,398	3,024,525	28.9%
NET OPERATING	981,613	978,404	-	(114,221)	-	-	-	864,183	(114,221)	(11.7%)
CAPITAL										
CAPITAL REVENUES										
PROVINCIAL GRANTS	-	-	50,000	(50,000)	-	-	-	-	-	-
FEDERAL GRANTS	-	-	-	-	-	-	-	-	-	-
CAPITAL FEDERAL GRANTS	(595,457)	(595,457)	-	595,457	-	-	-	595,457	595,457	(100.0%)
CAPITAL PROVINCIAL GRANTS	(50,000)	(50,000)	-	50,000	-	-	-	50,000	50,000	(100.0%)
CAPITAL RESERVE TRANSFER	(202,543)	(202,543)	-	202,543	-	-	-	202,543	202,543	(100.0%)
TOTAL CAPITAL REVENUES	(848,000)	(848,000)	50,000	798,000	-	-	-	848,000	848,000	(100.0%)

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
CAPITAL EXPENSES										
MAJOR INFRASTRUCTURE	798,000	798,000	-	(798,000)	-	-	-		(798,000)	(100.0%)
VEHICLES	50,000	50,000	(50,000)	-	-	-	-		(50,000)	(100.0%)
TOTAL CAPITAL EXPENSES	848,000	848,000	(50,000)	(798,000)	-	-	-		(848,000)	(100.0%)
NET CAPITAL										
	-	-	-	-	-	-	-		-	-
SUMMARY										
TOTAL REVENUES	(14,188,879)	(10,327,469)	59,800	(2,160,942)	(150,028)	(39,576)	-	(12,618,215)	(2,290,746)	22.2%
TOTAL EXPENSES	15,170,492	11,305,873	(59,800)	2,046,721	150,028	39,576	-	13,482,398	2,176,525	19.3%
TOTAL PROGRAM SURPLUS/DEFICIT	-	-	-	-	-	-	-	-	-	-
TOTAL LEVY	981,613	978,404		(114,221)				864,183	(114,221)	(11.7%)

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

Budget Impact Details

	REF	OPERATING EXPENSES	CAPITAL EXPENSES	REVENUES	TAXATION	%
2022 BUDGET		10,457,873	848,000	10,327,469	978,404	
LESS: 2022 ONE-TIME ITEMS		(9,800)	(50,000)	(59,800)	-	
BASE BUDGET IMPACT		2,844,721	(798,000)	2,160,942	(114,221)	(11.7%)
SERVICE LEVEL						
HS-Human Services Supervisor FTE	FTE2023-07	39,576	-	39,576	-	
		39,576		39,576	-	
CARRYOVER/IN-YEAR APPROVAL						
CC-Workforce Funding (2022 In-Year Budget) FTE		150,028	-	150,028	-	
		150,028	-	150,028	-	
TOTAL		3,024,525	(848,000)	2,290,746	(114,221)	
2023 BUDGET		13,482,398		12,618,215	864,183	(11.7%)

FTE Change Proposal – Human Services Supervisor

FTE 2023 07

DESCRIPTION

Type of FTE request	Service Level
Classification	Full-time - Permanent
Job Title	Human Services Supervisor
FTE	1.0

Strategic Plan	
	Shapes the Future
	3.iii.

Human Services is continuously looking at ways to make improvements in the workplace that support our employees and our clients. Human Services works with an integrated approach to case management with a team of approximately fifty (50) employees working out of five (5) locations.

Centralized Intake is planned to be implemented in Oxford County by October 2022, the new Employment Ontario Service System Manager for Oxford County will be announced before the end of 2022 with implementation starting January 2023 and the Province will be moving forward with its plans for Social Assistance Reform to be rolled out over the next two (2) years. Furthermore regulatory changes impacting our Housing Portfolio will alter how we deliver housing assistance and administer oversight to the non-profit housing providers. Finally the implementation of the Canada-Wide Early Learning and Child Care program (CWELCC) will have an impact on fee subsidy for our low income families, how we administer child care subsidies, oversight we provide for our child care providers and addressing staffing shortages to meet demand for spaces.

These upcoming changes to program delivery across all programs in Human Services require additional support for Caseworkers and other front line staff.

BACKGROUND

Background

Over the past 5 years Human Services shifted its management structure from 5 Managers to 3 Managers and has not had any corresponding adjustment to workloads. A supervisor in the Family and Children’s Services portfolio was added in 2017. An upcoming retirement of one of the Human Services Manager positions is planned for November 2022 and provides an opportunity to make changes to the organizational chart for the department. **The upcoming vacancy of Human Services Manager will not be recruited for and will be replaced with 2 Supervisor positions.**

In order to establish improved work-life balance for Managers and provide improved support to front line staff a revision to the Departments organizational chart and a shift in portfolios is necessary. The addition of 2 Supervisors to the leadership compliment is required to make the changes to the organizational chart and provide appropriate support to front line staff and our clients.

Over an 11 week period the Director of Human Services met one on one with each staff member within Human Services. A number of issues, concerns, successes, challenges, idea and wants were communicated. The information shared has been summarized to inform decision making and changes moving forward for improving the performance and efficiencies within the department. Considerable discussion around current staffing and changes to the organizational chart has taken place with the Managers to have consensus on moving forward as a leadership team within Human Services.

Caseworkers work in an integrated environment administering Ontario Works, Housing subsidy and Childcare fee subsidy. The absence of mid-level support for the 21 Caseworkers across multiple worksites has become more evident in the past couple of years where case management has become more complex as staff endeavors to support individuals on their caseload. 1 Supervisor will be allocated to the satellite offices and 1 Supervisor will work out of OCAB. This will allow for a realistic manager-staff ratio leading to more efficient responses to inquiries and improved support for front line staff. Smaller staff ratios will allow for more timely interactions, collaboration, coaching and leadership of the entire team as a whole.

The planned changes in the management structure of Human Services planned for 2022/2023 are in response to the changes in the sector across all programs as well as in response to the needs identified internally to support staff in the delivery of programs. The intent is to provide an integrated approach to front line Supervision to broaden integrated services across the Department. The revision to the organizational structure will meet program needs with minimal impact to the budget.

Comments

This is not the first time a supervisor position for the Caseworkers has been identified as a need for Human Services however it is at a critical point where this level of support is key to successful outcomes for clients and staff. There will be significant work required to roll out these program changes and provide support to the team.

1. *Social Assistance Modernization*

Since February 2020 the province has been communicating their vision for Social Assistance Modernization and started work towards the implementation however this was paused in March 2022 due to the provincial election. Work is set to ramp up in the fall of 2022 on this topic and we expect the pace to be quite fast. In addition centralized intake for Ontario Works will roll out in Oxford County in October 2022. The Provincially mandated changes will have an impact on program delivery and the work of Caseworkers as we shift from a rules based to a risk based system delivery model. Additional support for Caseworkers and Management is needed to move through these changes to front line services and reporting requirements.

2. Employment Ontario Service System Management (EOSSM)

The Employment Ontario Service System Manager for Oxford County was tendered by the Province and closed July 1, 2022. The successful bidder who will be the EOSSM for the County will be announced by the end of 2022 with 2023 a transition year as we work through revised processes and targets to be set by our new EOSSM. This will bring significant changes to how Ontario Works program is delivered as we shift processes to support all clients in receipt of Ontario Works financial assistance in getting them to be employment ready. Policies and procedures will need to be developed based on direction from the EOSSM. Additional support from the Supervisor role is needed in order to implement these changes to meet targets and outcomes set by our new EOSSM. This includes direct support for our Caseworkers from a change management lens.

3. Housing Portfolio

The Housing portfolio will see changes to the framework by which social housing is delivered and this will have an impact on staff delivery of the housing subsidy and related supports for individuals on their caseload. Over the past several years we have seen our clients experiencing increasing challenges in finding affordable, suitable and adequate housing options within the County and it is anticipated these pressures will continue in the coming years. Complexity of caseloads will continue to increase and have an impact in our Caseworkers ability to deliver services and supports as well as their mental health due to higher need caseloads.

Regulatory changes coming into effect in 2023 will impact the administration of the non-profit housing providers and how we provider oversight in the future. Increased involvement in the support we provide non-profit housing providers in order to support their sustainability is required to ensure those affordable housing units are not lost from the inventory. Currently the capacity to provide much needed support is limited.

4. Child Care

The implementation of the Canada-Wide Early Learning and Child Care Agreement (CWELCC) changes how the childcare fee subsidy will be delivered by our Caseworkers. The transition will happen between 2023 through 2025 and will change how the Caseworkers are to calculate and administer the childcare fee subsidy to our families. The Province has indicated work on the funding formula and corresponding reporting requirements will start up in the Fall of 2022 with implementation starting in 2023. The additional changes to child care fee subsidy will require additional supervisory support to ensure changes are implemented seamlessly.

5. Modernization Funding

Human Services received funding under the Modernization Funding to look at the Housing Portfolio property management and wait list processes to look for opportunities for automation and efficiencies. The implementation of new processes and software will require additional support to Caseworkers, Support Clerks and Affordable Housing Supervisors in order to deliver seamless frontline service to our clients. While the changes will be led by the Human Services Director/Manager, dedicated front line support to staff will be required for successful implementation.

Conclusions

In light of the numerous planned changes to Human Services programs in the coming years requiring new processes, procedures and software Caseworkers and other front line staff in Human Services will need additional support to be able to adjust to these changes. In addition the development of processes and procedures will require significant time by Senior Managers to create and implement. The addition of a Supervisor position will allow the team to move forward in a way that supports the changes and minimizes increased stresses that may be caused by the upcoming program changes.

Human Services is focused on aligning the department structure with program requirements while meeting the demands of both internal and external clients. In order to do so a restructure is necessary. Realignment within current budget constraints has been achieved with the proposed organizational chart.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Revenues			
Provincial Funding	\$800	\$34,490	\$35,290
Total revenues	800	34,490	35,290
Salaries and benefits	\$-	\$40,144	\$40,144
Operating expenses			
Telecommunication: Cell Phone	300	-	300
Advertising: Recruitment	500	-	500
Total operating expenses	\$800	-	\$800
County Levy	\$-	\$5,654	\$5,654
<i>Child Care \$0; Housing \$5,654, Community Services \$0</i>			

Services Overview






Full Time Equivalents **32.8 FTE** →0.0

Service	Service Description	2021 Service Level	Service Type
Ontario Works	Financial Assistance of Basic Needs and shelter costs for those eligible Oxford residents.	\$8,944,174 Payment (\$ of financial assistance)	Community
Housing with Related Supports	Provision of housing for people who require assistance with the activities of daily living, with financial subsidy.	\$308,823 Payment (\$ of financial assistance)	Community
Discretionary Benefits	Provision of funeral costs, health, mobility and assistive devices for those eligible Oxford residents.	\$370,136 Payment (\$ of financial assistance)	Community

Key Performance Indicators

	2019 Actual	2020 Actual	2021 Actual	2022 Forecast	2023 Budget	Target
Average employment earnings per case	\$829.00	\$839.00	\$792.00	\$817.85	\$800.00	↓
% of cases with earnings	17.88%	11.75%	11.61%	11.37%	11.37%	↑
# of Ontario Works cases	1,355	1,234	1,152	998	1,200	N/A
% of terminations exiting to employment	28.52%	27.24%	25.49%	24.2%	25.5%	↑
# of people assisted with discretionary funds	2,623	2,543	2548	2,804	2,700	↓
# of residents assisted with Housing with Related Supports financial assistance	54	62	64	65	65	↑

Goals and Objectives

Description	2023	2024	2025	Strategic Plan	Other Plan Alignment
<p>Centralized Intake Achieve and activate the requirements associated with the new Centralized Intake process for Ontario Works clients, scheduled to go live November 28, 2022, with ongoing implementation into 2023.</p>	●			 Performs & Delivers Results 5.i. 5.ii.	
<p>Achieve Modernization with new Employment Ontario Service System Manager Fulfill SSM requirements of new Service System Manager of employment for service area, this includes new funding agreements, policy, procedures and meeting established outcomes for service with clients.</p>	●	●	●	 Performs & Delivers Results 5.i. 5.ii.	
<p>Integration Continue the pathway of integration within Human Services to better serve clients and increase capacity of staff.</p>	●	●	●	 Performs & Delivers Results 5.i. 5.ii.	
<p>Establish Improved Support for Mental and Addictions for clients Continue to work collaboratively with community partners to provide improved service to those experiencing mental health and addiction challenges.</p>	●	●	●	 Works Together 1.i. 1.ii.	
<p>Social Assistance Modernization Continue co-work with the Province on social assistance renewal that will shift program delivery towards a risk based model providing stability supports for clients.</p>	●	●	●	 Performs & Delivers Results 5.i. 5.ii.	

Budget

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023	\$ OVER	% OVER	
	FORECAST	BUDGET*	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	% OVER	
			RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	2022	
								BUDGET	BUDGET	
OPERATING										
REVENUES										
GENERAL REVENUES										
PROVINCIAL GRANTS	(15,912,032)	(15,909,742)	-	1,390,728	(9,800)	5,086	-	(14,523,728)	1,386,014	(8.7%)
USER FEES AND CHARGES	(277,428)	(277,028)	-	102,128	-	-	-	(174,900)	102,128	(36.9%)
TOTAL GENERAL REVENUES	(16,189,460)	(16,186,770)	-	1,492,856	(9,800)	5,086	-	(14,698,628)	1,488,142	(9.2%)
TOTAL REVENUES	(16,189,460)	(16,186,770)	-	1,492,856	(9,800)	5,086	-	(14,698,628)	1,488,142	(9.2%)
EXPENSES										
SALARIES AND BENEFITS										
SALARIES	2,382,017	2,397,861	-	121,926	-	(4,753)	-	2,515,034	117,173	4.9%
BENEFITS	804,427	804,427	-	17,723	-	(333)	-	821,817	17,390	2.2%
TOTAL SALARIES AND BENEFITS	3,186,444	3,202,288	-	139,649	-	(5,086)	-	3,336,851	134,563	4.2%
OPERATING EXPENSES										
MATERIALS	997,412	1,000,964	-	133,579	800	-	-	1,135,343	134,379	13.4%
CONTRACTED SERVICES	31,290	9,000	-	3,000	9,000	-	-	21,000	12,000	133.3%
RENTS AND FINANCIAL EXPENSES	60,400	60,400	-	(10,000)	-	-	-	50,400	(10,000)	(16.6%)
EXTERNAL TRANSFERS	13,115,571	13,115,571	-	(1,488,571)	-	-	-	11,627,000	(1,488,571)	(11.3%)
TOTAL OPERATING EXPENSES	14,204,673	14,185,935	-	(1,361,992)	9,800	-	-	12,833,743	(1,352,192)	(9.5%)
INTERDEPARTMENTAL CHARGES										
INTERDEPARTMENTAL CHARGES	796,894	797,098	-	(270,322)	-	-	-	526,776	(270,322)	(33.9%)
TOTAL INTERDEPARTMENTAL CHARGES	796,894	797,098	-	(270,322)	-	-	-	526,776	(270,322)	(33.9%)
TOTAL EXPENSES	18,188,011	18,185,321	-	(1,492,665)	9,800	(5,086)	-	16,697,370	(1,487,951)	(8.2%)
NET OPERATING	1,998,551	1,998,551	-	191	-	-	-	1,998,742	191	0.0%
SUMMARY										
TOTAL REVENUES	(16,189,460)	(16,186,770)	-	1,492,856	(9,800)	5,086	-	(14,698,628)	1,488,142	(9.2%)
TOTAL EXPENSES	18,188,011	18,185,321	-	(1,492,665)	9,800	(5,086)	-	16,697,370	(1,487,951)	(8.2%)
TOTAL LEVY	1,998,551	1,998,551		191				1,998,742	191	0.0%

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

Budget Impact Details

	REF	OPERATING EXPENSES	CAPITAL EXPENSES	REVENUES	TAXATION	%
2022 BUDGET		18,185,321		16,186,770	1,998,551	
LESS: 2022 ONE-TIME ITEMS		-	-	-	-	
BASE BUDGET IMPACT		(1,492,665)	-	(1,492,856)	191	0.0%
COVID						
HS-Legal costs related to COVID		9,000	-	9,000	-	
		9,000		9,000	-	
SERVICE LEVEL						
HS-Human Services Supervisor-Community Services Allocation	FTE2023-07	(4,286)	-	(4,286)	-	
		(4,286)		(4,286)	-	
TOTAL		(1,487,951)		(1,488,142)	191	
2023 DRAFT BUDGET		16,697,370		14,698,628	1,998,742	0.0%

Services Overview

Full Time Equivalents **2.5 FTE** → **0.0** Base **+1.0** Temp




Service	Service Description	2021 Service Level	Service Type
Shelter (Direct Delivered)	A service that provides units of shelter to eligible residents of Oxford County.	628 Housing units	Community
Shelter (Subsidy)	A service that provides subsidies to community partners delivering shelter to residents of Oxford County.	\$2,137,765 Housing subsidy payment	Community



- **0.5 FTE Housing Programs Coordinator Full-time** - Temporary position supporting My Second Unit Program and Homeownership Program **CAO 2022-10**
- **0.5 FTE Housing Programs Coordinator Full-time** - Temporary position supporting the continued delivery of the Housing Repair Program, My Second Unit Program and Homeownership Program in addition to providing support to the Manager, Housing Development on affordable housing initiatives. **NI 2022-07**

Key Performance Indicators

	2019 Actual	2020 Actual	2021 Actual	2022 Forecast	2023 Budget	Target
# of clients served through consolidated homelessness prevention initiative	875	730	765	750	735	1,325
# of new clients housed (RGI, rent supplement programs)	175	134	145	130	131	300
# of new Affordable Housing units created (rental, ownership, second unit)	72	3	88	76	61	50
% of clients served / housed from waitlist	7%	6%	5.8%	7%	8%	15%

Goals and Objectives

Description	2023	2024	2025	Strategic Plan	Other Plan Alignment
<p>Support Affordable Housing Projects</p> <p>Complete 98 unit housing project, including 62 affordable units, at 1231 Nellis Street, Woodstock. Complete 30 unit housing project, including 16 affordable units, at 98 Mill Street, Plattsville. Support the following affordable housing projects:</p> <ul style="list-style-type: none"> • 48-unit housing project at 785 Southwood Way, Woodstock • Proposed project at 175 Springbank Avenue North, Woodstock • 18-unit affordable housing project at 31 Victoria Street, Tillsonburg <p>Release an RFP in 2023 to expend up to \$1.5 million in County Funding. Pursue land banking and funding opportunities for future affordable housing projects. Advocate for additional funding and explore additional opportunities to provide more affordable housing units. Monitor and evaluate the successfulness of the 'My Second Unit' Program. Initiate a housing repair program.</p>	●	●	●	 Shapes the Future 3.ii	10 Year Shelter Plan
<p>Update By-laws and 10-Year Shelter Plan</p> <p>Update the Municipal Housing Facilities By-law to better align with the outcomes of the Master Housing Strategy. Initiate the completion of a new 10-Year Shelter Plan for 2024</p>	●	●		 Shapes the Future 3.ii	10 Year Shelter Plan
<p>Explore Opportunities to Improve Housing Options Across the Continuum</p> <p>Support the development of a transitional housing and shelter options throughout the County. Support sustainability of existing housing stock in the County and explore redevelopment opportunities with non-profit housing providers leading into end of mortgage/operating agreements.</p>	●	●	●	 Shapes the Future 3.ii.	10 Year Shelter Plan

Description	2023	2024	2025	Strategic Plan	Other Plan Alignment
<p>Operationalize By-Name List Activation and adherence to the objectives of the Provincially mandated By Name list as a means to try to assist individuals experiencing homelessness to gain supports and an identified pathway to being housed in a supportive manner.</p>	●	●		 Shapes the Future 3.ii..	10 Year Shelter Plan
<p>24/7 Shelter Continue to work with our community partner in the provision of day space for individuals experiencing homelessness to receive services and referrals appropriate to their individual circumstance to increase their life stability.</p>	●			 Shapes the Future 3.ii..	10 Year Shelter Plan

Budget

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023	\$ OVER	% OVER
	FORECAST	BUDGET*	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	% OVER
			RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	2022
								BUDGET	BUDGET
OPERATING									
REVENUES									
GENERAL REVENUES									
PROVINCIAL GRANTS	(7,203,673)	(5,163,885)	35,000	2,205,780	(1,005,000)	-	-	(3,928,105)	1,235,780 (23.9%)
FEDERAL GRANTS	(1,042,137)	(1,042,137)	-	(78,180)	-	-	-	(1,120,317)	(78,180) 7.5%
USER FEES AND CHARGES	(275,123)	(275,123)	-	(8,804)	-	-	-	(283,927)	(8,804) 3.2%
OTHER REVENUE	(2,306,300)	(2,314,800)	-	6,020	-	-	-	(2,308,780)	6,020 (0.3%)
TOTAL GENERAL REVENUES	(10,827,233)	(8,795,945)	35,000	2,124,816	(1,005,000)	-	-	(7,641,129)	1,154,816 (13.1%)
OTHER REVENUES									
RESERVE TRANSFER	(6,629,801)	(5,626,596)	1,790,000	3,336,596	(1,865,000)	(135,500)	-	(2,500,500)	3,126,096 (55.6%)
TOTAL OTHER REVENUES	(6,629,801)	(5,626,596)	1,790,000	3,336,596	(1,865,000)	(135,500)	-	(2,500,500)	3,126,096 (55.6%)
TOTAL REVENUES	(17,457,034)	(14,422,541)	1,825,000	5,461,412	(2,870,000)	(135,500)	-	(10,141,629)	4,280,912 (29.7%)
EXPENSES									
SALARIES AND BENEFITS									
SALARIES	149,927	107,927	-	117,232	42,396	46,748	-	314,303	206,376 191.2%
BENEFITS	44,701	30,401	-	33,778	12,781	14,083	-	91,043	60,642 199.5%
TOTAL SALARIES AND BENEFITS	194,628	138,328	-	151,010	55,177	60,831	-	405,346	267,018 193.0%
OPERATING EXPENSES									
MATERIALS	2,404,039	2,181,259	-	409,971	10,150	5,150	-	2,606,530	425,271 19.5%
CONTRACTED SERVICES	2,381,824	2,184,935	(110,000)	177,490	25,000	-	-	2,277,425	92,490 4.2%
EXTERNAL TRANSFERS	15,410,980	12,810,963	(1,715,000)	(4,035,107)	2,831,273	75,173	-	9,967,302	(2,843,661) (22.2%)
TOTAL OPERATING EXPENSES	20,196,843	17,177,157	(1,825,000)	(3,447,646)	2,866,423	80,323	-	14,851,257	(2,325,900) (13.5%)
DEBT REPAYMENT									
PRINCIPAL REPAYMENT	226,485	226,485	-	14,061	-	-	-	240,546	14,061 6.2%
INTEREST REPAYMENT	49,333	49,333	-	(13,606)	-	-	-	35,727	(13,606) (27.6%)
TOTAL DEBT REPAYMENT	275,818	275,818	-	455	-	-	-	276,273	455 0.2%
RESERVE TRANSFERS									
CONTRIBUTIONS TO RESERVES	1,250,000	1,250,000	-	(750,000)	-	450,000	-	950,000	(300,000) (24.0%)
CONTRIBUTIONS TO CAPITAL RESERVES	825,000	825,000	-	140,250	-	-	-	965,250	140,250 17.0%
TOTAL RESERVE TRANSFERS	2,075,000	2,075,000	-	(609,750)	-	450,000	-	1,915,250	(159,750) (7.7%)
INTERDEPARTMENTAL CHARGES									
INTERDEPARTMENTAL CHARGES	340,280	462,623	-	43,411	-	-	-	506,034	43,411 9.4%

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
DEPARTMENTAL CHARGES	-		-	-	-	-	-		-	-
TOTAL INTERDEPARTMENTAL CHARGES	340,280	462,623	-	43,411	-	-	-	506,034	43,411	9.4%
TOTAL EXPENSES	23,082,569	20,128,926	(1,825,000)	(3,862,520)	2,921,600	591,154	-	17,954,160	(2,174,766)	(10.8%)
PROGRAM SURPLUS/DEFICIT										
RESERVE CONTRIBUTION TO (FROM)										
RESERVE CONTRIBUTION-SURPLUS	80,850		-	-	-	-	-		-	-
TOTAL RESERVE CONTRIBUTION TO (FROM)	80,850		-	-	-	-	-		-	-
TOTAL PROGRAM SURPLUS/DEFICIT	80,850		-	-	-	-	-		-	-
NET OPERATING	5,706,385	5,706,385	-	1,598,892	51,600	455,654	-	7,812,531	2,106,146	36.9%
CAPITAL										
CAPITAL REVENUES										
CAPITAL FEDERAL GRANTS	(54,908)	(55,375)	-	55,375	-	-	-		55,375	(100.0%)
CAPITAL PROVINCIAL GRANTS	(888,172)	(890,040)	-	890,040	-	-	-		890,040	(100.0%)
CAPITAL RESERVE TRANSFER	(3,113,854)	(3,226,007)	-	1,096,922	-	-	-	(2,129,085)	1,096,922	(34.0%)
TOTAL CAPITAL REVENUES	(4,056,934)	(4,171,422)	-	2,042,337	-	-	-	(2,129,085)	2,042,337	(49.0%)
CAPITAL EXPENSES										
MAJOR INFRASTRUCTURE	2,775,557	2,751,389	-	(2,688,339)	-	-	-	63,050	(2,688,339)	(97.7%)
BUILDING	1,181,627	1,290,333	-	548,817	-	-	-	1,839,150	548,817	42.5%
FURNISHINGS AND EQUIPMENT	99,750	129,700	-	97,185	-	-	-	226,885	97,185	74.9%
TOTAL CAPITAL EXPENSES	4,056,934	4,171,422	-	(2,042,337)	-	-	-	2,129,085	(2,042,337)	(49.0%)
NET CAPITAL	-	-	-	-	-	-	-	-	-	-
SUMMARY										
TOTAL REVENUES	(21,513,968)	(18,593,963)	1,825,000	7,503,749	(2,870,000)	(135,500)	-	(12,270,714)	6,323,249	(34.0%)
TOTAL EXPENSES	27,139,503	24,300,348	(1,825,000)	(5,904,857)	2,921,600	591,154	-	20,083,245	(4,217,103)	(17.4%)
TOTAL PROGRAM SURPLUS/DEFICIT	80,850		-	-	-	-	-		-	-
TOTAL LEVY	5,706,385	5,706,385		1,598,892	51,600	455,654	-	7,812,531	2,106,146	36.9%

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

Budget Impact Details

	REF	OPERATING EXPENSES	CAPITAL EXPENSES	REVENUES	TAXATION	%
2022 BUDGET		20,128,926	4,171,422	18,593,963	5,706,385	
LESS: 2022 ONE-TIME ITEMS		(1,825,000)	-	(1,825,000)	-	
BASE BUDGET IMPACT		(3,862,520)	(2,042,337)	(7,503,749)	1,598,892	28.0%
ONE-TIME ITEMS						
HSG-10 Year Shelter Plan		20,000	-	-	20,000	0.4%
HSG-New waitlist software		10,000	-	-	10,000	0.2%
HSG-Woodstock NFP Rent Supplement increase		21,600	-	-	21,600	0.4%
HSG-Additional Affordable Housing Investment (NM02-221205)		1,250,000	-	1,000,000	250,000	4.4%
		1,301,600	-	1,000,000	301,600	5.3%
COVID						
HSG-Additional cleaning		5,000	-	5,000	-	
		5,000	-	5,000	-	
SERVICE LEVEL						
HS-Human Services Supervisor-Housing Allocation	FTE2023-07	5,654	-	-	5,654	0.1%
HSG-Affordable Housing Contribution to Reserve Increase		450,000	-	-	450,000	7.9%
		455,654	-	-	455,654	8.0%
NEW INITIATIVES						
HSG-Affordable Housing and Housing Repair Program	NI2023-07	1,615,000	-	1,865,000	(250,000)	(4.4%)
		1,615,000	-	1,865,000	(250,000)	(4.4%)
CARRYOVER/IN-YEAR APPROVAL						
HSG-My Second Unit Program CAO 2022-10	CAO2022-10	135,500	-	135,500	(0)	(0.0%)
		135,500	-	135,500	(0)	(0.0%)
TOTAL		(2,174,767)	(2,042,337)	(6,323,249)	2,106,146	
2023 BUDGET		17,954,160	2,129,085	12,270,714	7,812,531	36.9%

Capital Budget

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2023 REQUEST**	2024	2025 2032
BUILDING							
360425 - Social Housing Building - 16 George St	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$15,750	15,750	-	-
360440 - Social Housing Building - 111 Brock St	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$25,200	25,200	-	-
360451 - Social Housing Building - 235 Thames St	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$126,500	126,500	-	-
360454 - Social Housing Building - 178 Earl St	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$670,000	670,000	-	-
360455 - Social Housing Building - 135 Carroll	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$227,000	227,000	-	-
360462 - Social Housing Building - 174 Lisgar	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$73,500	73,500	-	-
360463 - Social Housing Building - 215 Lisgar	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$1,500	1,500	-	-
360464 - Social Housing Building - Earle St	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$47,250	47,250	-	-
360465 - Social Housing Building - Verna Dr	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$94,500	94,500	-	-
360470 - Social Housing Building - Pavey/Alice	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$15,750	15,750	-	-
360471 - Social Housing Building - James St	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$126,000	126,000	-	-
360472 - Social Housing Building - 816 Alice St	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$32,550	32,550	-	-
360473 - Social Housing Building - Cross Pl	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$26,250	26,250	-	-
360474 - Social Housing Building - Karn Ave	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$63,000	63,000	-	-

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2023 REQUEST**	2024	2025 2032
360477 - Social Housing Building - 161 Fyfe Ave	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$178,500	178,500	-	-
360478 - Social Housing Building - 738 Parkinson Rd	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$18,900	18,900	-	-
361050 AHP 385/387 Dundas St	Demolition of existing structures	Replacement	Poor	\$63,050	63,050	-	-
FURNISHINGS							
360000 - Furnishings	Appliances at various Social Housing Buildings	Replacement	Poor	\$35,400	35,400	-	-
360464 - Social Housing Building - Earle St	Replacement of Kitchen range hoods	Replacement	Poor	\$1,600	1,600	-	-
360472 - Social Housing Building - 816 Alice St	Replacement of Kitchen appliances	Replacement	Poor	\$29,400	29,400	-	-
360475 - Social Housing Building - 742 Pavey	Replacement of Kitchen appliances	Replacement	Poor	\$40,425	40,425	-	-
360476 - Social Housing Building - 82 Finkle	Replacement of Kitchen appliances	Replacement	Poor	\$20,600	20,600	-	-
360477 - Social Housing Building - 161 Fyfe Ave	Replacement of Kitchen appliances	Replacement	Poor	\$41,160	41,160	-	-
360478 - Social Housing Building - 738 Parkinson Rd	Replacement of Kitchen appliances	Replacement	Poor	\$26,300	26,300	-	-
				\$2,000,085	\$2,000,085	\$0	\$0

** The 2023 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent.







New Initiative – Affordable Housing and Housing Repair Program

NI 2023 07

DESCRIPTION

The challenges associated with housing affordability continue to intensify due to increasing costs, low vacancy rates, limited supply and an insufficient mix of housing options. While these factors all contribute to our current housing crisis, lack of supply is one of the largest concerns. To be consistent with the directives of the Federal and Provincial governments, as well as the strategies of the County 10-Year Shelter Plan, Zero Poverty Action Plan, Safe and Well Oxford Plan and Future Oxford Community Sustainability Plan, staff are proposing a \$1.5 million contribution to the Affordable Housing initiatives for 2023. This contribution will mimic the momentum that was initiated as a result of the additional funds that were approved in the 2022 Human Services Budget, by providing an opportunity to support future affordable housing projects, the creation of a new housing repair program, and an expansion to the existing ‘My Second Unit’ program.

Strategic Plan

					
WORKS WELL TOGETHER	WELL CONNECTED	SHAPES THE FUTURE	INFORMS & ENGAGES	PERFORMS & DELIVERS	POSITIVE IMPACT
1.ii.		3.iii.			

DISCUSSION

Background

On December 8, 2021, County Council passed a resolution to increase the housing portion of the 2022 Human Services budget by \$1.5 million. As approved by Council, the additional funds were utilized to support the ‘My Second Unit’ program, as well as the future affordable housing project at 175 Springbank Avenue North, Woodstock. While many challenges still affect the availability and affordability of housing throughout the County, the additional funds were necessary to support the creation of affordable units in the current inflated market.

As part of the 2020 Human Services Business and Budget Plan, County Council approved New Initiative 2020-05 to support a pilot program for the revitalization of the County’s community housing properties located at Karn Avenue and Cross Place, in the City of Woodstock. The intent of the new initiative was to develop a plan to revitalize the existing semi-detached dwellings at the identified location, with an overall outcome of determining future redevelopment opportunities. While this initiative was necessary at the time, given that a similar exercise is being completed as part of the County’s Master Housing Strategy, it is no longer required. As such, staff are proposing to reallocate the \$115,000 in funds that are currently assigned to this initiative, to support a new housing repair program.

The County's 10-Year Shelter Plan also identifies a number of projected objectives and strategies for 2020 to 2024, including the following:

- Preserve and optimize existing housing stock; and,
- Increase affordable rental housing supply.

In support of the objective to increase affordable housing supply, County Council further established an annual target of 50 new affordable units per year. While this target was relatively achievable in the past, with increasing construction costs, interest rates and inflation, it is becoming more difficult to provide sufficient capital incentives to facilitate the creation of such units. In light of this, staff continue to explore alternative programs and supports, as well as further funding opportunities.

Based on the outcomes of the Housing Needs Assessment that was completed in support of the Master Housing Strategy, there is also a significant need to address the increasing gap in the housing continuum, with respect to affordable rental housing, homeownership and sustaining existing housing supply. This further signifies the need to offer more programs and supports, including the 'My Second Unit' and proposed housing repair programs.

Comments

To ensure the additional funds are maximized appropriately, staff are proposing to utilize the contribution in the following capacities, as detailed in the table 1 below.

In the 2022 budget a temporary FTE staff was allocated to the affordable housing and second suite programs using affordable housing reserve funds for a 12 month contract. This position is currently funded until July 7, 2023. Staff has proposed to include 6 months of salary in the 2023 budget to have this position continue delivery of the Housing Repair Program, My Second Unit Program and Homeownership Program in addition to providing support to the Manager, Housing Development on affordable housing initiatives. The position is dependent on Council approval of the proposed funding sources for the \$1.5 million and ongoing provincial/Federal funding such as COCHI/OPHI for the delivery of affordable housing programs in the County. With the planned organizational restructure in Human Services the 6 months salary for this position can be covered without any increase to the salary budget. However, due to the fact the position is dependent on receipt of funding we are proposing that the 6 months of salary for the .5 FTE covering July-December 2023 be covered by the affordable housing initiatives contribution.

Table 1: Allocation of funding for Affordable Housing Initiatives 2023

Affordable Housing Project or Land Purchase	\$1.2 million	<ul style="list-style-type: none"> To continue supporting the directives of the 10-Year Shelter Plan and accompanying affordable housing target, staff are proposing to allocate the majority of the funds to a future affordable housing project, or a land purchase that will achieve the same. Based on the outcomes of the Master Housing Strategy, there are a number of priority projects that could be supported by the proposed contribution. These funds may be compounded with anticipated Federal/Provincial funding for 2023-2024.
My Second Unit Program	\$200,000	<ul style="list-style-type: none"> On March 9, 2022, County Council authorized the allocation of up to \$300,000 from the Affordable Housing Reserve to support the implementation of this program. These funds were utilized to initiate the program and retain the necessary staff resources to facilitate implementation. Based on the significant interest in the program, staff are proposing additional funds to support more applications in 2023, along with an expansion that seeks to provide greater assistance to facilitate the creation of more secondary rental units.
Housing Repair Program	\$100,000	<ul style="list-style-type: none"> Staff are proposing the establishment of a housing repair program by reallocating funds allocated to the social revitalization pilot program (NI 2020-05) that is no longer required in the amount of \$115,000. Staff are proposing to allocate an additional \$100,000 to this initiative to increase the total to \$215,000. The Repair Program will have two streams one for homeowners and one for community non-profit housing providers and will be administered through an application process on a first come first served basis. Criteria will be established and the program will be similar to the Ontario Renovates program. See Table 2 for more detail. The intent is to run the Housing Repair Program as a pilot for 2023.

Table 2: Criteria for Housing Repair Program Streams

Program Parameter	Home Repair Stream	Community Housing Repair Stream
Eligible Proponents	Low-to-moderate income owner households (below the 60 th income decile - \$92,700)	Non-profit and cooperative housing providers
Home Value	Below the average resale price in the County	N/A
Financial Assistance	Grant up to \$5,000	Interest free, forgivable loan up to \$15,000, secured on title
Permitted Repairs	<ul style="list-style-type: none"> ▪ Critical repairs and rehabilitation required to bring a home/unit to an acceptable standard while improving energy efficiency (i.e. heating systems, windows, roof) ▪ Modifications to improve accessibility (i.e. ramps, handrails, chair lift) 	

Conclusions

The need to address housing availability and affordability across the continuum is identified as a priority in the County’s 10-Year Shelter Plan, Strategic Plan, Future Oxford Community Sustainability Plan, Safe and Well Oxford Plan, and Zero Poverty Action Plan. County Council further identified this need as a priority in the 2022 Human Services Budget with an additional \$1.5 million funding contribution.

As the challenges associated with housing continue to persist, there is a significant need to provide greater supports to the community. In this respect, the proposed funding contribution will provide staff with the ability to expand the County’s current housing programs, providing greater opportunities to address challenges across the entire housing continuum. This proposal will also mimic the momentum that was initiated as a result of the additional funds that were approved in the 2022 Human Services Budget.

Overall, this funding proposal will have a positive impact on the community and will assist to address the current housing crisis.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Revenues			
Reserve funding – Affordable housing reserve	\$1,465,000	-	\$1,465,000
Reserve funding – Corporate general reserve	150,000		150,000
Total revenues	1,615,000	-	1,615,000
Salaries and benefits	\$55,177	-	\$55,177
Operating expenses			
Telecommunications: Monthly cell phone cost	150	-	150
External Transfers: Affordable Housing Project (project TBD)	1,200,000	-	1,200,000
External Transfers: Secondary Affordable Unit Program	144,673	-	144,673
External Transfers: Housing Repair Program	215,000	-	215,000
Total operating expenses	1,559,823	-	1,559,823
County Levy	\$-	\$-	\$-

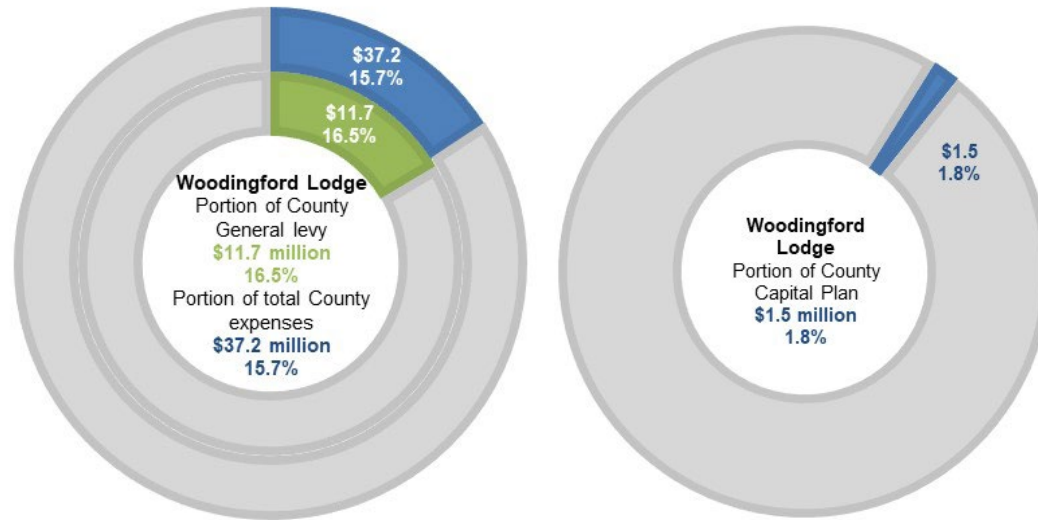
STAFFING REQUIREMENTS

Temporary position approved through CAO 2022-10 would be extended 6 months from July 2023 to December 2023.

Staff Requirements (FTE)	One-time
Housing Programs Coordinator - Full-time	0.5
Total	0.5

2023 Woodingford Lodge Business Plan & Budget





Division	Division Description	Services	2023 FTE Base	2023 FTE Temp
Woodingford Lodge Director of Woodingford Lodge	<p>A trio of long term care homes that continually engage in innovation for the benefit of residents, staff and the community of Oxford County. We are aligning with community partners and stakeholders to enhance service delivery. Woodingford Lodge provides person and family centered care by a multidisciplinary team comprised of Nursing & Personal Care, Nutritional Services, Recreation & Social Activities, Housekeeping, Laundry, Maintenance, Administrative Services and Volunteer Support.</p>	<ul style="list-style-type: none"> Long Term Care 	222.7	2.4
		Total		222.7

5 Year Projected Budget

	2023	2024	2025	2026	2026
	BUDGET	PROJECTED BUDGET	PROJECTED BUDGET	PROJECTED BUDGET	PROJECTED BUDGET
OPERATING					
REVENUES					
GENERAL REVENUES	(24,084,575)	(24,542,454)	(24,852,937)	(24,995,297)	(25,140,597)
TOTAL REVENUES	(24,084,575)	(24,542,454)	(24,852,937)	(24,995,297)	(25,140,597)
EXPENSES					
SALARIES AND BENEFITS	25,664,432	26,127,124	26,575,855	27,028,050	27,473,918
OPERATING EXPENSES	5,558,711	5,602,221	5,713,923	5,853,590	6,033,586
DEBT REPAYMENT	2,049,557	776,033	740,857	706,018	671,177
RESERVE TRANSFERS	619,574	652,000	667,000	682,000	697,000
INTERDEPARTMENTAL CHARGES	1,819,676	1,894,519	1,935,575	1,974,646	2,015,337
TOTAL EXPENSES	35,711,950	35,051,897	35,633,210	36,244,304	36,891,018
NET OPERATING	11,627,375	10,509,443	10,780,273	11,249,007	11,750,421
CAPITAL					
CAPITAL REVENUES	(1,476,917)	(1,451,092)	(1,524,980)	(1,303,520)	(420,670)
CAPITAL EXPENSES	1,527,917	1,451,092	1,524,980	1,303,520	420,670
NET CAPITAL	51,000	-	-	-	-
SUMMARY					
TOTAL REVENUES	(25,561,492)	(25,993,546)	(26,377,917)	(26,298,817)	(25,561,267)
TOTAL EXPENSES	37,239,867	36,502,989	37,158,190	37,547,824	37,311,688
TOTAL LEVY	11,678,375	10,509,443	10,780,273	11,249,007	11,750,421

Services Overview

Full Time Equivalents **222.7 FTE**

↑7.3
Base

+ 2.4
Temp

Service	Service Description	2021 Service Level	Service Type
Long Term Care	A service that provides eligible residents with the support needed to transition into, and thrive during their stay, while ensuring a high quality of life using an emotion-focused, holistic model of care.	228 long term care beds with 24 hours-per-day, 7-days-per week direct care for residents in across three homes in Ingersoll, Tillsonburg, and Woodstock	Public Health & Safety

- **0.8 FTE Supervisor of Resident Care Full-time** - ensure a consistent and reliable approach to supervision at all three (3) Woodingford Lodge locations that aligns with the nature of our 24-hours per day, 7 days per week service delivery. **FTE 2023-10**
- **0.5 FTE Food Service Worker Part-time** - increasing 6-hour 'short' shifts to be 8-hour 'full' shifts to address operational needs, service continuity, and employer-of-choice employment options. **FTE 2023-11**
- **(0.4) Personal Support Worker Full-time - and Part-time** - decrease in hours to reflect current operations by removing "dance" shift. **FTE 2023-11**
- **0.2 FTE Maintenance Worker Part-time** - increasing hours to address increased maintenance requirements of three (2) ageing facilities, increased quantity and complexity of resident-focused furniture and equipment, and service continuity. **FTE 2023-11**

- **2.0 FTE Housekeeping Laundry Aide Part-time** - this includes operationalizing one-time provincial funding, increased service in Ingersoll and Tillsonburg to align with Woodstock service levels, and increased cleaning of high traffic areas; all to address increased regulatory compliance related to infection prevention and control **FTE 2023-11**
- **0.0 Support Service Clerk Full-time - and Part-time** - conversion of part-time hours to full-time hours to provide better service continuity across days, weeks, and geographic locations. **FTE 2023-11**
- **1.0 FTE Supervisor of Infection Prevention and Control Full-time** - establishing a dedicated resource to develop, foster, and maintain an organization-wide infection prevention and control program aligned with Ontario Regulation 246/22 **NI 2023-11**





- **2.2 FTE Registered Practical Nurses Full-time - and Part-time** - This FTE Change Proposal addresses the need for consistent 24/7 registered staff coverage to ensure sustained regulatory compliance, medication safety, monitoring and control, and care plan changes. **FTE 2023-09**
- **1.0 FTE Registered Practical Nurse - Infection Prevention and Control Full-time** - establishment of a dedicated resource to implement and maintain legislated elements of infection prevention and control in a long-term care setting as per the Fixing Long-Term Care Act 2021 and Ontario Regulation 246.22. **NI 2023-11**
- **2.4 FTE Screening and Swabbing Staff Part-time** - To support routine & preventative maintenance, and enhanced infection control practices

Key Performance Indicators

	2019 Actual	2020 Actual	2021 Actual	2022 Forecast	2023 Budget	Target
Resident and family global satisfaction	90%	90.1%	89%	89%	90%	100%
Residents and families who would recommend living at Woodingford Lodge	91%	91%	97%	97%	98%	100%
Residents with documented end-of-life care plans	N/A	N/A	N/A	100%	100%	100%
Legislative compliance (zero cease admission orders)	100%	100%	100%	100%	100%	100%
Residents with triggered pain indicators are treated with a holistic approach	100%	100%	100%	100%	100%	100%
Completed antibiotic stewardship monthly reviews	100%	100%	100%	100%	100%	100%
Anti-psychotic medication monthly reviews completed to ensure appropriate use with supportive diagnosis	100%	100%	75%	100%	100%	100%
Restraint usage per provincial baseline	<1%	<1%	<1%	<1%	<1%	<3%
Number of Family Transition Program referrals*	46	37	29	75	125	1,134

*based on the number of people waiting for a placement in Woodingford Lodge as of September 19, 2022

Goals and Objectives

Description	2023	2024	2025	Strategic Plan	Other Plan Alignment
<p>Review the Need for Increased Long-Term Care Capacity Review the current number of municipal long term care home beds in Oxford County to ensure the needs of the community are met.</p>	●	●	●	 Shapes the Future 3.iii.	Community Sustainability Plan
<p>Accreditation: Action Planning Develop and implement action plans created following the self-assessment conducted during 2022. Plans will include: governance and leadership, delivery of care models, emergency disaster management, infection prevention and control, medication management, and residents' care experience.</p>	●	●	●	 Positive Impact 6.i.	Our People, Our Strength Plan
<p>Infection Prevention and Control (IPAC) Establish embedded resources to implement new IPAC standards as per the Fixing Long-Term Care Act 2021 which includes establishing a designated lead with certification in infection control from the Certification Board of Infection Control and Epidemiology.</p>	●	●	●	 Performs & Delivers Results 5.i. 5.ii.	Community Sustainability Plan
<p>Continuous Quality Improvement Establish embedded resources to implement new Continuous Quality Improvement regulations as per the Fixing Long-Term Care Act 2021, including organizational performance, key performance indicator development (balanced scorecard), issue tracking and resolution, and emergency management</p>	●	●	●	 Performs & Delivers Results 5.i. 5.ii.	

Budget

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	FORECAST	BUDGET*	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
			RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
OPERATING										
REVENUES										
GENERAL REVENUES										
PROVINCIAL GRANTS	(17,554,027)	(15,527,689)	672,201	(1,574,634)	(201,330)	(706,574)	-	(17,338,026)	(1,810,337)	11.7%
USER FEES AND CHARGES	(6,488,083)	(6,124,800)	-	(620,249)	-	(1,500)	-	(6,746,549)	(621,749)	10.2%
TOTAL GENERAL REVENUES	(24,042,110)	(21,652,489)	672,201	(2,194,883)	(201,330)	(708,074)	-	(24,084,575)	(2,432,086)	11.2%
TOTAL REVENUES	(24,042,110)	(21,652,489)	672,201	(2,194,883)	(201,330)	(708,074)	-	(24,084,575)	(2,432,086)	11.2%
EXPENSES										
SALARIES AND BENEFITS										
SALARIES	19,797,081	18,624,964	(275,854)	1,179,376	142,482	792,051	-	20,463,019	1,838,055	9.9%
BENEFITS	4,239,720	4,871,434	(22,292)	142,119	26,431	183,721	-	5,201,413	329,979	6.8%
TOTAL SALARIES AND BENEFITS	24,036,801	23,496,398	(298,146)	1,321,495	168,913	975,772	-	25,664,432	2,168,034	9.2%
OPERATING EXPENSES										
MATERIALS	3,750,161	3,323,007	(288,790)	573,165	43,017	76,660	-	3,727,059	404,052	12.2%
CONTRACTED SERVICES	1,970,467	1,811,928	(95,000)	14,551	-	15,000	-	1,746,479	(65,449)	(3.6%)
RENTS AND FINANCIAL EXPENSES	12,963	111,667	-	(50,494)	-	24,000	-	85,173	(26,494)	(23.7%)
TOTAL OPERATING EXPENSES	5,733,591	5,246,602	(383,790)	537,222	43,017	115,660	-	5,558,711	312,109	5.9%
DEBT REPAYMENT										
PRINCIPAL REPAYMENT	1,812,664	1,812,665	-	67,130	-	-	-	1,879,795	67,130	3.7%
INTEREST REPAYMENT	273,522	273,521	-	(103,759)	-	-	-	169,762	(103,759)	(37.9%)
TOTAL DEBT REPAYMENT	2,086,186	2,086,186	-	(36,629)	-	-	-	2,049,557	(36,629)	(1.8%)
RESERVE TRANSFERS										
CONTRIBUTIONS TO CAPITAL RESERVES	568,848	568,848	-	50,726	-	-	-	619,574	50,726	8.9%
TOTAL RESERVE TRANSFERS	568,848	568,848	-	50,726	-	-	-	619,574	50,726	8.9%
INTERDEPARTMENTAL CHARGES										
INTERDEPARTMENTAL CHARGES	1,550,060	1,558,558	-	163,696	2,300	114,007	(18,885)	1,819,676	261,118	16.8%
TOTAL INTERDEPARTMENTAL CHARGES	1,550,060	1,558,558	-	163,696	2,300	114,007	(18,885)	1,819,676	261,118	16.8%
TOTAL EXPENSES	33,975,486	32,956,592	(681,936)	2,036,510	214,230	1,205,439	(18,885)	35,711,950	2,755,358	8.4%
NET OPERATING	9,933,376	11,304,103	(9,735)	(158,373)	12,900	497,365	(18,885)	11,627,375	323,272	2.9%
CAPITAL										
CAPITAL REVENUES										
PROVINCIAL GRANTS	-	-	71,022	(71,022)	-	-	-	-	-	-

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
USER FEES AND CHARGES	(8,570)		-	-	-	-	-	-	-	-
CAPITAL PROVINCIAL GRANTS	(417,875)	(10,502)	-	10,502	(239,096)	-	-	(239,096)	(228,594)	2,176.7%
CAPITAL RESERVE TRANSFER	(2,306,187)	(2,315,982)	-	1,078,161	-	-	-	(1,237,821)	1,078,161	(46.6%)
TOTAL CAPITAL REVENUES	(2,732,632)	(2,326,484)	71,022	1,017,641	(239,096)	-	-	(1,476,917)	849,567	(36.5%)
CAPITAL EXPENSES										
BUILDING	2,226,165	2,063,532	-	(1,212,782)	217,756	-	-	1,068,506	(995,026)	(48.2%)
FURNISHINGS AND EQUIPMENT	506,467	262,952	(71,022)	195,141	72,340	-	-	459,411	196,459	74.7%
TOTAL CAPITAL EXPENSES	2,732,632	2,326,484	(71,022)	(1,017,641)	290,096	-	-	1,527,917	(798,567)	(34.3%)
NET CAPITAL	-	-	-	-	51,000	-	-	51,000	51,000	-
SUMMARY										
TOTAL REVENUES	(26,774,742)	(23,978,973)	743,223	(1,177,242)	(440,426)	(708,074)	-	(25,561,492)	(1,582,519)	6.6%
TOTAL EXPENSES	36,708,118	35,283,076	(752,958)	1,018,869	504,326	1,205,439	(18,885)	37,239,867	1,956,791	5.5%
TOTAL PROGRAM SURPLUS/DEFICIT	-	-	-	-	-	-	-	-	-	-
TOTAL LEVY	9,933,376	11,304,103	(9,735)	(158,373)	63,900	497,365	(18,885)	11,678,375	374,272	3.3%

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

Budget Impact Details

	REF	OPERATING EXPENSES	CAPITAL EXPENSES	REVENUES	TAXATION	%
2022 BUDGET		32,956,592	2,326,484	23,978,973	11,304,103	
LESS: 2022 ONE-TIME ITEMS		(681,936)	(71,022)	(743,223)	(9,735)	(0.1%)
BASE BUDGET IMPACT		2,036,511	(1,017,641)	1,177,242	(158,372)	(1.4%)
ONE-TIME ITEMS						
WFL-Clinical Decision Support Tools		10,438	-	17,938	(7,500)	(0.1%)
		10,438	-	17,938	(7,500)	(0.1%)
COVID						
WFL-IPAC Training Funding & Prevention & Containment Funding	FTE Impact	183,392	-	183,392	-	
WFL-Minor capital related to infection prevention		-	239,096	239,096	-	
		183,392	239,096	422,488	-	

	REF	OPERATING EXPENSES	CAPITAL EXPENSES	REVENUES	TAXATION	%
SERVICE LEVEL						
WFL-Registered Practical Nurses FTE	FTE2023-09	374,547	6,000	364,537	16,010	0.1%
WFL-Supervisor of Resident Care FTE	FTE2023-10	145,164	-	145,164	0	0.0%
WFL-Personal Support Worker FTE	FTE2023-11	(25,804)	-	-	(25,804)	(0.2%)
WFL-Food Service Worker FTE	FTE2023-11	41,385	-	-	41,385	0.4%
WFL-Housekeeping/Laundry Aide FTE	FTE2023-11	163,334	-	-	163,334	1.4%
WFL-Maintenance Worker FTE	FTE2023-11	15,729	-	-	15,729	0.1%
WFL-Convert PT Support Clerk to FT	FTE2023-11	19,147	-	-	19,147	0.2%
WFL-Visitor Management Software		14,000	-	-	14,000	0.1%
WFL-IPAC compliance additional material costs		4,400	-	-	4,400	0.0%
WFL-BSO Therapeutic Programming		1,050	-	-	1,050	0.0%
WFL-Emergency Preparedness		5,000	-	-	5,000	0.0%
		757,952	6,000	509,701	254,251	2.2%
NEW INITIATIVES						
WFL-Continuous Quality Improvement Content Management System	NI2023-08	20,000	30,000	-	50,000	0.4%
WFL-Continuous Quality Improvement Team	NI2023-09	33,700	-	-	33,700	0.3%
WFL-Family Transition Program	NI2023-10	9,100	5,000	1,500	12,600	0.1%
WFL-Infection and Prevention Control Team	NI2023-11	288,775	10,000	196,868	101,907	0.9%
		351,575	45,000	198,368	198,207	1.8%
INTERDEPARTMENTAL INITIATIVES						
WFL-HR Co-ordinator (Interdepartmental)	FTE2023-14	116,307	-	-	116,307	1.0%
		116,307	-	-	116,307	1.0%
INITIATIVE GAPPING						
WFL-HR Co-ordinator (Interdepartmental)	FTE2023-14	(18,885)	-	-	(18,885)	(0.2%)
		(18,885)	-	-	(18,885)	(0.2%)
TOTAL		2,755,354	(798,567)	1,582,514	374,273	
2023 BUDGET		35,711,946	1,527,917	25,561,487	11,678,376	3.3%

Capital Budget

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2023 REQUEST**	2024	2025 2032
BUILDING							
391000 - Woodingford Lodge Woodstock Buildings	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$467,250	467,250	-	-
392000 - Woodingford Lodge Ingersoll Buildings	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$300,628	300,628	-	-
393000 - Woodingford Lodge Tillsonburg Buildings	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$300,628	300,628	-	-
COMPUTER EQUIPMENT							
391000 - Woodingford Lodge Woodstock Computer Equipment	Laptops for Registered Practical Nurses (FTE 2023-09)	Expansion	N/A	\$6,000	6,000	-	-
391000 - Woodingford Lodge Woodstock Computer Equipment	Computer for SUPIPC & Publically Assessable Touch Tables (NI 2023-11 & NI 2023-14)	Expansion	N/A	\$12,800	12,800	-	-
392000 - Woodingford Lodge Ingersoll Computer Equipment	Computer for SUPIPC & Publically Assessable Touch Tables (NI 2023-11 & NI 2023-14)	Expansion	N/A	\$10,600	10,600	-	-
393000 - Woodingford Lodge Tillsonburg Computer Equipment	Computer for SUPIPC & Publically Assessable Touch Tables (NI 2023-11 & NI 2023-14)	Expansion	N/A	\$10,600	10,600	-	-
EQUIPMENT							
391000 - Equipment	Sanitizer, various dietary equipment, carts, lifts, scrubbers, walk-in units	Replacement	Poor	\$155,250	155,250	-	-
393000 - Equipment	Lifts	Replacement	Poor	\$25,860	25,860	-	-
FURNISHINGS							
391000 - Furnishings	Livingroom style Furniture - Family Transition Program (NI 2023-10)	Expansion	N/A	\$5,000	5,000	-	-
391000 - Furnishings	New Office Furniture - SUPIPC (NI 2023-11)	Expansion	N/A	\$4,200	4,200	-	-
392000 - Furnishings	New Office Furniture - SUPIPC (NI 2023-11)	Expansion	N/A	\$900	900	-	-
393000 - Furnishings	New Office Furniture - SUPIPC (NI 2023-11)	Expansion	N/A	\$900	900	-	-
391000 - Furnishings	Various furnishings including chairs, bed & mattress replacements, bath furniture and appliances	Replacement	Poor	\$177,765	177,765	-	-
392000 - Furnishings	Various furnishings including chairs, bed & mattress replacements, bath furniture and appliances	Replacement	Poor	\$16,200	16,200	-	-
393000 - Furnishings	Various furnishings including chairs, bed & mattress replacements, bath furniture and appliances	Replacement	Poor	\$33,336	33,336	-	-
				\$1,527,917	\$1,527,917	\$0	\$0

** The 2023 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent.

Special Report – Per Diem

	2022	2022	2023	PER DIEM	PER DIEM	PER DIEM
	FORECAST	BUDGET*	BUDGET	2022	2022	2023
				FORECAST	BUDGET	BUDGET
NURSING AND PERSONAL CARE						
FUNDING						
MINISTRY	(11,848,835)	(11,815,346)	(13,037,022)	(142.38)	(141.98)	(156.66)
OTHER	(149,300)	(60,000)	(207,929)	(1.79)	(0.72)	(2.50)
TOTAL FUNDING	(11,998,135)	(11,875,346)	(13,244,951)	(144.17)	(142.70)	(159.16)
EXPENSES						
OPERATING EXPENSES	16,527,513	17,516,712	18,606,163	198.60	210.49	223.58
TOTAL EXPENSES	16,527,513	17,516,712	18,606,163	198.60	210.49	223.58
TOTAL NURSING AND PERSONAL CARE	4,529,378	5,641,366	5,361,212	54.43	67.79	64.42
PSW PERMANENT WAGE ENHANCEMENT						
FUNDING						
MINISTRY	(509,300)	-	(905,625)	(6.12)	-	(10.88)
TOTAL FUNDING	(509,300)	-	(905,625)	(6.12)	-	(10.88)
EXPENSES						
OPERATING EXPENSES	509,300	-	905,625	6.12	-	10.88
TOTAL EXPENSES	509,300	-	905,625	6.12	-	10.88
TOTAL PSW PERMANENT WAGE ENHANCEMENT	-	-	-	-	-	-
PROGRAM AND SUPPORT SERVICES						
FUNDING						
MINISTRY	(1,026,951)	(1,013,460)	(1,039,839)	(12.34)	(12.18)	(12.50)
OTHER	(45,910)	(36,000)	(46,620)	(0.55)	(0.43)	(0.56)
TOTAL FUNDING	(1,072,861)	(1,049,460)	(1,086,459)	(12.89)	(12.61)	(13.06)
EXPENSES						
OPERATING EXPENSES	1,310,130	1,203,577	1,242,940	15.74	14.46	14.94
TOTAL EXPENSES	1,310,130	1,203,577	1,242,940	15.74	14.46	14.94
TOTAL PROGRAM AND SUPPORT SERVICES	237,269	154,117	156,481	2.85	1.85	1.88
RAW FOOD						
FUNDING						
MINISTRY	(885,042)	(793,908)	(915,420)	(10.63)	(9.54)	(11.00)
TOTAL FUNDING	(885,042)	(793,908)	(915,420)	(10.63)	(9.54)	(11.00)
EXPENSES						
OPERATING EXPENSES	988,217	846,178	1,054,422	11.87	10.17	12.67
TOTAL EXPENSES	988,217	846,178	1,054,422	11.87	10.17	12.67
TOTAL RAW FOOD	103,175	52,270	139,002	1.24	0.63	1.67
OTHER ACCOMODATIONS						
FUNDING						
MINISTRY	(154,897)	(159,305)	(186,219)	(1.86)	(1.91)	(2.24)
RESIDENT	(6,272,300)	(6,024,800)	(6,471,000)	(75.37)	(72.40)	(77.76)
RESERVE	(2,306,187)	(2,315,982)	(1,237,821)	(27.71)	(27.83)	(14.87)
OTHER	(29,020)	(4,000)	(21,000)	(0.35)	(0.05)	(0.25)

	2022	2022	2023	PER DIEM	PER DIEM	PER DIEM
	FORECAST	BUDGET*	BUDGET	2022	2022	2023
				FORECAST	BUDGET	BUDGET
TOTAL FUNDING	(8,762,404)	(8,504,087)	(7,916,040)	(105.29)	(102.19)	(95.12)
EXPENSES						
OPERATING EXPENSES	12,590,014	12,722,163	12,634,007	151.29	152.87	151.81
TOTAL EXPENSES	12,590,014	12,722,163	12,634,007	151.29	152.87	151.81
TOTAL OTHER ACCOMODATIONS	3,827,610	4,218,076	4,717,967	45.99	50.69	56.69
CONTINUOUS QUALITY IMPROVEMENT TEAM						
EXPENSES						
OPERATING EXPENSES	-	-	45,857	-	-	0.55
TOTAL EXPENSES	-	-	45,857	-	-	0.55
TOTAL CONTINUOUS QUALITY IMPROVEMENT TEAM	-	-	45,857	-	-	0.55
ACCREDITATION						
EXPENSES						
OPERATING EXPENSES	29,998	30,000	54,721	0.36	0.36	0.66
TOTAL EXPENSES	29,998	30,000	54,721	0.36	0.36	0.66
TOTAL ACCREDITATION	29,998	30,000	54,721	0.36	0.36	0.66
DEBT REPAYMENT						
FUNDING						
MINISTRY	(861,300)	(861,300)	(861,300)	(10.35)	(10.35)	(10.35)
TOTAL FUNDING	(861,300)	(861,300)	(861,300)	(10.35)	(10.35)	(10.35)
EXPENSES						
OPERATING EXPENSES	2,086,186	2,086,186	2,049,558	25.07	25.07	24.63
TOTAL EXPENSES	2,086,186	2,086,186	2,049,558	25.07	25.07	24.63
TOTAL DEBT REPAYMENT	1,224,886	1,224,886	1,188,258	14.72	14.72	14.28
ONE TIME FUNDING						
FUNDING						
MINISTRY	(305,453)	(360,956)	(209,209)	(3.67)	(4.34)	(2.51)
OTHER	(50)	-	-	(0.00)	-	-
TOTAL FUNDING	(305,503)	(360,956)	(209,209)	(3.67)	(4.34)	(2.51)
EXPENSES						
OPERATING EXPENSES	316,563	374,344	224,087	3.80	4.50	2.69
TOTAL EXPENSES	316,563	374,344	224,087	3.80	4.50	2.69
TOTAL ONE TIME FUNDING	11,060	13,388	14,878	0.13	0.16	0.18
COVID						
FUNDING						
MINISTRY	(2,190,125)	(145,516)	(233,488)	(26.32)	(1.75)	(2.81)
RESERVE	(190,000)	(388,400)	(189,000)	(2.28)	(4.67)	(2.27)
OTHER	(73)	-	-	(0.00)	-	-
TOTAL FUNDING	(2,380,198)	(533,916)	(422,488)	(28.60)	(6.42)	(5.08)
EXPENSES						
OPERATING EXPENSES	2,350,197	503,916	422,488	28.24	6.06	5.08
TOTAL EXPENSES	2,350,197	503,916	422,488	28.24	6.06	5.08
TOTAL COVID	(30,001)	(30,000)	-	(0.36)	(0.36)	-
TOTAL WOODINGFORD LODGE	9,933,375	11,304,103	11,678,376	119.36	135.83	140.33

FTE Change Proposal – Registered Practical Nurse (RPN)

FTE 2023 09

DESCRIPTION

Type of FTE request	Service Level
Classification	Part-time - Permanent
Job Title	Registered Practical Nurse (RPN)
FTE	2.2

Strategic Plan	
	Performs & Delivers Results
	5.i. 5.ii.

This FTE Change Proposal addresses the need for consistent 24/7 registered staff coverage to ensure sustained regulatory compliance, medication safety, monitoring and control, and care plan changes.

BACKGROUND

Background

This FTE change proposal addresses the need for consistent coverage of our Registered Practical Nurse (RPN) compliment. Currently there is a gap on weekends of RPNs to ensure adequate completion of wound care metrics and adherence to infection, prevention, and control standards. This proposal suggests increasing coverage from 5 days per week to 7 days per week; as an organization with 24-hour per day, 7 days per week service requirements, weekends are no different than weekdays. Nor are they treated differently when measuring performance against the provincial target of 4-hours of direct care per day.

Comments

Recommendations from Ontario’s Long-Term Care COVID-19 Commission, ongoing Ministry of Long-Term Care (MLTC) directive changes, and the recommendations set out in the Public Inquiry into the Safety and Security of Residents in Long-Term Care Homes System (Gillse Report) share common recommendations, including increasing Registered staff resources who can:

- address the industry’s need to ensure that nursing staff sustain compliance with legislative and regulatory requirements;
- oversee medication safety including compliance with integrated medication systems for controlled and safe delivery of treatments;
- carry out mandated audits including, but not limited to, wound care audits, food and fluid audits, infection prevention and control audits;
- engage / consult with families, Powers of Attorney (POA), and Substitute Decision Makers (SDMs) on care plan changes and / or health status updates.

Conclusions

There has been great stress and strain on long-term care owner / operators during the COVID-19 pandemic. Building on the recommendations from the COVID-19 LTC Commission, and subsequent legislated requirements in the FLTCA 2021 and O. Reg. 246/22, providing consistent support from, and access to Registered staff 7 days per week will ensure families and caregivers remain up-to-date with real-time information and ensure the completion of necessary reports required by the Ministry of Long-Term Care (MLTC).

The risk associated with not increasing our complement of Registered staff to coverage 7 days per week is non-compliance with MLTC regulations.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Revenue			
Staff Supplement funding (Estimated 2023 increase allocation)	\$-	\$364,537	\$364,537
Total revenues	-	364,537	364,537
Salaries and benefits	-	364,537	364,537
Operating expenses			
Cell Phone – BSO	-	2,610	2,610
Training – BSO	5,000	2,400	7,400
Total operating expenses	5,000	5,010	10,010
Capital			
Laptop (3)	6,000	-	6,000
Total capital	6,000	-	6,000
County Levy	\$11,000	\$5,010	\$16,010


Staff Requirements Changes over 2022 Budget (FTE)	Increase/ (Decrease)	Total
Registered Practical Nurse	(1.5)	35.0
Registered Practical Nurse – Residential Assessment Instrument (RAI)	2.0	2.0
Registered Practical Nurse – Behavioural Support	1.7	2.0
Total	2.2	39.0

FTE Change Proposal – Supervisor of Resident Care

FTE 2023 10

DESCRIPTION

Type of FTE request	Service Level
Classification	Full-time - Permanent
Job Title	Supervisor of Resident Care
FTE	0.8

Strategic Plan	
	Performs & Delivers Results
	5.i.ii

This FTE proposal is to add a consistent and reliable approach to Supervision within Woodingford Lodge that aligns with the nature of our 24-hours per day, 7 days per week service delivery.

BACKGROUND

Background

Under the current model, Supervisor of Resident Care (3) work on the day shift, beyond the hours of 5:00pm there is Registered Nurses (RN) in the building to meet the legislative requirements until 6:00am. As well, beyond the hours of 5:00pm a rotational, weekly on-call for manager support is created. This is inclusive of the Supervisor of resident care (3), the Manager of Satellites (2), Manager of Resident Services as well member of the Support Service team (Coordinator of Transitional Services, Supervisor of Nutritional Services and Supervisor of Recreational Programs) and Part time RN to support on call when a non-registered supervisor is on-call to ensure compliance of a registered nurse being in the building after core hours.

Comments

With the requirements under the COVID-19 Commission to ensure nursing supervision is maintained in operated long-term care homes and provide a reliable, consistent approach to supervision, as well to permit senior managers within the organization to focus at managerial duties, the hours of the Supervisors of Resident Care will be changed to covering a 24 hours per day span. This proposed model will convert the RN on afternoons and nights to a Supervisor of Resident Care title. These full time Supervisors of Resident Care (SRC) will be back filled by Part time SRC 24 hours per day, 7 days per week. This will remove the Manager of Resident Services, the Manager of Satellites (2) and members of the Support Service team and Part time RN from the on-call rotation. Thus, creating a working shift on-call model. This will prevent having Managers, Supervisors from working their scheduled shifts and then having to return potentially to work an overnight shift, which can then prevent them from completing, key, essential tasks and projects for ministerial needs their follow up shift. This model is also focused at wellness for staff, prevention of staff stress and strain. Instead of a on-call manager having to take after hour calls, this model produces a

Supervisor on all shifts to field the calls of the operational needs of the home as well meets the legislative standards of the Ministry having a RN in the building 24hr a day and also enhances the abilities of improved supervision and management for addressing issues of non-compliance that isn't in the scope of the RN to provide progressive discipline or education as needed.

Current Structure for On-Call	Proposed Structure for On-Call
<p>Monday to Thursday (SRC, Manager of Resident Services, Manager of Satellites) rotate through a 6 week cycle where they take a after hour on call, which can prevent them to work their next scheduled shift given the hours of work</p>	<p>Monday to Sunday Day shift = 2 SRC Evening Shift = 2 SRC Night Shift = 1 SRC</p>
<p>Friday to Sunday (Coordinator of Transitional Services, Supervisor of Recreational Program, Supervisor of Nutritional Services) take a cycle of on-call with a Part time RN on call to work a medicine cart as needed as the above unable to fulfill this need + the Supervisor in the week assigned for Monday to Thursday support as a nurse manager to the support service individual.</p>	<p><i>** This model provides 24hr per day coverage of an SRC(RN) to meet the needs and requirement of supervision, plus able to work in the absence of a RN or RPN due to absence. **</i></p> <p><i>There will no longer be a manager on call after hours, this model has the call come to the supervisor already working this shift.</i></p>

Conclusions

It is evident that during the COVID-19 Pandemic there has been great stress and strain on long-term care, this increases to FTE count of 0.8 provides a 24hr per day model of supervisory support, requiring no manager to take after hour calls beyond their shifts, it facilitates consistent coverage of supervision, it removes part time RN, Managers and coordinators from the on-call rotation which will net a financial savings. It creates a scheduled, working shift to which calls will be directed. This FTE change offers improved supervision, improved productivity of managers, reduces stress and promotes a culture of wellness.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Staff Supplement funding/Allied Health Funding <i>(Estimated 2023 increase allocation)</i>	\$-	\$146,164	\$145,164
Total revenues	-	145,164	145,164
Salaries and benefits			
Salaries & benefits FTE net change	-	154,800	154,800
Additional backfill costs	-	18,064	18,064
On-call savings	-	(27,700)	(27,700)
Total salaries and benefits	-	145,164	145,164
County Levy	\$-	\$-	\$-


Staff Requirements Changes over 2022 Budget (FTE)	Base
Registered Nurse - Full-time	(1.0)
Registered Nurse - Part-time	(2.2)
Supervisor of Resident Care – 1820 hours - Full-time	(3.0)
Supervisor of Resident Care – 2080 hours - Full-time	7.0
Total	0.8

FTE Change Proposal – Support Services – Various Positions

FTE 2023 11

DESCRIPTION

Type of FTE request	Service Level
Classification	Full-time and Part-time - Permanent
Job Title	Support Services – Various Positions
FTE	2.3

Strategic Plan	
	Performs & Delivers Results
	5.i. 5.ii.

This FTE change proposal combines a number of ‘top ups’ to various professions within the Support Services team. It arises from 3 key driving factors: increased regulatory compliance, service continuity, and employer-of-choice employment options (ie., full, 8-hour shifts).

BACKGROUND

Background

Long-term care has continued to become increasingly complex in the past 5-10 years, with individual care needs requiring new approaches, tools, expertise, and in some cases, increased resources. The provincial government has recognized this and subsequently Woodingford Lodge has benefitted from their investment in a select few professions that provide resident care. However, many of the support services have been overlooked. Professions that play a critical role in supporting residents’ quality of life, such as Food Service Workers, Hairdressers, Housekeeping and Laundry Aides, and Recreation Aides have not seen a level of provincial investment relative to the increasing needs for these key roles. As such, we have reached a tipping point where we need to begin making strategic, incremental investments in our support services, remaining cautiously optimistic that we may see greater provincial investment in the future.

The Residents’ Bill of Rights, presented in the [Fixing Long-Term Care Act 2021](#), is built on a person-centered approach, providing residents with ample supports to ensure an optimal quality of life while living in a long-term care home. It is very clear that long-term care extends beyond traditional ‘nursing / clinical’ care elements to include support for their physical, mental, social and emotional wellbeing.

Woodingford has performed well in the past within our current human and financial resources; in order to keep moving toward and sustain a person-centered, emotion-focused model of care, we must invest accordingly.

Comments

One of the key challenges faced throughout the healthcare industry is staff retention. While this is due to a variety of factors, one is the fact that part-time work is commonplace. As such, we are in constant competition with other employers for those who are interested in more hours. Increasing our current 6-hour shifts to full 8-hour shifts will be a step in the direction of offering more appealing part-time shifts.

The addition of 0.5 Food Service Worker (FSW) FTEs will enable:

- Current roster of 6-hour shifts to become full 8-hour shifts

Housekeeping / Laundry

We often think of infection prevention and control in terms of the human elements; however, housekeeping and laundry services have been under the microscope during the pandemic, with many IPAC-related responsibilities being expanded. Extra shifts, temporarily funded by the Province in direct relation to the COVID-19 pandemic, have turned into industry best practices and therefore we look to have them as part of our baseline level of service.

The addition of 2.0 Housekeeping / Laundry Aide FTEs will enable:

- A permanent housekeeping resource (0.7 FTE) for increased infection and prevention control that has been temporarily funded through one-time provincial funding
- 8 hours per day in Ingersoll and Tillsonburg to provide consistent level of service in all 3 sites
- 4 hours per day on Saturday and Sunday to provide a consistent level of service 7 days per week in all 3 sites
- 4 hours per day to create full shift in Woodstock for cleaning the 'core' areas of the building (high volume traffic areas)

Maintenance Worker

All three Woodingford Lodge facilities are approaching 20 years of age, each year incrementally requiring additional staff effort hours to address the preventative and reactive maintenance needs. In addition to the buildings themselves, equipment such as beds, furniture, lifts, etc. are being designed and manufactured with innovations that increase the complexity of managing their respective health and lifespan. The addition of 0.2 FTE Maintenance Worker will enable us to grow at a modest rate in alignment with the increasing demand.

Support Services Clerk

The conversion of part-time Support Services Clerk hours to full-time is needed to provide better service continuity to residents and staff throughout the week, and across geographic locations. The current FTE composition does not provide the Woodstock location with said continuity. This negatively impacts our ability to attract the broadest range of qualified applicants. Converting some of the part-time hours into full-time hours with a modest investment toward the additional benefits of a full-time position will increase our ability to attract and retain top talent.

PSW

Past shift requirements contained hours for PSW to aid and attend “dance” shifts for the residents. Woodingford Lodge is no longer holding “dance” sessions for the residents where the PSW needs to attend, resulting in a 0.4 FTE decrease.

Conclusions

Support Services roles in long-term care such as nutrition, housekeeping and laundry, hairdressing, and therapeutic recreation often stand in the shadows of more visible, nursing-driven elements of care. Yet the Residents’ Bill of Rights as presented in the Fixing Long-Term Care Act 2021 clearly calls for a holistic approach, recognizing that many factors contribute to quality of life, including the services described above. The incremental improvements requested via this New Initiative will ensure we continue to stay adapt and stay relevant to the needs of our resident population at any given point in time.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Salaries and benefits			
Salaries and benefits	\$-	\$213,791	\$213,791
Total Salaries and benefits	-	213,791	213,791
County Levy	\$-	\$213,791	\$231,791

Staff Requirements Changes over 2022 Budget (FTE)	FTE Increase/ (Decrease)	2023 Budget Impact
Food Services Worker – Part-time	0.5	41,385
Personal Support Worker – Part-time	(1.4)	(25,804)
Personal Support Worker – Full-time	1.0	
Housekeeping Laundry Aide – Part-time	2.0	163,334
Maintenance Worker – Part-time	0.2	15,729
Support Services Clerk – Part-time	(1.0)	19,147
Support Services Clerk – Full-time	1.0	
Total	2.3	\$213,791







New Initiative – Continuous Quality Improvement Content Management System

NI 2023 08

DESCRIPTION

This new initiative will provide Woodingford Lodge with the software and hardware required to establish a Continuous Quality Improvement (CQI) Content Management System (CMS) to maintain an efficient, sustainable approach to legislative compliance.

Strategic Plan

					
WORKS WELL TOGETHER	WELL CONNECTED	SHAPES THE FUTURE	INFORMS & ENGAGES	PERFORMS & DELIVERS	POSITIVE IMPACT
		3.iii.	4.i. 4.ii.	5.i. 5.ii.	6.i.

DISCUSSION

Background

The *Fixing Long-Term Care Act 2021* (FLTCA) expands the scope of continuous quality improvement beyond the traditional focus on clinical quality, to include a broad scope of organizational quality as well. The timing lines up well with Woodingford’s journey to become an ‘accredited’ organization; this is being achieved via an initial 2-year project from March 2022 until approximately February 2024. In anticipation of signification ‘action’ plan implementation throughout 2023, and following both the accreditation criteria as well as the FLTCA, we’re in need of a comprehensive solution to create, store, maintain, and publish significant amounts of information for a wide range of audiences. The information must be accurate (single source of truth), available (24/7), and accessible (ease-of-use, multiple platforms / access points, health literacy, etc.)

Comments

Software

To meet the growing demands of real-time availability of information, a web-based user-friendly interface is being proposed to host and manage a one-stop-shop for our continuous quality improvement system, which includes:

- policies
- procedures (step-by-step instructions, swimlane diagrams, decision trees)
- training and education
- stakeholder engagement

- staff and volunteer communications
- resident and family / caregiver communications
- emergency management

Key Functions	Key Features
<ul style="list-style-type: none"> ▪ storing ▪ indexing ▪ search and retrieval ▪ format management ▪ revision control ▪ access control ▪ publishing ▪ reporting 	<ul style="list-style-type: none"> ▪ customizable templates to manage content presentation ▪ permission-based access control ▪ user and group functionality ▪ content organization structures, eg hierarchy and taxonomy ▪ content virtualization ▪ versioning and workflow management ▪ delegation between user groups ▪ language or user support ▪ integrated file managers ▪ integrated audit logs ▪ compliance with website and accessibility standards ▪ responsive, mobile-friendly ▪ SEO-optimized (within system), robust keyword search

Hardware

In addition to providing user-based accessibility, it is proposed to implement ‘touch tables’ in each Woodingford location, to ensure onsite accessibility for anyone in the building and / or anyone without the means to access the information otherwise.

Conclusions

To meet the requirements of the Fixing Long-Term Care Act 2021, a content management solution is required; something that is more robust than the current system which utilizes a dedicated network drive. While the network drive does, for the most part, enable the information to be available, it does not facilitate the level of accessibility required by the FLTCA. A public-facing solution, complete with the functionality and features listed in the Comments section of this document, will allow for a sustained approach to regulatory compliance.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Operating expenses			
Software: Content Management System	\$-	\$20,000	\$20,000
Total operating expenses	-	20,000	20,000
Capital			
Computer equipment	30,000	-	30,000
Total capital	30,000	-	30,000
County Levy	\$30,000	\$20,000	\$50,000







New Initiative – Continuous Quality Improvement Team

NI 2023 09

DESCRIPTION

This new initiative proposes Woodingford’s approach in response to newly enacted legislation (Fixing Long-Term Care Act 2021) by establishing a dedicated resource to develop, foster, and maintain an organization-wide continuous quality improvement program aligned with Ontario Regulation 246/22.

Strategic Plan

					
WORKS WELL TOGETHER	WELL CONNECTED	SHAPES THE FUTURE	INFORMS & ENGAGES	PERFORMS & DELIVERS	POSITIVE IMPACT
1.ii.		3.iii.	4.i.	5.i. 5.ii.	

DISCUSSION

Background

Across the globe, healthcare is experiencing a significant transformation; the COVID-19 pandemic has shone a spotlight on systemic challenges that existed prior to 2020, but were managed in a ‘side-of-the-desk’ manner, especially in rural / small urban areas such as Oxford County.

Long-term care home owners and operators, specifically in Ontario, are under a heightened level of scrutiny following the [Public Inquiry into the Safety and Security of Residents in the Long-Term Care Homes System \(2019\)](#) and the [Long-Term Care COVID-19 Commission Report \(2021\)](#). Findings indicated a need for stronger oversight, stakeholder engagement, and consistent adherence to standard levels of service. It comes as no surprise following the tragic events that lead to both the *Inquiry* and the *Commission* that the legislation was revised to place an increased emphasis on quality, compliance, monitoring, and reporting.

In April 2022, the [Fixing Long-Term Care Act \(FLTCA\), 2021](#) along with [Ontario Regulation \(O. Reg.\) 246/22](#) came into effect, increasing regulatory compliance requirements. The revised legislation not only places more emphasis on quality and compliance, but it redefines, and expands, the definition of ‘continuous quality improvement’ to include not only clinical / nursing-based quality, but also organizational quality. Intuitively, “long-term care” often brings to mind nursing / medical / clinical-related activities; understandably so, given these are our core services. However, many other supporting activities are required to ensure we optimize residents’ quality-of-life through programs and services such as nutrition, recreation, as well as a safe and clean living environment.

Staff have reviewed the new legislation in detail, worked with peer groups and industry experts to fully understand the scope of requirements within the revised / new regulations, and met with Ministry of Long-Term Care officials to advocate for funding.

'Continuous quality improvement' has historically been assigned as a secondary, or tertiary, duty in addition to their primary duties; while our ultimate goal is to embed 'CQI' into everyone's DNA by fostering and maintaining a culture of continuous improvement, our journey toward this direction, begins with the immediate need for dedicated resources to ensure we maintain regulatory compliance.

Comments

Three (3) key aspects of the new / revised FLTCA and O. Reg. 246/22 drive this New Initiative:

1. Increased focus on compliance, monitoring, and reporting; not only on being in compliance, but being able to provide documented evidence as to *how* we maintain compliance.
2. Expanded definition of 'continuous quality improvement' beyond 'clinical / nursing' elements of quality to include holistic, enterprise-wide organizational continuous improvement elements, commonly seen in organizations who have adopted methodologies / tools such as Lean SixSigma, balanced scorecards, and results-based accountability.
3. Increased focus on stakeholder engagement in the decision-making process.

Compliance, Monitoring, and Reporting

The FLTCA, 2021 is prescriptive in terms of a long-term care home's requirement:

- *"Every licensee of a long-term care home shall implement a continuous quality improvement initiative as provided for in the regulations."*
- O. Reg. 246/22 expands upon this with the following (paraphrased):
- *Every licensee of a long-term care home shall establish a continuous quality improvement committee.*
 - *Every licensee of a long-term care home shall ensure that the home's continuous quality improvement initiative is coordinated by a designated lead.*
 - *Every licensee of a long-term care home shall prepare a report on the continuous quality improvement initiative for the home for each fiscal year. The report must contain a written description of the process used to identify the home's priority areas for quality improvement for the next fiscal year and how the home's priority areas for quality improvement for the next fiscal year are based on the recommendations of the home's continuous quality improvement committee. It must also contain a written description of a process to monitor and measure progress, identify and implement adjustments, and communicate outcomes for the home's priority areas for quality improvement in the next fiscal year.*

Expanded Definition of 'Continuous Quality Improvement'

Staff have taken advantage of webinars and information sessions offered by the Ministry of Long-Term Care as well as industry organizations to gain a better understanding of the revised regulations. The general consensus is that the definition of 'continuous quality improvement' has been expanded beyond clinical / nursing-based quality measures and performance, to take a more holistic, organizational performance approach, integrating key clinical quality measures with business processes in order to better address challenges and opportunities. This presents a shift in direction for Woodingford as our approach has traditionally focused on the clinical quality requirements as laid out in the legislation / regulation. We see this as an opportunity to enhance our efforts by aligning our continuous quality improvement work with the work being done under New Initiative 2022-09 – WDFL Accreditation. Our affiliation with Accreditation Canada connects us with standards developed by the Health Standards Organization, which are not only aligned with the FLTCA, but also scheduled to be released as national standards near the end of the year or early in 2023.

In essence, 'the-writing-is-on-the-wall' regarding the FLTCA's emphasis on continuous quality improvement: a formal approach, complete with dedicated resources (for an organization the size of Woodingford, with multiple locations) is needed to implement this effectively while fostering and maintaining a culture of continuous quality improvement.

Stakeholder Engagement

Regulatory revisions place significant emphasis on engaging residents and families / caregivers throughout continuous quality improvement efforts, including, but not limited to, having a Residents' Council member and Family Council member on the staff-led Continuous Quality Improvement Team. Other requirements include:

- Every licensee of a long-term care home shall ensure that at least once in every year a survey is taken of the residents, their families and caregivers to measure their experience with the home and the care, services, programs and goods provided at the home.
- A licensee shall make every reasonable effort to act on the results of the survey and to improve the long-term care home and the care, services, programs and goods accordingly.
- The licensee shall seek the advice of the Residents' Council and the Family Council, if any, in carrying out the survey and in acting on its results.

Discussions with the Ministry of Long-Term Care

Staff have brought concerns about the lack of funding forward to Ministry officials directly in tandem with County Councilors at the Association of Municipalities of Ontario, as well as indirectly through advocacy with industry partners AdvantAge Ontario, representing municipal and non-profit homes in Ontario.

The Ministry has indicated that a funding announcement is forthcoming; however, details are not known at this time. This New Initiative is purposely conservative in its approach, repurposing as much of our existing resources as possible before requesting additional. We are cautiously optimistic about the prospect of additional funding from the Province, however, we also want to ensure we are equipped to fulfill our legislated requirements in a timely and meaningful way.

Conclusions

In order to foster and maintain a 'culture of continuous quality improvement' in the way the FLTCA, 2021 / O. Reg 246/22 calls for it, we must dedicate resources to this critical activity. A small, dedicated group of resources will ensure that frontline staff, supervisors, leaders, Committee of Management, Council, residents, families / caregivers, and volunteers continue to be equipped for the changing landscape of long-term care.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Operating expenses			
Cell Phone	300	500	800
Computer Software: PCC - Document Manager/Analytic Compliance & Professional Service One-time Fee	3,400	12,000	15,400
Training: Continuous Improvement Certification	-	7,500	7,500
Consultant Fees: Organization Risk Assessment	-	10,000	10,000
Total operating expenses	3,700	30,000	33,700
County Levy	\$3,700	\$30,000	\$33,700

STAFFING REQUIREMENTS

Staff Requirements (FTE)	Base
Manager of Long-Term Care / Continuous Quality Improvement - Full-time	1.0
Nurse Practitioner of Infection Prevention and Control - Full-time	(1.0)
Total	0.0







New Initiative – Family Transition Program

NI 2023 10

DESCRIPTION

This new initiative proposes establishing a dedicated cost ‘Activity’ for Woodingford Lodge’s award-winning, proactive Family Transition Program, which prepares people on the waitlist for long-term care for their transition into Woodingford, including ensuring their family members are supported, and well-informed of their role(s) throughout the process.

Strategic Plan

					
WORKS WELL TOGETHER	WELL CONNECTED	SHAPES THE FUTURE	INFORMS & ENGAGES	PERFORMS & DELIVERS	POSITIVE IMPACT
1.ii.		3.iii.	4.i.	5.i. 5.ii.	

DISCUSSION

Background

In 2016 Woodingford Lodge presented the concept of the Family Transition Program (FTP) to members of County Council. The principles of this program are a proactive approach to assisting individuals and their families on their journey towards long-term care (LTC) placement. Historically, the journey doesn’t grant the individual the opportunity to visit, choose or experience the environment in which they will live. As well, we need to consider that over 80% of the residents currently in our LTC home have a diagnosis of dementia, with that, comes the potential of behavioural and psychological symptoms of dementia which can precipitate responsive episode including agitation, aggression and possible psychosis secondary to the anxiety of transition. Over 50% of the individuals in Long Term Care have a diagnosis of mental health conditions, thus emphasizing the importance for consistency and ease of transitions to support these needs of the residents.

This one-of-a-kind program in Canada, has supported more than 150 individuals and their families transition to LTC successfully. How success is defined is as follows. Approximately 17% of admissions to our LTC have seen responsive behaviours prior to the commence of the Family Transition Program on day one of admission to the home or within the first two (2) weeks, in LTC, there is the need to protect the safety of other residents and staff and often these responsive episodes generate a call to a physician for medications needs or orders to transfer to hospital also involving calls to emergency services. The success of the FTP has been that of the 150 individuals supported to the LTC home, that zero (0) of them have required the addition of medications to promote calm or no transfer occurring to hospital.

We may recall the tragic events that occurred in LTC/Retirement home in 2001 in the Greater Toronto Area when two residents were bludgeoned to death as a result of a new admission to the home having responsive episodes leading to the death of two (2) other residents. The outcome of this incident was identified as being secondary to responsive episode at time of admission.

This program identifies those on the wait list for LTC, permitting the group of FTP and embedded Oxford County Behavioural Supports Ontario (BSO) staff to connect with individual and their families early in the journey. This connection gives the staff the ability to gain consent to gather data early in the journey to ensure there is no duplication of services being offered or treatments. Staff partner with members of the community to ensure the needed agencies are introduced to the circle of care to support the individuals. Care plans are created for the individual and tailored to their specific needs to ensure their preferences are granted even when they are unable to be articulated. The staff then start to introduce the individual and their family into the LTC home, allowing the opportunity to acclimate and adjust to the new surroundings on their accord. Ongoing, the individuals are brought to the home to engage in "life of LTC", to make social relationships, decreased anxiety and depression associated with moving as we age. The participant is introduced to activities, meals in congregate settings and exercise programs and engages the entire interdisciplinary team to support their holistic needs. While the participant engages in the programs, the family member has the opportunity to gain support for themselves in the "caregiver support group", this concept of this is to assist in reducing caregiver burnout or strain. The program has accomplished that by 90%, and as a result support the family in caring for their loved ones at home longer. The program has made the experience of admission to LTC positive, not scary and reduced unnecessary medication use, transfers to hospital considerably. During the COVID pandemic when individuals were not granted into LTC homes, phone calls, virtual calls were made to continue daily and weekly support of the individuals.

Discussions with the Ministry of Long-Term Care

Staff have had meaningful and productive conversations with the Ministry of Long-Term Care in regards to the concept of this program. These conversations have focused on the direction from the Ministry how this program can align to the Community Paramedicine Program as an added source of support to keep residents at home longer. As well, look to examine how this program can support members of the community to gain the needed level of support at home from staff who provide "long-term care" already within an organization. Also, the ministry is encouraging staff to evaluate how the FTP can create a diversional concept of care with Community Paramedics groups to choose the most appropriate destination of care other than a hospital setting. This discussions remain current and active.

Conclusions

This new initiative creates the FTP as an identified Oxford County program, permitting the tracking of expenses, collection of metrics and branding of this unique one-of-a-kind program. Given the interest from the MOLTC, the opportunity to partner and align services with Community Paramedics and the driving force to keep residents of Oxford County at home longer, the program will explore the assistance to support home care and seek opportunity to support diversional care from hospital as directed by the MOLTC. In conclusion, the FTP has netted positive outcomes for individuals and families, diverted transfers to hospitals and created a resident- and family-centered program unique to our municipality.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Operating expenses			
Advertising	\$5,000	\$-	\$5,000
Supplies	4,100	-	4,100
Total operating expenses	9,100	-	9,100
Capital			
Livingroom style Furniture	5,000	-	5,000
Total Capital	5,000	-	5,000
County Levy	\$14,100	\$-	\$14,100







New Initiative – Infection Prevention and Control Team

NI 2023 11

DESCRIPTION

This New Initiative request presents the establishment of a team dedicated to implementing and maintaining legislated elements of infection prevention and control in a long-term care setting as per the Fixing Long-Term Care Act 2021 and Ontario Regulation 246.22.

Strategic Plan

					
WORKS WELL TOGETHER	WELL CONNECTED	SHAPES THE FUTURE	INFORMS & ENGAGES	PERFORMS & DELIVERS	POSITIVE IMPACT
1.ii.		3.iii.		5.i. 5.ii.	6.i.

DISCUSSION

Background

The global COVID-19 pandemic has changed the healthcare industry forever; as a long-term care owner / operator, we will never completely go back to ‘the way things were’ before 2020. Critical systemic issues that existed before the pandemic have been brought to light. Many of these issues boil down to proactive compliance activities (monitoring and auditing), adequate staffing, and allocation of resources.

One operational area in long-term care homes hit particularly hard throughout the pandemic has been infection prevention and control (IPAC). IPAC is not new; it has always been an important part of, and consideration, for how we operate. But the pandemic has shown just how fragile it can be if not resourced appropriately.

Current-day IPAC measures, regulations, standards, etc. require dedicated resources to ensure all aspects of our operations uphold best-in-class practices to prevent and control infection of any kind. While we have far more ‘real-world’ experience today than we did three years ago, what will come next is difficult to predict; we must prepare ourselves to be in a ‘state of constant readiness’. Our current staff complement is insufficient to allow us to dedicate the time required to achieve this state.

Comments

Various documents (reports, inquiries, legislation, etc.) release by multiple sources in the past few years, specifically in Ontario, all contain recommendations on the need for greater infection prevention and control, such as:

- the [Public Inquiry into the Safety and Security of Residents in the Long-Term Care Homes System \(2019\)](#)
- the [Long-Term Care COVID-19 Commission Report \(2021\)](#)
- the [Fixing Long-Term Care Act 2021](#) and its associated [Regulation 246/22](#)
- Ontario’s Infection Prevention and Control (IPAC) Standard for Long-Term Care Homes (April 2022)
- draft National IPAC Standards, developed by the Canadian Standards Association (scheduled for release Q4 2022 / Q1 2023)
- draft National Long-Term Care Standards, developed by the Health Standards Organization (scheduled for release Q4 2022 / Q1 2023)

In April 2022, the [Fixing Long-Term Care Act \(FLTCA\), 2021](#) along with [Ontario Regulation \(O. Reg.\) 246/22](#) came into effect, revising, and in some cases, increasing regulatory requirements. The revised legislation brought with it an IPAC Standard for LTC Homes. Staff have reviewed the new legislation in detail, worked with peer groups and industry experts to fully understand the scope of requirements within the revised / new regulations, and met with Ministry of Long-Term Care officials to advocate for funding. Staff are supportive of the focus on IPAC, the provincial standard for long-term care homes, and have been actively participating in a review of the draft national standards. However, our current staff complement does not provide us with the resources necessary to assess, plan, implement, and monitor an IPAC program to the extent as prescribed in the Act, Regulation, and Standard.

Conclusions

As owner / operators of three (3) long-term care homes, we are responsible for ensuring compliance with all relevant legislation, primarily the [Fixing Long-Term Care Act 2021](#) and [Ontario Regulation 246/22](#). The changes to the Act and the Reg. in April 2022 prompted this request so that we can adequately address the revised regulations and sustain our compliance. The landscape in long-term care, and in healthcare in general, has changed dramatically in the past few years. One of the gaps to be filled is dedicated resources for infection prevention and control.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Revenue			
Staff Supplement funding <i>(Estimated 2023 increase allocation)</i>	\$-	\$196,868	\$196,868
Total revenues	-	196,868	196,868
Salaries and benefits	-	252,275	252,275
Operating expenses			
Cell Phone	300	1,200	800

	One-time	Base	Total Budget
Training/Seminars/Conferences	-	6,000	6,000
Portable Rental for Swabbing	-	24,000	24,000
Supplies	-	5,000	5,000
Total operating expenses	300	36,200	36,500
Capital			
Laptop	4,000	-	4,000
Office Furniture	6,000	-	6,000
Total capital	10,000	-	10,000
County Levy	\$10,300	\$91,607	101,907

STAFFING REQUIREMENTS

The chart below shows the staff who will implement and maintain the infection prevention and control program outlined in this New Initiative request.

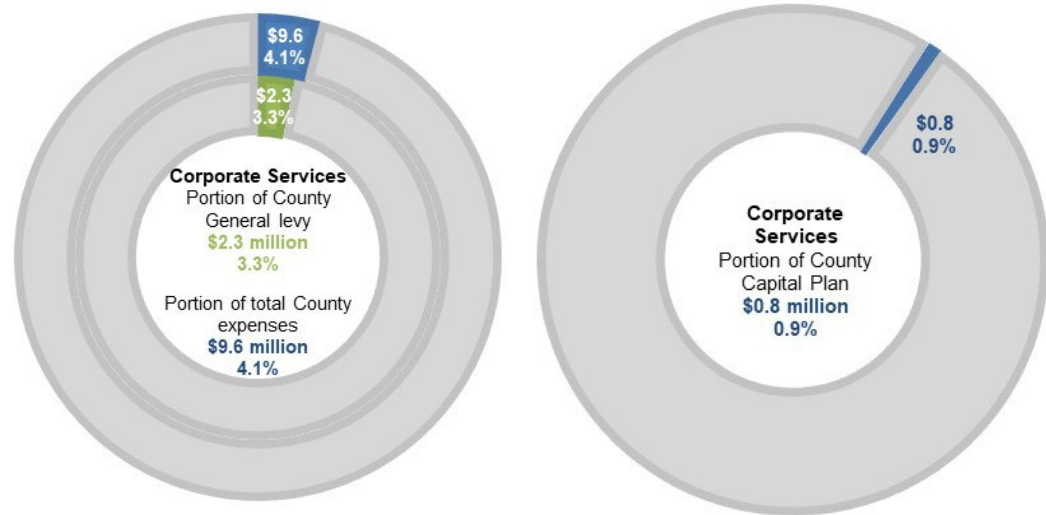
- The RPN has been included in order to show the ‘whole picture’ of dedicating human and financial resources toward our infection prevention and control program.

Staff Requirements (FTE)	Base
Supervisor of Infection Prevention and Control - Full-time	1.0
Registered Practical Nurse (RPN) – Infection Prevention and Control - Full-time	1.0
Total	2.0

2023 Corporate Services Business Plan & Budget



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



Division	Division Description	Services	2023 FTE Base	2023 FTE Temp
Corporate Services Director of Corporate Services	Clerks Oversees and manages the legislative process and related activities of Council, providing administrative support including the preparation of Agendas, Minutes, Reports and By-laws. Includes Archives which acquires, conserves and provides access to the inactive historical records of the County of Oxford, its local boards and some of its area municipalities.	<ul style="list-style-type: none"> Archives Outreach, and Programming Archives Reference and Information Archives Collections and Resource Management Council Support Records Management Risk Management 	4.0	0.0
	Customer Service Committed to supporting a culture of performance excellence and continuous improvement in meeting the needs of residents, stakeholders and employees of the County and Area Municipalities.	<ul style="list-style-type: none"> Administrative Support 	5.2	0.0

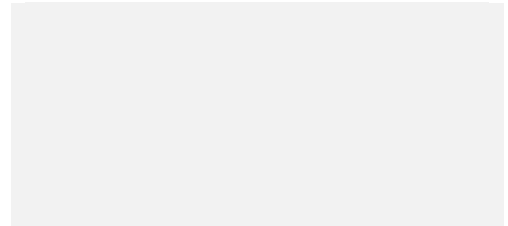
Division	Division Description	Services	2023 FTE Base	2023 FTE Temp
Information Technology	Provides professional support services including: computer and other technology equipment related support for County Council, County departments, and staff. Provide network support and internet access to all County facilities, Area Municipal facilities, and community partners in Oxford County.	<ul style="list-style-type: none"> ▪ IT Infrastructure 	11.0	0.0
Information Services	Provide professional support services including: Geographic Information System (GIS) and application development and programming support to County Council, County departments, staff, Area Municipalities and community partners.	<ul style="list-style-type: none"> ▪ Business Applications 	11.3	0.0
Provincial Offences Administration	Responsible for the delivery of the administrative, prosecutorial, and court support functions as prescribed under the <i>Provincial Offences Act</i> .	<ul style="list-style-type: none"> ▪ Court Administration and Prosecution 	4.5	0.0
Finance	Provides professional support services including: payroll, accounts receivable, accounts payable, budgeting, financial analysis, financial reporting and financial statement preparation.	<ul style="list-style-type: none"> ▪ Accounting ▪ Payroll ▪ Fiscal Management ▪ Treasury ▪ Asset Management 	16.0	1.0
Assessment Management		<ul style="list-style-type: none"> ▪ Assessment Base Management 	0.0	0.0
Total			51.0	1.0

5 Year Projected Budget

	2023	2024	2025	2026	2026
	BUDGET	PROJECTED	PROJECTED	PROJECTED	PROJECTED
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
OPERATING					
REVENUES					
GENERAL REVENUES	(1,200,620)	(1,170,720)	(1,170,820)	(1,170,920)	(1,171,020)
OTHER REVENUES	(40,000)	(18,000)	(100,000)	-	-
INTERDEPARTMENTAL RECOVERIES	(5,330,599)	(5,430,235)	(5,547,252)	(5,670,314)	(5,794,923)
TOTAL REVENUES	(6,571,219)	(6,618,955)	(6,818,072)	(6,841,234)	(6,965,943)
EXPENSES					
SALARIES AND BENEFITS	5,539,621	5,695,485	5,846,665	5,990,609	6,123,969
OPERATING EXPENSES	2,469,317	2,589,626	2,613,482	2,551,988	2,585,727
RESERVE TRANSFERS	254,505	254,505	254,505	254,505	254,505
INTERDEPARTMENTAL CHARGES	621,370	649,517	674,291	700,599	728,645
TOTAL EXPENSES	8,884,813	9,189,133	9,388,943	9,497,701	9,692,846
NET OPERATING	2,313,594	2,570,178	2,570,871	2,656,467	2,726,903
CAPITAL					
CAPITAL REVENUES	(749,105)	(161,050)	(233,550)	(268,015)	(332,255)
CAPITAL EXPENSES	753,105	161,050	233,550	268,015	332,255
NET CAPITAL	4,000	-	-	-	-
SUMMARY					
TOTAL REVENUES	(7,320,324)	(6,780,005)	(7,051,622)	(7,109,249)	(7,298,198)
TOTAL EXPENSES	9,637,918	9,350,183	9,622,493	9,765,716	10,025,101
TOTAL LEVY	2,317,594	2,570,178	2,570,871	2,656,467	2,726,903

Services Overview

Service	Service Description	2021 Service Level	Service Type
Assessment Base Management		\$450,492 New and retained assessment annualized tax dollars (County and Area Municipal)	Support



Budget

	2022 FORECAST	2022 BUDGET*	LESS: 2022 NON RECURRING	2023 BASE BUDGET	2023 NON RECURRING	2023 BASE SERVICE LEVEL & NEW INITIATIVE	2023 INITIATIVE GAPPING	2023 BUDGET	\$ OVER 2022 BUDGET	% OVER 2022 BUDGET
OPERATING REVENUES										
OTHER REVENUES										
RESERVE TRANSFER	-	(80,000)	80,000	-	-	-	-		80,000	(100.0%)
TOTAL OTHER REVENUES	-	(80,000)	80,000	-	-	-	-		80,000	(100.0%)
TOTAL REVENUES	-	(80,000)	80,000	-	-	-	-		80,000	(100.0%)
EXPENSES										
OPERATING EXPENSES										
CONTRACTED SERVICES	48,000	180,000	(80,000)	-	-	-	-	100,000	(80,000)	(44.4%)
TOTAL OPERATING EXPENSES	48,000	180,000	(80,000)	-	-	-	-	100,000	(80,000)	(44.4%)
TOTAL EXPENSES	48,000	180,000	(80,000)	-	-	-	-	100,000	(80,000)	(44.4%)
NET OPERATING	48,000	100,000	-	-	-	-	-	100,000	-	-
SUMMARY										
TOTAL REVENUES	-	(80,000)	80,000	-	-	-	-		80,000	(100.0%)
TOTAL EXPENSES	48,000	180,000	(80,000)	-	-	-	-	100,000	(80,000)	(44.4%)
TOTAL LEVY	48,000	100,000						100,000		

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

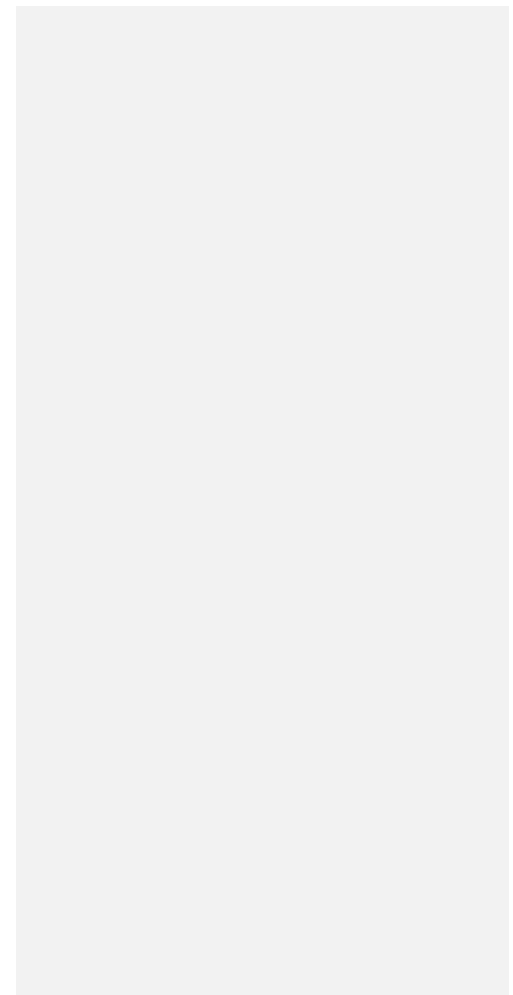
Services Overview

Full Time Equivalents

4.0 FTE

→0.0




Service	Service Description	2021 Service Level	Service Type
Archives Outreach and Programming	An external service that provides educational opportunities to interested persons about the archives of the County of Oxford.	5 Programmed activities	Information
Archives Reference and Information	An external service that provides access to the inactive historical records of the County of Oxford.	696 Information Requests	Information
Archives Collections and Resource Management	An internal service that acquires and conserves the inactive historical records of the County of Oxford, its agencies, boards and commissions.	1760 sq. ft of records managed	Support
Council Support	An internal service that supports County Council's lawful decision making process for the County of Oxford.	23 Council meetings	Support
Records Management	An internal service that provides for the safekeeping of the County's official records, both paper and electronic, and facilitates compliance with applicable access and privacy laws.	1636 sq. ft and 698,697 electronic records managed	Support
Risk Management	An internal service which exists to protect the municipality and its officers, employees, volunteers and Councillors against risks that may involve pecuniary loss or liability, property damage or injury.	1 Claim resolved	Support



Key Performance Indicators

	2019 Actual	2020 Actual	2021 Actual	2022 Forecast	2023 Budget	Target
Total fonds in ARCHEION	70	76	76	85	90	↑
Presentations: Education/youth groups and misc. service clubs/organizations	26	11	5	12	15	↑
Special projects: conservation and preservation of paper documents, photographs, and other media; transcriptions/digitization; preparation of special displays/online content	13	38	32	40	45	↑
Research inquiries: internal, telephone, mail/email, research, visitors, social media	950	643	696	950	1,000	↑
Instagram Followers	510	818	989	1,075	1,100	↑
Claims against the Municipality	5	7	1	2	2	↓
Claims Closed	4	1	1	4	4	↑
Total MFIPPA requests for reporting year	25	13	28	12	20	N/A
Total PHIPA requests for reporting year	45	50	49	65	65	N/A
Percentage of MFIPPA responses within statutory time frame	100%	100%	100%	100%	100%	100%
Records Managed (sq. ft)	1,779	1,637	1,636	1,500	1,400	↓
Records Managed (electronic)	544,806	606,839	698,697	730,000	830,000	↑

Goals and Objectives

Description	2023	2024	2025	Strategic Plan	Other Plan Alignment
<p>Archival Backlog Arrange and describe backlog of archival donations and transfers, including Oxford Historical Society materials, Archives of Ontario transfer and Area Municipalities.</p>	●	●	●	 Informs & Engages 4.i.	
<p>Online Exhibit Online exhibit in collaboration with the Woodstock Art Gallery “Before Florence: A Year in the Life of Trailblazer Ella Youmans”.</p>	●			 Informs & Engages 4.i.	
<p>VITA Toolkit Implement the VITA toolkit to make Oxford County Archives’ digital collections (photographs, postcards and digitized records) more accessible to the public.</p>	●	●	●	 Informs & Engages 4.i.	

Budget

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023	\$ OVER	% OVER
	FORECAST	BUDGET*	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	% OVER
			RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	2022
								BUDGET	BUDGET
OPERATING									
REVENUES									
GENERAL REVENUES									
PROVINCIAL GRANTS	(39,000)	(39,000)	39,000	-	-	-	-	39,000	(100.0%)
USER FEES AND CHARGES	(3,500)	(3,500)	-	-	-	-	-	(3,500)	-
TOTAL GENERAL REVENUES	(42,500)	(42,500)	39,000	-	-	-	-	(3,500)	(91.8%)
OTHER REVENUES									
RESERVE TRANSFER	(21,000)	(21,000)	21,000	-	-	-	-	21,000	(100.0%)
TOTAL OTHER REVENUES	(21,000)	(21,000)	21,000	-	-	-	-	21,000	(100.0%)
TOTAL REVENUES	(63,500)	(63,500)	60,000	-	-	-	-	(3,500)	(94.5%)
EXPENSES									
SALARIES AND BENEFITS									
SALARIES	327,660	326,388	-	18,839	-	-	-	345,227	18,839
BENEFITS	99,610	94,510	-	5,338	-	-	-	99,848	5,338
TOTAL SALARIES AND BENEFITS	427,270	420,898	-	24,177	-	-	-	445,075	24,177
OPERATING EXPENSES									
MATERIALS	61,651	96,055	(50,285)	1,505	-	-	-	47,275	(48,780)
CONTRACTED SERVICES	18,285	16,000	(12,000)	-	-	-	-	4,000	(12,000)
TOTAL OPERATING EXPENSES	79,936	112,055	(62,285)	1,505	-	-	-	51,275	(60,780)
INTERDEPARTMENTAL CHARGES									
INTERDEPARTMENTAL CHARGES	128,669	128,669	-	8,258	-	-	-	136,927	8,258
TOTAL INTERDEPARTMENTAL CHARGES	128,669	128,669	-	8,258	-	-	-	136,927	8,258
TOTAL EXPENSES	635,875	661,622	(62,285)	33,940	-	-	-	633,277	(28,345)
NET OPERATING	572,375	598,122	(2,285)	33,940	-	-	-	629,777	31,655
CAPITAL									
CAPITAL REVENUES									
PROVINCIAL GRANTS	-	-	6,955	(6,955)	-	-	-	-	-
CAPITAL PROVINCIAL GRANTS	(6,763)	(6,955)	-	6,955	-	-	-	6,955	(100.0%)
CAPITAL RESERVE TRANSFER	(3,642)	(3,745)	3,745	-	-	-	-	3,745	(100.0%)
TOTAL CAPITAL REVENUES	(10,405)	(10,700)	10,700	-	-	-	-	10,700	(100.0%)

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
CAPITAL EXPENSES										
FURNISHINGS AND EQUIPMENT	10,741	10,700	(10,700)	-	-	-	-	(10,700)	(10,700)	(100.0%)
TOTAL CAPITAL EXPENSES	10,741	10,700	(10,700)	-	-	-	-	(10,700)	(10,700)	(100.0%)
NET CAPITAL	336		-	-	-	-	-	-	-	-
SUMMARY										
TOTAL REVENUES	(73,905)	(74,200)	70,700	-	-	-	-	(3,500)	70,700	(95.3%)
TOTAL EXPENSES	646,616	672,322	(72,985)	33,940	-	-	-	633,277	(39,045)	(5.8%)
TOTAL LEVY	572,711	598,122	(2,285)	33,940				629,777	31,655	5.3%

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

Budget Impact Details

	REF	OPERATING EXPENSES	CAPITAL EXPENSES	REVENUES	TAXATION	%
2022 BUDGET		661,622	10,700	74,200	598,122	
LESS: 2022 ONE-TIME ITEMS		(62,285)	(10,700)	(70,700)	(2,285)	(0.4%)
BASE BUDGET IMPACT		33,940	-	-	33,940	5.7%
TOTAL		(28,345)	(10,700)	(70,700)	31,655	
2023 BUDGET		633,277		3,500	629,777	5.3%

Services Overview

Full Time Equivalents

5.2 FTE

→0.0

Service	Service Description	2021 Service Level	Service Type
Administrative Support	An internal service which provides administrative support to all County departments and services.	2,053 service requests	Support

Key Performance Indicators

	2019 Actual	2020 Actual	2021 Actual	2022 Forecast	2023 Budget	Target
Service Requests initiated at Customer Service (Cityworks, Cartegraph and WorxHub)	2,215	2,203	2,053	2,600	2,600	N/A

Budget

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023	\$ OVER	% OVER	
	FORECAST	BUDGET*	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	% OVER	
			RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	2022	2022
								BUDGET	BUDGET	BUDGET
OPERATING										
REVENUES										
GENERAL REVENUES										
USER FEES AND CHARGES	(217)	(120)	-	-	-	-	-	(120)	-	-
TOTAL GENERAL REVENUES	(217)	(120)	-	-	-	-	-	(120)	-	-
INTERDEPARTMENTAL RECOVERIES										
INTERDEPARTMENTAL RECOVERIES	(634,349)	(634,349)	-	(59,350)	-	-	-	(693,699)	(59,350)	9.4%
TOTAL INTERDEPARTMENTAL RECOVERIES	(634,349)	(634,349)	-	(59,350)	-	-	-	(693,699)	(59,350)	9.4%
TOTAL REVENUES	(634,566)	(634,469)	-	(59,350)	-	-	-	(693,819)	(59,350)	9.4%
EXPENSES										
SALARIES AND BENEFITS										
SALARIES	410,370	410,988	-	47,786	-	-	-	458,774	47,786	11.6%
BENEFITS	119,243	120,014	-	10,256	-	-	-	130,270	10,256	8.5%
TOTAL SALARIES AND BENEFITS	529,613	531,002	-	58,042	-	-	-	589,044	58,042	10.9%
OPERATING EXPENSES										
MATERIALS	16,458	15,125	-	3,590	-	-	-	18,715	3,590	23.7%
CONTRACTED SERVICES	3,000	7,642	-	1,918	-	-	-	9,560	1,918	25.1%
RENTS AND FINANCIAL EXPENSES	44,000	44,000	-	-	-	-	-	44,000	-	-
TOTAL OPERATING EXPENSES	63,458	66,767	-	5,508	-	-	-	72,275	5,508	8.2%
INTERDEPARTMENTAL CHARGES										
INTERDEPARTMENTAL CHARGES	36,700	36,700	-	(4,200)	-	-	-	32,500	(4,200)	(11.4%)
TOTAL INTERDEPARTMENTAL CHARGES	36,700	36,700	-	(4,200)	-	-	-	32,500	(4,200)	(11.4%)
TOTAL EXPENSES	629,771	634,469	-	59,350	-	-	-	693,819	59,350	9.4%
NET OPERATING	(4,795)		-	-	-	-	-		-	-
CAPITAL										
CAPITAL REVENUES										
CAPITAL PROVINCIAL GRANTS	(2,389)		-	-	-	-	-		-	-
TOTAL CAPITAL REVENUES	(2,389)		-	-	-	-	-		-	-
CAPITAL EXPENSES										

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
FURNISHINGS AND EQUIPMENT	2,389		-	-	-	-	-		-	-
TOTAL CAPITAL EXPENSES	2,389		-	-	-	-	-		-	-
NET CAPITAL	-		-	-	-	-	-		-	-
SUMMARY										
TOTAL REVENUES	(636,955)	(634,469)	-	(59,350)	-	-	-	(693,819)	(59,350)	9.4%
TOTAL EXPENSES	632,160	634,469	-	59,350	-	-	-	693,819	59,350	9.4%
TOTAL LEVY	(4,795)									

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

Budget Impact Details

	REF	OPERATING EXPENSES	CAPITAL EXPENSES	REVENUES	INTERDEPT RECOVERY	%
2022 BUDGET		634,469		120	634,349	
LESS: 2022 ONE-TIME ITEMS		-	-	-	-	
BASE BUDGET IMPACT		59,350	-	-	59,350	9.4%
TOTAL		59,350			59,350	
2023 BUDGET		693,819		120	693,699	9.4%

Services Overview




Full Time Equivalents **11.3 FTE** →0.0

Service	Service Description	2021 Service Level	Service Type
Business Applications	An internal service that provides business applications for the County of Oxford and Area Municipalities.	31 Business applications provided	Support

Key Performance Indicators

	2019 Actual	2020 Actual	2021 Actual	2022 Forecast	2023 Budget	Target
Total website visits (County)	325,614	516,824	518,500	480,000	525,000	↑
Mobile website visits (County)	140,758	220,420	210,035	215,000	220,000	↑
211 listings	445	480	510	530	530	↑
Information Oxford – business listings	4,050	3,895	3,740	3,675	3,575	↔

Goals and Objectives

Description	2023	2024	2025	Strategic Plan	Other Plan Alignment
<p>Support implementation on Asset Management Systems Enhancement project Mobile workforce - Increased visibility, compliance and streamlined workflow.</p>	●	●		 Performs & Delivers Results 5.ii.	Asset Management Plan
<p>NG911 and Road data transformation In 2022, Modernization funding was provided to upgrade required software and hardware for the implementation of an enterprise solution for roads and address data management. In 2023, we will continue to update processes and data schema's to ensure that the County is ready for Next Generation 911 (NG9-1-1) services.</p>	●			 Works Together 1.ii.	
<p>Upgrade Water Utility data Implement the water utility network which leverages ArcGIS Enterprise to create a seamless Web GIS. This system enables data sharing across the entire organization, providing an authoritative view of water assets to everyone that needs it. It will provide advanced asset modeling capabilities, a modern web GIS architecture, and analysis tools that provide information gathering for better operational awareness and decision-making. The utility network will also serve as a centralized system of record. This results in increased efficiencies in daily operations, planning projects, and responding to emergencies.</p>	●	●		 Performs & Delivers Results 5.ii.	

Budget

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023	\$ OVER	% OVER
	FORECAST	BUDGET*	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022
			RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET
									BUDGET
OPERATING									
REVENUES									
GENERAL REVENUES									
PROVINCIAL GRANTS	(302,570)	(349,403)	-	349,403	-	-	-	349,403	(100.0%)
USER FEES AND CHARGES	(30,000)	(40,000)	-	10,000	-	-	-	(30,000)	10,000 (25.0%)
TOTAL GENERAL REVENUES	(332,570)	(389,403)	-	359,403	-	-	-	(30,000)	359,403 (92.3%)
OTHER REVENUES									
RESERVE TRANSFER	(121,814)	(121,814)	-	121,814	-	-	-	121,814	(100.0%)
TOTAL OTHER REVENUES	(121,814)	(121,814)	-	121,814	-	-	-	121,814	(100.0%)
INTERDEPARTMENTAL RECOVERIES									
DEPARTMENTAL RECOVERIES	-	-	-	(298,700)	-	-	-	(298,700)	(298,700) -
TOTAL INTERDEPARTMENTAL RECOVERIES	-	-	-	(298,700)	-	-	-	(298,700)	(298,700) -
TOTAL REVENUES	(454,384)	(511,217)	-	182,517	-	-	-	(328,700)	182,517 (35.7%)
EXPENSES									
SALARIES AND BENEFITS									
SALARIES	888,579	888,579	-	33,999	-	-	-	922,578	33,999 3.8%
BENEFITS	264,355	264,355	-	9,034	-	-	-	273,389	9,034 3.4%
TOTAL SALARIES AND BENEFITS	1,152,934	1,152,934	-	43,033	-	-	-	1,195,967	43,033 3.7%
OPERATING EXPENSES									
MATERIALS	704,218	806,194	-	(348,494)	300	600	-	458,600	(347,594) (43.1%)
CONTRACTED SERVICES	175,285	167,177	-	(117,177)	-	-	-	50,000	(117,177) (70.1%)
TOTAL OPERATING EXPENSES	879,503	973,371	-	(465,671)	300	600	-	508,600	(464,771) (47.7%)
INTERDEPARTMENTAL CHARGES									
INTERDEPARTMENTAL CHARGES	127,748	127,748	-	20,711	-	-	-	148,459	20,711 16.2%
TOTAL INTERDEPARTMENTAL CHARGES	127,748	127,748	-	20,711	-	-	-	148,459	20,711 16.2%
TOTAL EXPENSES	2,160,185	2,254,053	-	(401,927)	300	600	-	1,853,026	(401,027) (17.8%)
NET OPERATING	1,705,801	1,742,836	-	(219,410)	300	600	-	1,524,326	(218,510) (12.5%)
SUMMARY									
TOTAL REVENUES	(454,384)	(511,217)	-	182,517	-	-	-	(328,700)	182,517 (35.7%)
TOTAL EXPENSES	2,160,185	2,254,053	-	(401,927)	300	600	-	1,853,026	(401,027) (17.8%)
TOTAL LEVY	1,705,801	1,742,836	-	(219,410)	300	600	-	1,524,326	(218,510) (12.5%)

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

Budget Impact Details

	REF	OPERATING EXPENSES	CAPITAL EXPENSES	REVENUES	TAXATION	%	INTERDEPT RECOVERY	%
2022 BUDGET		2,254,053		511,217	1,742,836			
LESS: 2022 ONE-TIME ITEMS		-	-	-	-		-	
BASE BUDGET IMPACT		(401,927)	-	(481,217)	(219,410)	(12.6%)	298,700	
SERVICE LEVEL								
IS-GIS Staff Phone		900	-	-	900	0.1%	-	
		900		-	900	0.1%	-	
TOTAL		(401,027)		(481,217)	(218,510)		298,700	
2023 BUDGET		1,853,026		30,000	1,524,326	(12.5%)	298,700	

Services Overview

Full Time Equivalents

11.0 FTE



→0.0

Service	Service Description	2021 Service Level	Service Type
IT Infrastructure	An internal service that provides and maintains technology and infrastructure management for the County of Oxford and local Area Municipalities.	500 Municipal shared network devices	Support

Key Performance Indicators

	2019 Actual	2020 Actual	2021 Actual	2022 Forecast	2023 Budget	Target
Network connections – municipal shared network	138	140	142	155	170	N/A
Network devices – municipal shared network	460	470	470	500	550	N/A
Email accounts hosted	1,263	1,263	1,225	1,100	1,150	N/A
Email messages (average/day)	6,134	5,851	6,000	6,039	6,500	N/A
SPAM rejected (average/day)	10,256	8,755	10,000	12,000	14,000	N/A
Help desk support tickets	3,625	4,075	4,190	4,766	5,000	N/A
IT cost per multi-function copier/printer	\$5,220	\$5,467	\$4,894	\$4,750	\$5,082	N/A
IT operating cost per computer device	\$2,084	\$2,316	\$2,205	\$2,232	\$2,323	N/A

Goals and Objectives

Description	2023	2024	2025	Strategic Plan	Other Plan Alignment
<p>Replace Current Wireless System County Wide Current Cisco wireless system has reached End of Life.</p>	●			 Well Connected 2.iii.	
<p>Cybersecurity Policy Develop, Implement, and maintain a Cybersecurity Policy.</p>	●	●	●	 Well Connected 2.iii.	

Budget

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023	\$ OVER	% OVER	
	FORECAST	BUDGET*	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	% OVER	
			RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	2022	
								BUDGET	BUDGET	
OPERATING										
REVENUES										
GENERAL REVENUES										
USER FEES AND CHARGES	(149,500)	(140,000)	-	(4,000)	-	-	-	(144,000)	(4,000)	2.9%
TOTAL GENERAL REVENUES	(149,500)	(140,000)	-	(4,000)	-	-	-	(144,000)	(4,000)	2.9%
OTHER REVENUES										
RESERVE TRANSFER	(91,546)	(95,000)	75,000	20,000	-	-	-	95,000	95,000	(100.0%)
TOTAL OTHER REVENUES	(91,546)	(95,000)	75,000	20,000	-	-	-	95,000	95,000	(100.0%)
INTERDEPARTMENTAL RECOVERIES										
INTERDEPARTMENTAL RECOVERIES	(2,114,912)	(2,114,912)	-	(123,016)	-	(50,000)	-	(2,287,928)	(173,016)	8.2%
TOTAL INTERDEPARTMENTAL RECOVERIES	(2,114,912)	(2,114,912)	-	(123,016)	-	(50,000)	-	(2,287,928)	(173,016)	8.2%
TOTAL REVENUES	(2,355,958)	(2,349,912)	75,000	(107,016)	-	(50,000)	-	(2,431,928)	(82,016)	3.5%
EXPENSES										
SALARIES AND BENEFITS										
SALARIES	925,330	902,730	-	53,041	-	-	-	955,771	53,041	5.9%
BENEFITS	267,570	265,066	-	2,423	-	-	-	267,489	2,423	0.9%
TOTAL SALARIES AND BENEFITS	1,192,900	1,167,796	-	55,464	-	-	-	1,223,260	55,464	4.7%
OPERATING EXPENSES										
MATERIALS	555,930	666,899	-	49,056	-	-	-	715,955	49,056	7.4%
CONTRACTED SERVICES	204,852	245,050	(75,000)	(24,250)	-	50,000	-	195,800	(49,250)	(20.1%)
RENTS AND FINANCIAL EXPENSES	16,308	16,302	-	6	-	-	-	16,308	6	0.0%
TOTAL OPERATING EXPENSES	777,090	928,251	(75,000)	24,812	-	50,000	-	928,063	(188)	(0.0%)
RESERVE TRANSFERS										
CONTRIBUTIONS TO RESERVES	50,000		-	50,000	-	-	-	50,000	50,000	-
CONTRIBUTIONS TO CAPITAL RESERVES	212,232	212,365	-	(15,860)	-	-	-	196,505	(15,860)	(7.5%)
TOTAL RESERVE TRANSFERS	262,232	212,365	-	34,140	-	-	-	246,505	34,140	16.1%
INTERDEPARTMENTAL CHARGES										
INTERDEPARTMENTAL CHARGES	36,500	36,500	-	(2,400)	-	-	-	34,100	(2,400)	(6.6%)
TOTAL INTERDEPARTMENTAL CHARGES	36,500	36,500	-	(2,400)	-	-	-	34,100	(2,400)	(6.6%)
TOTAL EXPENSES	2,268,722	2,344,912	(75,000)	112,016	-	50,000	-	2,431,928	87,016	3.7%
NET OPERATING	(87,236)	(5,000)	-	5,000	-	-	-	5,000	5,000	(100.0%)

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
CAPITAL										
CAPITAL REVENUES										
CAPITAL PROVINCIAL GRANTS	(175,000)		-	-	-	-	-		-	-
CAPITAL RESERVE TRANSFER	(385,737)	(405,610)	291,000	(306,495)	-	-	-	(421,105)	(15,495)	3.8%
TOTAL CAPITAL REVENUES	(560,737)	(405,610)	291,000	(306,495)	-	-	-	(421,105)	(15,495)	3.8%
CAPITAL EXPENSES										
FURNISHINGS AND EQUIPMENT	560,737	410,610	(291,000)	301,495	-	-	-	421,105	10,495	2.6%
TOTAL CAPITAL EXPENSES	560,737	410,610	(291,000)	301,495	-	-	-	421,105	10,495	2.6%
NET CAPITAL	-	5,000	-	(5,000)	-	-	-		(5,000)	(100.0%)
SUMMARY										
TOTAL REVENUES	(2,916,695)	(2,755,522)	366,000	(413,511)	-	(50,000)	-	(2,853,033)	(97,511)	3.5%
TOTAL EXPENSES	2,829,459	2,755,522	(366,000)	413,511	-	50,000	-	2,853,033	97,511	3.5%
TOTAL LEVY	(87,236)									

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

Budget Impact Details

	REF	OPERATING EXPENSES	CAPITAL EXPENSES	REVENUES	INTERDEPT RECOVERY	%
2022 BUDGET		2,344,912	410,610	640,610	2,114,912	
LESS: 2022 ONE-TIME ITEMS		(75,000)	(291,000)	(366,000)	-	
BASE BUDGET IMPACT		112,016	301,495	290,495	123,016	5.8%
SERVICE LEVEL						
IT-Enhanced Security Testing		50,000	-	-	50,000	2.4%
		50,000		-	50,000	2.4%
TOTAL		87,016	10,495	(75,505)	173,016	
2023 BUDGET		2,431,928	421,105	565,105	2,287,928	8.2%

Capital Budget

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2023 REQUEST**	2024	2025 2032
COMPUTER EQUIPMENT							
123000 - Computer Equipment	Replacement of computer equipment across the County	Replacement	Poor	\$421,105	421,105	-	-
				\$421,105	\$421,105	\$0	\$0

** The 2023 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent.

Services Overview

Full Time Equivalents

4.5 FTE

→0.0



Service	Service Description	2021 Service Level	Service Type
Court Administration and Prosecution	The Provincial Offences is a procedural law for administering and prosecuting provincial offences including those committed under the Highway Traffic Act, the Compulsory Automobile Insurance Act, the Trespass to Property Act, the Liquor License Act, and other provincial legislation, municipal by-laws and minor federal offences. The POA governs all aspects of the legal prosecution process, from serving an offence notice to an accused person to conducting trials including sentencing and appeals.	7,550 Charges received	Support

Key Performance Indicators

	2019 Actual	2020 Actual	2021 Actual	2022 Forecast	2023 Budget	Target
Number of charges filed – (Part I and Part III)	8,185	7,528	7,550	6,600	7,000	N/A
Courtroom operating hours*	328	107	224	250	300	325
Disclosure requests processed	521	775	1,885	1,500	1,600	N/A
Avg. days to disposition at trial – Part I	202	138*	350	293	200	185
Early resolution events	2,075	1,320	1,858	1,600	1,800	N/A

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

Goals and Objectives

Description	2023	2024	2025	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>	●	●	●	 Performs & Delivers Results 5i 5ii	
<p>Prosecution Model Implement change to POA prosecution as detailed in provincial legislation, Bill 177 Stronger, Fairer Ontario Act, to include Part III prosecutions by the municipal prosecutor.</p>	●	●		 Performs & Delivers Results 5i 5ii	

Budget

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023	\$ OVER	% OVER
	FORECAST	BUDGET*	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	% OVER
			RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	2022
								BUDGET	BUDGET
OPERATING									
REVENUES									
GENERAL REVENUES									
PROVINCIAL GRANTS	(39,522)		-	-	-	-	-	-	-
USER FEES AND CHARGES	(1,136,000)	(1,000,000)	-	5,000	-	-	-	(995,000)	5,000 (0.5%)
TOTAL GENERAL REVENUES	(1,175,522)	(1,000,000)	-	5,000	-	-	-	(995,000)	5,000 (0.5%)
TOTAL REVENUES	(1,175,522)	(1,000,000)	-	5,000	-	-	-	(995,000)	5,000 (0.5%)
EXPENSES									
SALARIES AND BENEFITS									
SALARIES	286,170	290,430	-	6,392	-	-	-	296,822	6,392 2.2%
BENEFITS	85,810	97,210	-	(939)	-	-	-	96,271	(939) (1.0%)
TOTAL SALARIES AND BENEFITS	371,980	387,640	-	5,453	-	-	-	393,093	5,453 1.4%
OPERATING EXPENSES									
MATERIALS	48,048	57,065	-	(5,955)	-	-	-	51,110	(5,955) (10.4%)
CONTRACTED SERVICES	305,504	369,504	-	7,700	-	-	-	377,204	7,700 2.1%
RENTS AND FINANCIAL EXPENSES	14,000	23,000	-	(4,000)	-	-	-	19,000	(4,000) (17.4%)
TOTAL OPERATING EXPENSES	367,552	449,569	-	(2,255)	-	-	-	447,314	(2,255) (0.5%)
INTERDEPARTMENTAL CHARGES									
INTERDEPARTMENTAL CHARGES	194,775	194,775	-	23,309	-	-	-	218,084	23,309 12.0%
TOTAL INTERDEPARTMENTAL CHARGES	194,775	194,775	-	23,309	-	-	-	218,084	23,309 12.0%
TOTAL EXPENSES	934,307	1,031,984	-	26,507	-	-	-	1,058,491	26,507 2.6%
NET OPERATING	(241,215)	31,984	-	31,507	-	-	-	63,491	31,507 98.5%
SUMMARY									
TOTAL REVENUES	(1,175,522)	(1,000,000)	-	5,000	-	-	-	(995,000)	5,000 (0.5%)
TOTAL EXPENSES	934,307	1,031,984	-	26,507	-	-	-	1,058,491	26,507 2.6%
TOTAL LEVY	(241,215)	31,984		31,507				63,491	31,507 98.5%

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

Budget Impact Details

	REF	OPERATING EXPENSES	CAPITAL EXPENSES	REVENUES	TAXATION	%
2022 BUDGET		1,031,984		1,000,000	31,984	
LESS: 2022 ONE-TIME ITEMS		-	-	-	-	
BASE BUDGET IMPACT		26,507	-	(5,000)	31,507	98.5%
TOTAL		26,507		(5,000)	31,507	
2023 BUDGET		1,058,491		995,000	63,491	98.5%

Services Overview

Full Time Equivalents **16.0 FTE**

↑2.0
Base

+1.0
Temporary

Service	Service Description	2021 Service Level	Service Type
Accounting	An internal service that provides accounts receivable and accounts payable for the County of Oxford.	37,948 AR and AP invoices processed	Support
Payroll	An internal service that provides payroll services for the County of Oxford.	19,267 Payroll deposits	Support
Fiscal Management	An internal service that provides financial reporting for the County of Oxford.	139 Financial reports completion	Support
Treasury	An internal service that provides cash flow, investment, purchasing coordination and debt management for the County of Oxford.	\$260.6M in cash and investments managed \$40.9M in County debt	Support
Asset Management	An internal service that provides long-term asset planning for the County of Oxford.	\$2.64 Billion Core asset replacement value (2022 AMP)	Support





- **1.0 FTE Financial Analyst Full-time** - To support County staff in ensuring the best possible decisions are being made regarding the County's financial resources and processes **FTE 2023-12**
- **1.0 FTE Finance Officer Full-time** - To operationalize the requirements of *Bill 23 – More Homes Built Faster Act* **CS 2022-49**
- **1.0 FTE Capital Analyst Full-time** - Temporary position supporting Asset System Enhancement project **Capital Funded via Project 900050** – Report No. CS 2019-42

Key Performance Indicators

	2019 Actual	2020 Actual	2021 Actual	2022 Forecast	2023 Budget	Target
Number of invoices paid	36,256	33,666	33,057	33,996	34,600	N/A
Percent of invoices paid within 30 days	90.5%	89.3%	88.8%	87.2%	90.0%	90%
Number of payroll deposits	19,771	19,072	19,267	20,500	21,250	N/A
Bad debt write off as a percentage of billed revenue	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%
Date budget approved	Dec	Dec	Dec	N/A ¹	Jan and Dec	Dec
Number of external financial reports prepared	98	96	139	216	200	N/A
S&P credit rating	AA+/Stable	AA+/Stable	AA+/Stable	AAA/Stable	AAA/Stable	AAA/Stable

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

Goals and Objectives

Description	2023	2024	2025	Strategic Plan	Other Plan Alignment
<p>Review Water and Wastewater Rates</p> <p>Council approved water rates for 2021 to 2024 on October 28, 2020. At the May 12, 2021 council meeting, rates were to remain in place pending further discussion based on the Asset Management plan. In 2022, an updated Asset Management Plan was approved. Given the impact of the pandemic on consumption patterns, and the impact of inflation on costs, staff will review and update the water rates model, and bring back a council report updating each system's financial sustainability and recommendation for rates.</p>	●			 Performs & Delivers Results 5.ii.	
<p>Asset Retirement Obligations</p> <p>Section PS 3280 (Public Sector Accounting Board Section), 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. Review all assets to determine which have Asset Retirement Obligations and document amount for financial statement reporting.</p>	●			 Performs & Delivers Results 5.i.	
<p>Asset Management Plan – All Assets Update</p> <p>Continue to align Oxford County's asset management practices with regulatory requirements and best practices, through the Asset Management Systems Enhancement Project. This includes working on the improvement areas identified in the 2022 Asset Management Plan. Begin preparation for the July 1, 2024 Asset Management Plan update for all assets deadline as per Ontario Regulation 588/17.</p>	●	●		 Shapes the Future 3.iii.	Asset Management Plan
<p>Financial Instruments</p> <p>Section PS 3450, Financial Instruments is a new public accounting standard that is effective for fiscal years beginning on or after April 1, 2022. The standard redefines each type of financial instrument and provides guidance on when the financial instrument is recognized, measured and presented on the Financial Statements. Staff will review of the standard's impact and implement changes to the County's Financial Statements expected for the December 31, 2023 year-end.</p>	●			 Performs & Delivers Results 5.i.	

Budget

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023	\$ OVER	% OVER
	FORECAST	BUDGET*	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	% OVER
			RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	2022
								BUDGET	BUDGET
									2022
OPERATING									
REVENUES									
GENERAL REVENUES									
PROVINCIAL GRANTS	(177,309)	(175,500)	175,500	-	-	-	-	175,500	(100.0%)
USER FEES AND CHARGES	(90,000)	(93,000)	63,000	2,000	-	-	-	(28,000)	65,000 (69.9%)
TOTAL GENERAL REVENUES	(267,309)	(268,500)	238,500	2,000	-	-	-	(28,000)	240,500 (89.6%)
OTHER REVENUES									
RESERVE TRANSFER	(31,500)	(31,500)	31,500	-	-	-	-	31,500	(100.0%)
DEVELOPMENT CHARGES	-	-	-	(40,000)	-	-	-	(40,000)	(40,000) -
TOTAL OTHER REVENUES	(31,500)	(31,500)	31,500	(40,000)	-	-	-	(40,000)	(8,500) 27.0%
INTERDEPARTMENTAL RECOVERIES									
INTERDEPARTMENTAL RECOVERIES	(1,765,521)	(1,765,520)	4,000	(113,463)	(30,500)	(170,753)	25,964	(2,050,272)	(284,752) 16.1%
TOTAL INTERDEPARTMENTAL RECOVERIES	(1,765,521)	(1,765,520)	4,000	(113,463)	(30,500)	(170,753)	25,964	(2,050,272)	(284,752) 16.1%
TOTAL REVENUES	(2,064,330)	(2,065,520)	274,000	(151,463)	(30,500)	(170,753)	25,964	(2,118,272)	(52,752) 2.6%
EXPENSES									
SALARIES AND BENEFITS									
SALARIES	1,102,712	1,140,752	-	62,253	90,269	140,321	-	1,433,595	292,843 25.7%
BENEFITS	323,321	344,763	-	8,125	7,051	44,723	-	404,662	59,899 17.4%
CAPITAL PROJECT ALLOCATION	-	-	-	-	(97,320)	-	-	(97,320)	(97,320) -
GAPPING ALLOCATION	-	-	-	-	-	(21,791)	(25,964)	(47,755)	(47,755) -
TOTAL SALARIES AND BENEFITS	1,426,033	1,485,515	-	70,378	-	163,253	(25,964)	1,693,182	207,667 14.0%
OPERATING EXPENSES									
MATERIALS	320,505	327,575	(180,000)	24,375	26,500	500	-	198,950	(128,625) (39.3%)
CONTRACTED SERVICES	197,600	205,230	(90,000)	40,610	-	7,000	-	162,840	(42,390) (20.7%)
TOTAL OPERATING EXPENSES	518,105	532,805	(270,000)	64,985	26,500	7,500	-	361,790	(171,015) (32.1%)
RESERVE TRANSFERS									
DEVELOPMENT CHARGES EXEMPTIONS	30,000	8,000	-	-	-	-	-	8,000	- -
TOTAL RESERVE TRANSFERS	30,000	8,000	-	-	-	-	-	8,000	- -
INTERDEPARTMENTAL CHARGES									
INTERDEPARTMENTAL CHARGES	35,200	35,200	-	16,100	-	-	-	51,300	16,100 45.7%
TOTAL INTERDEPARTMENTAL CHARGES	35,200	35,200	-	16,100	-	-	-	51,300	16,100 45.7%
TOTAL EXPENSES	2,009,338	2,061,520	(270,000)	151,463	26,500	170,753	(25,964)	2,114,272	52,752 2.6%

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
NET OPERATING	(54,992)	(4,000)	4,000	-	(4,000)	-	-	(4,000)	-	-
CAPITAL										
CAPITAL REVENUES										
PROVINCIAL GRANTS	-		9,750	(9,750)	-	-	-		-	-
USER FEES AND CHARGES	-	(3,500)	3,500	-	-	-	-		3,500	(100.0%)
CAPITAL PROVINCIAL GRANTS	(9,750)	(9,750)	-	9,750	-	-	-		9,750	(100.0%)
CAPITAL RESERVE TRANSFER	(752,750)	(1,080,566)	1,750	750,816	-	-	-	(328,000)	752,566	(69.6%)
CAPITAL CONTRIBUTIONS	(3,500)		-	-	-	-	-		-	-
TOTAL CAPITAL REVENUES	(766,000)	(1,093,816)	15,000	750,816	-	-	-	(328,000)	765,816	(70.0%)
CAPITAL EXPENSES										
MAJOR INFRASTRUCTURE	751,000	1,078,816	-	(750,816)	-	-	-	328,000	(750,816)	(69.6%)
FURNISHINGS AND EQUIPMENT	18,671	19,000	(19,000)	-	4,000	-	-	4,000	(15,000)	(78.9%)
TOTAL CAPITAL EXPENSES	769,671	1,097,816	(19,000)	(750,816)	4,000	-	-	332,000	(765,816)	(69.8%)
NET CAPITAL	3,671	4,000	(4,000)	-	4,000	-	-	4,000	-	-
SUMMARY										
TOTAL REVENUES	(2,830,330)	(3,159,336)	289,000	599,353	(30,500)	(170,753)	25,964	(2,446,272)	713,064	(22.6%)
TOTAL EXPENSES	2,779,009	3,159,336	(289,000)	(599,353)	30,500	170,753	(25,964)	2,446,272	(713,064)	(22.6%)
TOTAL LEVY	(51,321)									

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

Budget Impact Details

	REF	OPERATING EXPENSES	CAPITAL EXPENSES	REVENUES	INTERDEPT RECOVERY	%
2022 BUDGET		2,061,520	1,097,816	1,393,816	1,765,520	
LESS: 2022 ONE-TIME ITEMS		(270,000)	(19,000)	(285,000)	(4,000)	(0.2%)
BASE BUDGET IMPACT		151,463	(750,816)	(712,816)	113,463	6.4%
ONE-TIME ITEMS						
FIN-Salary Reporting Software Enhancement		25,000	-	-	25,000	1.4%
FIN-New Cheque Signing Costs		1,500	-	-	1,500	0.1%
FIN-Temp Capital Planning Analyst		97,320	-	97,320	-	
		123,820	-	97,320	26,500	1.5%
SERVICE LEVEL						
FIN-Financial Analyst FTE	FTE2023-12	104,353	2,000	-	106,353	6.0%
FIN-Finance Officer (Bill 23 – More Homes Built Faster Act) FTE	CS2022-49	59,400	2,000	-	61,400	3.5%
FIN-Legal retainer and opinions		7,000	-	-	7,000	0.4%
		170,753	4,000	-	174,753	9.9%
INITIATIVE GAPPING						
FIN-Financial Analyst FTE	FTE2023-12	(25,964)	-	-	(25,964)	(1.5%)
		(25,964)	-	-	(25,964)	(1.5%)
TOTAL		150,072	(765,816)	(900,496)	284,752	
2023 BUDGET		2,211,592	332,000	493,320	2,050,272	16.1%

Capital Budget

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2023 REQUEST**	2024	2025 2032
COMPUTER EQUIPMENT							
120000 - Computer Equipment	Laptop for Financial Analyst (FTE 2023-12)	Expansion	N/A	\$2,000	2,000	-	-
120100 - Computer Equipment	Laptop for Finance Officer (CS 2022-49)	Expansion	N/A	\$2,000	2,000	-	-
				\$4,000	\$4,000	\$0	\$0


** The 2023 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent.

FTE Change Proposal – Financial Analyst

FTE 2023 12

DESCRIPTION

Type of FTE request	Service Level
Classification	Full-time - Permanent
Job Title	Financial Analyst
FTE	1.0

Strategic Plan	
	Performs & Delivers Results
	5.i.

This position is required to support County staff in ensuring the best possible decisions are being made regarding the County’s financial resources and processes. The County currently employs 3 financial analysts, and is requesting one additional FTE to support the growing financial complexities arising from internal and external demands.

BACKGROUND

Background

The number of financial analysts have remained the same for over 10 years at the County. An additional FTE is being requested to meet the growing analysis and reporting demands of the departments across the County. These growing demands are also related to new regulations, such as Fixing Long-term Care Act, 2021, requiring more complex analysis and financial support.

Comments

Municipal Programs and Services

Oxford County’s programs and services have evolved over the past few years.

- Municipalities were established by the province to deliver local and some provincial programs. As such, when new programs, or changes are implemented to existing programs, whether they be local or provincial initiatives, the County must adapt to meet these changes from operational and administrative perspectives. Most recent program changes that require increased financial support capacity include:
 - *Child Care* – Canada-wide Early Learning and Child Care Agreement
 - *Affordable Housing* – Canada-Ontario Social Housing Agreement (COCHI), Ontario Priorities Housing Initiative (OPHI) and Social Services Relief Fund (SSRF)
 - *Housing* – Homeless New Prevention Program (HPP)

- *Long-term Care* – PSW Permanent Wage Enhancement, Investment to Increase Direct Care Time for Residents, Supporting Professional Growth Fund for LTC Homes
- *Paramedic Services* – Community Paramedicine for Long-term Care (2021-2024)

In addition to each new or enhanced program requiring research and analysis to ensure that we are meeting the terms of the agreement, maximizing both funding and service delivery, Finance staff must ensure it is structured to enable efficient ongoing financial reporting and analysis.

- During the pandemic, we have seen an increase in new funding and programs. This increase in funding has stretched our finance resources beyond existing capacity, incurring overtime costs in order to meet the reporting and analysis needs and provincial reporting deadlines. Although many of these programs have ended, some of the temporary measures introduced by the Province and the County have been made permanent, requiring ongoing reporting and analysis.
- Over the last few years, software and technology functionality has evolved, much of which is being implemented within the modernization funding initiatives. Without adequate time to invest in developing and implementing the software (Accounts Payable automation as an example), the anticipated efficiencies will not be achieved. The volume of day-to-day tasks is already exceeding the capacity for staff, which means that additional projects will not be feasible to realize the benefits of implementing electronic processes to enhance our services.
- New requirements under the Fixing Long Term Care Act (FLTCA) require significant additional resources including those of a financial analyst. Woodingford Lodge is requesting a greater level of financial analysis and support to determine the cost impact of modernizing long term care services to address lessons learned through the pandemic such as infectious prevention and control measures and additional mandated nursing care hours.
- The Provincial announcement and roll-out of the Canada-Wide Early Learning Child Care program (CWELCC) is expected to increase the workload demand for finance staff. While this has been a significant undertaking in 2022 to follow the guidelines as they were released by the Province, the funding formula and more fulsome requirements, reconciliation and reporting will all begin in 2023. Also as part of this new program, Finance staff are required to undertake compliance audits on the licensees who have enrolled in CWELCC, which will take time to not only to develop the process but also to perform the annual undertakings.

To highlight the increase in financial reporting demands, the table below outlines the number of external reports required to be completed by finance:

Year	Number of External Financial Reports
2019	98
2020	96

Year	Number of External Financial Reports
2021	139
2022 - Forecast	216
2023 – Estimate	200

Water Rates Analysis

In 2019, Finance took over responsibility for the water billing function from Public Works which includes managing the rate study update. Staff have worked closely on the rates study and with the consultant on the development of rates since this time. Given the number of systems, the Oxford model is more complex than most other municipalities. As such, they require more analysis to ensure adequate revenues are generated to meet existing operational and capital needs as well as to ensure rates are being closely monitored and updated with changing growth, capital and consumption demands. Increasing finance capacity with an additional financial analyst will allow redistribution of responsibility to ensure the necessary capacity is available to focus on financial sustainability of these systems while improving public information and engagement efforts.

Resource Challenges

The rising workload demands over the past few years have been met by staff working additional hours, carrying over vacation, missing deadlines, and not investing time in professional development. The additional resource request is required to redistribute the workload demands, allowing staff to invest in professional development to demonstrate leadership in municipal finance by thinking ahead and wisely shaping the future.

Implications If Not Approved

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

- Staff turnover resulting in loss of both knowledge and productivity;
- Missed deadlines and grant funding opportunities;
- Lost opportunity to modernize financial services; and
- Inability to prepare financial analysis and timely reconciliations thereby creating an opportunity for missed cost savings, incurring additional costs for outsourcing, and increased exposure to costly financial errors.

Conclusions

The finance function has experienced significant increased workload in the last few years with the current staffing complement unable to meet the increased demand. The changes include funding models; provincial and federal regulations; new accounting standards; new County programs and staff, technology and detailed analysis demands, all of which have contributed to the increased workload. In order to continue the effort of optimizing functionality and provide the necessary financial support to department staff, an additional financial analyst is necessary to meet the demand. The addition of this position will help ensure the expected 'new normal' financial workload will continue to be delivered most efficiently and effectively in securing a financially sustainable future for County services.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Salaries and benefits	\$-	\$103,853	\$103,853
Operating expenses			
Training	-	500	500
Total operating expenses	-	500	500
Capital			
Computer Equipment: Laptop	2,000	-	2,000
Total capital	2,000	-	2,000
Net Interdepartmental Charge	\$2,000	\$104,353	\$106,353
<i>Initiative Gapping – position start Apr 2023</i> 2024 Budget Impact	-	25,964	25,964
2023 Budget Impact	\$2,000	\$78,389	\$80,389

2023

General Business Plan & Budget



5 Year Projected Budget

	2023	2024	2025	2026	2026
	BUDGET	PROJECTED	PROJECTED	PROJECTED	PROJECTED
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
OPERATING					
REVENUES					
PROPERTY TAXATION	(2,187,300)	(2,187,300)	(2,187,300)	(2,187,300)	(2,187,300)
GENERAL REVENUES	(8,118,312)	(6,407,533)	(5,303,463)	(5,030,368)	(4,354,665)
OTHER REVENUES	(2,500,000)	-	-	-	-
TOTAL REVENUES	(12,805,612)	(8,594,833)	(7,490,763)	(7,217,668)	(6,541,965)
EXPENSES					
SALARIES AND BENEFITS	(550,000)	-	-	-	-
OPERATING EXPENSES	10,529,384	8,193,740	8,416,710	8,648,840	8,890,630
DEBT REPAYMENT	6,554,484	5,588,554	4,913,323	4,323,648	3,429,171
TOTAL EXPENSES	16,533,868	13,782,294	13,330,033	12,972,488	12,319,801
NET OPERATING	3,728,256	5,187,461	5,839,270	5,754,820	5,777,836
SUMMARY					
TOTAL REVENUES	(12,805,612)	(8,594,833)	(7,490,763)	(7,217,668)	(6,541,965)
TOTAL EXPENSES	16,533,868	13,782,294	13,330,033	12,972,488	12,319,801
TOTAL LEVY	3,728,256	5,187,461	5,839,270	5,754,820	5,777,836

Budget

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	FORECAST	BUDGET*	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
			RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
OPERATING										
REVENUES										
PROPERTY TAXATION										
IN LIEU AND SUPPS	(1,787,900)	(1,787,900)	-	(399,400)	-	-	-	(2,187,300)	(399,400)	22.3%
TOTAL PROPERTY TAXATION	(1,787,900)	(1,787,900)	-	(399,400)	-	-	-	(2,187,300)	(399,400)	22.3%
GENERAL REVENUES										

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
USER FEES AND CHARGES	(6,989,917)	(6,680,020)	-	125,536	-	-	-	(6,554,484)	125,536	(1.9%)
NET INVESTMENT INCOME	(1,136,648)	(720,220)	-	(636,108)	-	-	-	(1,356,328)	(636,108)	88.3%
OTHER REVENUE	(207,500)	(202,500)	-	(5,000)	-	-	-	(207,500)	(5,000)	2.5%
TOTAL GENERAL REVENUES	(8,334,065)	(7,602,740)	-	(515,572)	-	-	-	(8,118,312)	(515,572)	6.8%
OTHER REVENUES										
RESERVE TRANSFER	-	(2,620,000)	2,500,000	120,000	(2,500,000)	-	-	(2,500,000)	120,000	(4.6%)
TOTAL OTHER REVENUES	-	(2,620,000)	2,500,000	120,000	(2,500,000)	-	-	(2,500,000)	120,000	(4.6%)
TOTAL REVENUES	(10,121,965)	(12,010,640)	2,500,000	(794,972)	(2,500,000)	-	-	(12,805,612)	(794,972)	6.6%
EXPENSES										
SALARIES AND BENEFITS										
GAPPING ALLOCATION	-	(550,000)	-	-	-	-	-	(550,000)	-	-
TOTAL SALARIES AND BENEFITS	-	(550,000)	-	-	-	-	-	(550,000)	-	-
OPERATING EXPENSES										
MATERIALS	1,159,700	3,659,700	(2,500,000)	273,300	2,500,000	-	-	3,933,000	273,300	7.5%
CONTRACTED SERVICES	1,766,614	1,758,839	-	32,461	-	-	-	1,791,300	32,461	1.8%
EXTERNAL TRANSFERS	294,500	414,500	-	(105,000)	-	-	-	309,500	(105,000)	(25.3%)
TOTAL OPERATING EXPENSES	3,220,814	5,833,039	(2,500,000)	200,761	2,500,000	-	-	6,033,800	200,761	3.4%
DEBT REPAYMENT										
PRINCIPAL REPAYMENT	5,648,650	5,415,423	-	(17,860)	-	-	-	5,397,563	(17,860)	(0.3%)
INTEREST REPAYMENT	1,341,267	1,264,603	-	(107,682)	-	-	-	1,156,921	(107,682)	(8.5%)
TOTAL DEBT REPAYMENT	6,989,917	6,680,026	-	(125,542)	-	-	-	6,554,484	(125,542)	(1.9%)
TOTAL EXPENSES	10,210,731	11,963,065	(2,500,000)	75,219	2,500,000	-	-	12,038,284	75,219	0.6%
PROGRAM SURPLUS/DEFICIT										
RESERVE CONTRIBUTION TO (FROM)										
RESERVE CONTRIBUTION-SURPLUS	1,000,000		-	-	-	-	-		-	-
TOTAL RESERVE CONTRIBUTION TO (FROM)	1,000,000		-	-	-	-	-		-	-
TOTAL PROGRAM SURPLUS/DEFICIT	1,000,000		-	-	-	-	-		-	-
NET OPERATING	1,088,766	(47,575)	-	(719,753)	-	-	-	(767,328)	(719,753)	1,512.9%
SUMMARY										
TOTAL REVENUES	(10,121,965)	(12,010,640)	2,500,000	(794,972)	(2,500,000)	-	-	(12,805,612)	(794,972)	6.6%
TOTAL EXPENSES	10,210,731	11,963,065	(2,500,000)	75,219	2,500,000	-	-	12,038,284	75,219	0.6%
TOTAL LEVY	1,088,766	(47,575)		(719,753)				(767,328)	(719,753)	1,512.9%

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

Grants Details

	2022	2022	2023	\$ OVER	% OVER
	FORECAST	BUDGET	APPROVED	2022	2022
			BUDGET	BUDGET	BUDGET
GENERAL					
GRANTS					
Creative Connections	60,000	60,000	60,000	-	-
Oxford County Youth Initiatives	15,000	15,000	15,000	-	-
Social Planning Council Oxford	65,000	65,000	80,000	15,000	23.08%
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	-	-
North Oxford Intercommunity Bus Transit	22,500	22,500	22,500	-	-
TOTAL GRANTS	294,500	294,500	309,500	15,000	5.09%

Operating Budget

	2022	2022	2023	\$ OVER	% OVER
	FORECAST	BUDGET	APPROVED	2022	2022
			BUDGET	BUDGET	BUDGET
OPERATING EXPENSES					
UPPER THAMES	1,046,256	1,127,040	1,106,291	(20,749)	(1.8%)
GRAND RIVER	100,481	100,860	103,500	2,640	2.6%
LONG POINT	449,841	449,841	484,196	34,355	7.6%
CATFISH CREEK	14,212	14,430	14,897	467	3.2%
TOTAL OPERATING EXPENSES	1,610,790	1,692,171	1,708,884	16,713	1.0%

Budget

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023	2023	\$ OVER	% OVER
	FORECAST	BUDGET*	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	APPROVED	2022	2022
			RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
OPERATING										
REVENUES										
TOTAL REVENUES	-		-	-	-	-	-		-	-
EXPENSES										
OPERATING EXPENSES										
EXTERNAL TRANSFERS	2,628,966	2,503,291	-	283,409	-	-	-	2,786,700	283,409	11.3%
TOTAL OPERATING EXPENSES	2,628,966	2,503,291	-	283,409	-	-	-	2,786,700	283,409	11.3%
TOTAL EXPENSES	2,628,966	2,503,291	-	283,409	-	-	-	2,786,700	283,409	11.3%
NET OPERATING	2,628,966	2,503,291	-	283,409	-	-	-	2,786,700	283,409	11.3%
SUMMARY										
TOTAL EXPENSES	2,628,966	2,503,291	-	283,409	-	-	-	2,786,700	283,409	11.3%
TOTAL LEVY	2,628,966	2,503,291		283,409				2,786,700	283,409	11.3%

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

2023 Council Business Plan & Budget



Budget

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023	\$ OVER	% OVER	
	FORECAST	BUDGET*	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	% OVER	
			RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	2022	
								BUDGET	BUDGET	
									BUDGET	
OPERATING										
REVENUES										
GENERAL REVENUES										
PROVINCIAL GRANTS	-		-	-	(1,406,400)	-	-	(1,406,400)	(1,406,400)	-
TOTAL GENERAL REVENUES	-		-	-	(1,406,400)	-	-	(1,406,400)	(1,406,400)	-
OTHER REVENUES										
RESERVE TRANSFER	(1,368,000)	(1,368,000)	1,368,000	-	-	-	-		1,368,000	(100.0%)
TOTAL OTHER REVENUES	(1,368,000)	(1,368,000)	1,368,000	-	-	-	-		1,368,000	(100.0%)
TOTAL REVENUES	(1,368,000)	(1,368,000)	1,368,000	-	(1,406,400)	-	-	(1,406,400)	(38,400)	2.8%
EXPENSES										
SALARIES AND BENEFITS										
SALARIES	398,270	396,825	-	16,962	-	-	-	413,787	16,962	4.3%
BENEFITS	22,420	25,713	-	2,951	-	-	-	28,664	2,951	11.5%
TOTAL SALARIES AND BENEFITS	420,690	422,538	-	19,913	-	-	-	442,451	19,913	4.7%
OPERATING EXPENSES										
MATERIALS	61,805	59,150	(1,000)	5,329	-	-	-	63,479	4,329	7.3%
CONTRACTED SERVICES	5,500	500	-	5,000	-	-	-	5,500	5,000	1,000.0%
EXTERNAL TRANSFERS	-		-	-	1,406,400	-	-	1,406,400	1,406,400	-
TOTAL OPERATING EXPENSES	67,305	59,650	(1,000)	10,329	1,406,400	-	-	1,475,379	1,415,729	2,373.4%
RESERVE TRANSFERS										
CONTRIBUTIONS TO RESERVES	1,368,000	1,368,000	(1,368,000)	-	-	-	-		(1,368,000)	(100.0%)
TOTAL RESERVE TRANSFERS	1,368,000	1,368,000	(1,368,000)	-	-	-	-	(1,368,000)	(1,368,000)	(100.0%)
INTERDEPARTMENTAL CHARGES										
INTERDEPARTMENTAL CHARGES	102,875	102,875	-	18,373	-	-	-	121,248	18,373	17.9%
TOTAL INTERDEPARTMENTAL CHARGES	102,875	102,875	-	18,373	-	-	-	121,248	18,373	17.9%
TOTAL EXPENSES	1,958,870	1,953,063	(1,369,000)	48,615	1,406,400	-	-	2,039,078	86,015	4.4%
NET OPERATING	590,870	585,063	(1,000)	48,615	-	-	-	632,678	47,615	8.1%
CAPITAL										

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
NET CAPITAL	-		-	-	-	-	-		-	-
SUMMARY										
TOTAL REVENUES	(1,368,000)	(1,368,000)	1,368,000	-	(1,406,400)	-	-	(1,406,400)	(38,400)	2.8%
TOTAL EXPENSES	1,958,870	1,953,063	(1,369,000)	48,615	1,406,400	-	-	2,039,078	86,015	4.4%
TOTAL LEVY	590,870	585,063	(1,000)	48,615				632,678	47,615	8.1%

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

Budget Impact Details

	REF	OPERATING EXPENSES	CAPITAL EXPENSES	REVENUES	TAXATION	%
2022 BUDGET		1,953,063		1,368,000	585,063	
LESS: 2022 ONE-TIME ITEMS		(1,369,000)	-	(1,368,000)	(1,000)	(0.2%)
BASE BUDGET IMPACT		48,615	-	-	48,615	8.3%
ONE-TIME ITEMS						
COU-2% Swift Plus Levy Surcharge		1,406,400	-	1,406,400	-	
		1,406,400	-	1,406,400	-	
TOTAL		86,015		38,400	47,615	
2023 BUDGET		2,039,078		1,406,400	632,678	8.1%

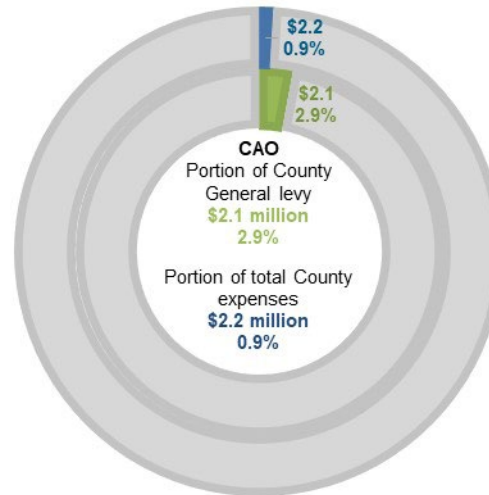
2023

CAO

Business Plan & Budget



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



Division	Division Description	Services	2023 FTE
CAO Chief Administration Officer	CAO Office Provides Council support and advice, strategic leadership, guidance, and administrative oversight to the organization. Provides strategic planning and implementation of cross-Departmental and / or County-community initiatives as they arise. Facilitates continuous improvement reviews to achieve cost savings / avoidance, improved client relations, improved process and efficiencies, and pursue opportunities to be innovative.	<ul style="list-style-type: none"> Corporate Leadership Initiative Implementation 	4.0
	Tourism An external service that develops and coordinates strategies and marketing to support the growth of the tourism industry in Oxford County. It also is an external service that provides information to tourists.	<ul style="list-style-type: none"> Tourism Industry Support Tourism Visitor Support 	3.3
	Strategic Communication & Engagement Directly supports the CAO and SMT in informing the public about County activities and engaging citizens and partners in these activities when their input is required. The team works to promote and protect the County's identity and reputation. It also provides support services to the County including internal communication, media relations, corporate identity ("branding"), social media management, advertising and marketing, event planning, publications, emergency and crisis communication, issues management, and community engagement and relations.	<ul style="list-style-type: none"> Communication and Engagement 	4.3
Total			11.6

5 Year Projected Budget

	2023	2024	2025	2026	2026
	BUDGET	PROJECTED	PROJECTED	PROJECTED	PROJECTED
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
OPERATING					
REVENUES					
GENERAL REVENUES	(19,764)	(30,215)	(19,689)	(31,215)	(20,689)
OTHER REVENUES	(50,000)	-	-	-	-
INTERDEPARTMENTAL RECOVERIES	(80,100)	(85,440)	(90,560)	(95,780)	(98,740)
TOTAL REVENUES	(149,864)	(115,655)	(110,249)	(126,995)	(119,429)
EXPENSES					
SALARIES AND BENEFITS	1,454,394	1,510,038	1,556,751	1,598,740	1,633,711
OPERATING EXPENSES	599,437	563,468	541,309	552,067	545,875
INTERDEPARTMENTAL CHARGES	163,695	168,748	172,049	175,435	178,870
TOTAL EXPENSES	2,217,526	2,242,254	2,270,109	2,326,242	2,358,456
NET OPERATING	2,067,662	2,126,599	2,159,860	2,199,247	2,239,027
CAPITAL					
NET CAPITAL	-	-	-	-	-
SUMMARY					
TOTAL REVENUES	(149,864)	(115,655)	(110,249)	(126,995)	(119,429)
TOTAL EXPENSES	2,217,526	2,242,254	2,270,109	2,326,242	2,358,456
TOTAL LEVY	2,067,662	2,126,599	2,159,860	2,199,247	2,239,027

Services Overview

Full Time Equivalents

4.0 FTE

→0.0

Service	Service Description	2021 Service Level	Service Type
Corporate Leadership	An internal service which oversees the implementation of Council decisions and provides direction to the organization and employees of the organization.	Deliver today, Plan for tomorrow	Support
Initiative Implementation	An internal service responsible for implementation of cross-Departmental and / or County-community initiatives, including continuous improvement reviews to achieve cost savings / avoidance, improved client relations, improved process and efficiencies, and pursue opportunities to be innovative.	4 Continuous improvement projects	Support





Key Performance Indicators


	2019 Actual	2020 Actual	2021 Actual	2022 Forecast	2023 Budget	Target
Gross operating budget variance (% operating budget spent)	86.7%	99.1%	90.4%	95.5%	95.0%	98.5%
Capital budget (delivery) variance (% capital budget spent)	63.1%	60.9%	66.0%	88.1%	85.0%	↑
Community satisfaction with county programs*	81.0%	N/A	N/A	74.7%	80%	85.0%
Employee job engagement**	N/A	N/A	N/A	79.2%	N/A	↑
Employee organizational engagement**	N/A	N/A	N/A	69.4%	N/A	↑
Oxford County Strategic Plan priorities	On going	On going	On going	On going	On going	Business Plan
Corporate continuous improvement projects	N/A	N/A	4	4	5	6

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

** Based on the Employee Engagement Survey. Survey was last completed in 2017, results of 2022 survey not yet available.

Goals and Objectives

Description	2023	2024	2025	Strategic Plan	Other Plan Alignment
<p>Oxford County Strategic Plan</p> <p>Initiate and lead the update and refresh of the County's Strategic Plan.</p> <p>Ongoing implementation of the County's Strategic Plan including facilitation of, and support for, the implementation of the updated Future Oxford Community Sustainability Plan through the Future Oxford Partnership and within Oxford County operations.</p> <p>Inform the public about County programs, services and activities through planned communication.</p>	●	●	●	 Shapes the Future 3.i. 3.ii. 3.iii.	
<p>Oxford Housing Crisis</p> <p>Continue working with Human Services, Community Planning and other community and business stakeholders in the development of a housing strategy to address the need, and increase opportunities for housing that is affordable, to the broader Oxford community, including the development of tangible implementation tools.</p>	●	●	●	 Shapes the Future 3.i. 3.ii. 3.iii.	
<p>Strategic Commitments</p> <p>Working with community partners, stakeholders and businesses in the ongoing advancement of Oxford County's formal commitments:</p> <ul style="list-style-type: none"> • 100% Renewable Energy • Workforce Readiness • Zero Waste • Zero Poverty 	●	●	●	 Shapes the Future 3.iii.	
<p>Continuous Improvement</p> <p>Facilitate and implement an improved employee onboarding program.</p> <p>Enhance client relations; with residents, County Council, and area municipal staff.</p> <p>Improved business processes and efficiencies; innovative changes or improved timeliness in the delivery of County programs and services.</p> <p>Innovation; introduction of new or improved practices that enhance service delivery and relationships.</p>	●	●	●	 Performs & Delivers Results 5.i. 5.ii.	

Description	2023	2024	2025	Strategic Plan	Other Plan Alignment
Advocacy Ongoing advocacy for Southwestern Ontario and Rural issues: <ul style="list-style-type: none"> • Integrated public transportation • Rural broadband • Virtual net metering • Community Paramedic Services Support • SW Ontario Economic Development Plan 	●	●	●	 Shapes the Future	
				3.i.	

CAO Office - Budget

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	FORECAST	BUDGET*	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
			RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
OPERATING										
REVENUES										
GENERAL REVENUES										
PROVINCIAL GRANTS	(43,913)		-	-	-	-	-		-	-
USER FEES AND CHARGES	(2,357)		-	-	-	-	-		-	-
TOTAL GENERAL REVENUES	(46,270)		-	-	-	-	-		-	-
OTHER REVENUES										
RESERVE TRANSFER	-		-	-	(50,000)	-	-	(50,000)	(50,000)	-
TOTAL OTHER REVENUES	-		-	-	(50,000)	-	-	(50,000)	(50,000)	-
TOTAL REVENUES	(46,270)		-	-	(50,000)	-	-	(50,000)	(50,000)	-
EXPENSES										
SALARIES AND BENEFITS										
SALARIES	458,230	552,762	-	(4,401)	-	-	-	548,361	(4,401)	(0.8%)
BENEFITS	118,240	144,183	-	(3,778)	-	-	-	140,405	(3,778)	(2.6%)
TOTAL SALARIES AND BENEFITS	576,470	696,945	-	(8,179)	-	-	-	688,766	(8,179)	(1.2%)
OPERATING EXPENSES										
MATERIALS	74,020	28,880	(300)	(2,170)	-	-	-	26,410	(2,470)	(8.6%)
CONTRACTED SERVICES	67,237	65,000	-	(7,855)	50,000	-	-	107,145	42,145	64.8%
TOTAL OPERATING EXPENSES	141,257	93,880	(300)	(10,025)	50,000	-	-	133,555	39,675	42.3%

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
INTERDEPARTMENTAL CHARGES										
INTERDEPARTMENTAL CHARGES	48,386	48,296	-	18,333	-	-	-	66,629	18,333	38.0%
TOTAL INTERDEPARTMENTAL CHARGES	48,386	48,296	-	18,333	-	-	-	66,629	18,333	38.0%
TOTAL EXPENSES	766,113	839,121	(300)	129	50,000	-	-	888,950	49,829	5.9%
NET OPERATING	719,843	839,121	(300)	129	-	-	-	838,950	(171)	(0.0%)
CAPITAL										
CAPITAL EXPENSES										
FURNISHINGS AND EQUIPMENT	1,447	2,200	(2,200)	-	-	-	-	(2,200)	(2,200)	(100.0%)
TOTAL CAPITAL EXPENSES	1,447	2,200	(2,200)	-	-	-	-	(2,200)	(2,200)	(100.0%)
NET CAPITAL	1,447	2,200	(2,200)	-	-	-	-	(2,200)	(2,200)	(100.0%)
SUMMARY										
TOTAL REVENUES	(46,270)		-	-	(50,000)	-	-	(50,000)	(50,000)	-
TOTAL EXPENSES	767,560	841,321	(2,500)	129	50,000	-	-	888,950	47,629	5.7%
TOTAL LEVY	721,290	841,321	(2,500)	129				838,950	(2,371)	(0.3%)

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

CAO Office - Budget Impact Details

	REF	OPERATING EXPENSES	CAPITAL EXPENSES	REVENUES	TAXATION	%
2022 BUDGET		839,121	2,200		841,321	
LESS: 2022 ONE-TIME ITEMS		(300)	(2,200)	-	(2,500)	(0.3%)
BASE BUDGET IMPACT		129	-	-	129	0.0%
ONE-TIME ITEMS						
CAO-Strategic Plan Refresh		50,000	-	50,000	-	
		50,000	-	50,000	-	
TOTAL		49,829	(2,200)	50,000	(2,371)	
2023 BUDGET		888,950		50,000	838,950	(0.3%)

Future Oxford - Budget

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023	\$ OVER	% OVER
	FORECAST	BUDGET*	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2022	% OVER
			RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET
OPERATING									
EXPENSES									
OPERATING EXPENSES									
MATERIALS	12,000	17,000	-	6,000	-	-	-	23,000	35.3%
CONTRACTED SERVICES	23,000	60,000	-	(15,000)	-	-	-	45,000	(25.0%)
EXTERNAL TRANSFERS	145,000	145,000	-	1,000	-	-	-	146,000	0.7%
TOTAL OPERATING EXPENSES	180,000	222,000	-	(8,000)	-	-	-	214,000	(3.6%)
TOTAL EXPENSES	180,000	222,000	-	(8,000)	-	-	-	214,000	(3.6%)
NET OPERATING	180,000	222,000	-	(8,000)	-	-	-	214,000	(3.6%)
SUMMARY									
TOTAL EXPENSES	180,000	222,000	-	(8,000)	-	-	-	214,000	(3.6%)
TOTAL LEVY	180,000	222,000		(8,000)				214,000	(3.6%)

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

Services Overview

Full Time Equivalents

3.3 FTE





→0.0

Service	Service Description	2021 Service Level	Service Type
Tourism Industry Support	An external service that supports businesses with product development, marketing and collaboration opportunities.	291 partnership activities	Community
Tourism Visitor Support	An external service that manages and supports visitation.	29% increase in website page views	Community

Key Performance Indicators

	2019 Actual	2020 Actual	2021 Actual	2022 Forecast	2023 Budget	Target
Number of partnerships	344	68	291	317	300	320
Sustainable tourism development & promotion activities	6	6	6	8	6	3
Number of travel media stories	11	11	14	8	8	12
Paid digital campaign impressions	2,597,198	4,650,000	5,000,000	4,000,000	4,000,000	4,000,000
Consumer engagement (social media followers, subscribers, website/video views, print, in person)	273,994	241,282	287,916	365,966	300,000	300,000

Goals and Objectives

Description	2023	2024	2025	Strategic Plan	Other Plan Alignment
<p>Increase Business Engagement with Tourism Oxford</p> <p>Increase the number of businesses taking advantage of Tourism Oxford’s business supports, collaborations and opportunities. The result will be more businesses with free website listings, attending workshops, and new tourism product/collaborations.</p>	●			 Informs & Engages 4.ii.	
<p>Modernize Visitor Services</p> <p>Improve visitor information services with increased signage and improved customer experience online. Install visitor information signage in municipalities at key locations, where it has not yet been installed. Develop website content that increases website satisfaction through time spent on website and website traffic.</p>	●			 Performs & Delivers Results 5.ii.	
<p>Education and Collaboration</p> <p>Support tourism businesses to meet consumer needs with training sessions and collaborations for: sustainability, experiential travel, diversity, equity, and inclusion.</p>	●			 Shapes the Future 3.iii.	
<p>Apply to Host a Destination Ontario Photo and Video Shoot</p> <p>Partner with Destination Ontario to host a photo and video shoot of Oxford County, providing content for use by Tourism Oxford and Destination Ontario. This will provide Destination Ontario with a comprehensive photo and video bank so they can promote all municipalities in Oxford County.</p>	●			 Informs & Engages 4.ii.	

Budget

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023	\$ OVER	% OVER
	FORECAST	BUDGET*	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	% OVER
			RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	2022
								BUDGET	BUDGET
OPERATING									
REVENUES									
GENERAL REVENUES									
PROVINCIAL GRANTS	(63,434)	(63,468)	60,000	(221)	-	-	-	(3,689)	59,779 (94.2%)
FEDERAL GRANTS	(88,000)		-	-	-	-	-		-
USER FEES AND CHARGES	(29,651)	(13,500)	-	(2,575)	-	-	-	(16,075)	(2,575) 19.1%
TOTAL GENERAL REVENUES	(181,085)	(76,968)	60,000	(2,796)	-	-	-	(19,764)	57,204 (74.3%)
TOTAL REVENUES	(181,085)	(76,968)	60,000	(2,796)	-	-	-	(19,764)	57,204 (74.3%)
EXPENSES									
SALARIES AND BENEFITS									
SALARIES	228,218	228,218	-	595	-	-	-	228,813	595 0.3%
BENEFITS	71,114	71,114	-	(5,330)	-	-	-	65,784	(5,330) (7.5%)
TOTAL SALARIES AND BENEFITS	299,332	299,332	-	(4,735)	-	-	-	294,597	(4,735) (1.6%)
OPERATING EXPENSES									
MATERIALS	245,668	155,335	(60,000)	10,240	-	-	-	105,575	(49,760) (32.0%)
CONTRACTED SERVICES	92,470	78,500	-	450	8,000	-	-	86,950	8,450 10.8%
TOTAL OPERATING EXPENSES	338,138	233,835	(60,000)	10,690	8,000	-	-	192,525	(41,310) (17.7%)
INTERDEPARTMENTAL CHARGES									
INTERDEPARTMENTAL CHARGES	39,045	39,045	-	6,529	-	-	-	45,574	6,529 16.7%
TOTAL INTERDEPARTMENTAL CHARGES	39,045	39,045	-	6,529	-	-	-	45,574	6,529 16.7%
TOTAL EXPENSES	676,515	572,212	(60,000)	12,484	8,000	-	-	532,696	(39,516) (6.9%)
NET OPERATING	495,430	495,244	-	9,688	8,000	-	-	512,932	17,688 3.6%
SUMMARY									
TOTAL REVENUES	(181,085)	(76,968)	60,000	(2,796)	-	-	-	(19,764)	57,204 (74.3%)
TOTAL EXPENSES	676,515	572,212	(60,000)	12,484	8,000	-	-	532,696	(39,516) (6.9%)
TOTAL LEVY	495,430	495,244		9,688	8,000			512,932	17,688 3.6%


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

Budget Impact Details

	REF	OPERATING EXPENSES	CAPITAL EXPENSES	REVENUES	TAXATION	%
2022 BUDGET		572,212		76,968	495,244	
LESS: 2022 ONE-TIME ITEMS		(60,000)	-	(60,000)	-	
BASE BUDGET IMPACT		12,484	-	2,796	9,688	2.0%
ONE-TIME ITEMS						
TOUR-Destination Ontario Photo Video		8,000	-	-	8,000	1.6%
		8,000	-	-	8,000	1.6%
TOTAL		(39,516)		(57,204)	17,688	
2023 BUDGET		532,696		19,764	512,932	3.6%

Services Overview

Full Time Equivalents **4.3 FTE** ↑0.3

Service	Service Description	2021 Service Level	Service Type
Communication and Engagement	An internal service that provides strategic communication consultation; establishes communication-related policy, guidelines and protocols; delivers tactical communication support; and supports public consultation.	9% Social media growth	

- **0.3 FTE Summer Student** - To offer support over the summer months when full time staff are taking vacation to ensure service continuity and quality. **FTE 2023-13**

Key Performance Indicators

	2019 Actual	2020 Actual	2021 Actual	2022 Forecast	2023 Budget	Target
Media interviews facilitated*	151	150	103	105	107	+ 2%/yr
News releases & updates	60	93	81	84	86	+ 3%/yr
Total annual sessions to website†	325,614	516,824	518,500	480,000	525,000	+ 7-15%/yr
Social media followers††	7,810	10,093	11,039	11,591	12,170	+ 5%/yr
Employee organizational communication††	N/A	N/A	N/A	75%	N/A	75%





* This number is dependent in part on number of dedicated reporters in the community. Between 2020 and 2022 there have been some periods of news outlet staff turnover (with absences) and reductions.

** Increase in 2020 attributed to demand for COVID-19 information and increase in population (new arrivals) to the area. Decrease in 2022 attributed to changeover to new website, which required people to re-subscribe to e-Alert automatic updates.

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

†† 2020 Employee Engagement Survey postponed due to COVID-19 pandemic.

Goals and Objectives

Description	2023	2024	2025	Strategic Plan	Other Plan Alignment
<p>Woodingford Lodge Communications Audit</p> <p>Complete a communications audit to support Woodingford's legislated continuous quality improvement program, via its accreditation process, instituting improved internal communications tools and providing recommendations and enhancements for other stakeholder communications.</p>	●	●		 Informs & Engages 4.i. 4.ii.	
<p>Digital Advertising Strategy</p> <p>Assess performance of current digital (online) ad buying practices and seek ways to improve audience reach and cost effectiveness.</p>	●			 Performs & Delivers Results 5.ii.	
<p>Social media management & measurement tool (Continued from 2022 Business Plan)</p> <p>Assess and implement online subscriptions/services that support social media management and measurement to improve quality of metrics, identify trends, schedule across multiple sites, and place paid advertising. Trial of one platform has been underway in 2022 with some issues noted to date.</p>	●			 Performs & Delivers Results 5.i. 5.ii.	
<p>Video production & engagement strategy (Continued from 2022 Business Plan)</p> <p>Continue data collection and tracking of reactions, responses and traffic for Oxford County videos. This will be used to develop a strategy and best practices for future video projects. Existing practices regarding branding guidelines for videos will be incorporated into this work.</p>	●			 Performs & Delivers Results 5.ii.	

Budget

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023	\$ OVER	% OVER	
	FORECAST	BUDGET*	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	% OVER	
			RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	2022	
								BUDGET	BUDGET	
OPERATING										
REVENUES										
INTERDEPARTMENTAL RECOVERIES										
DEPARTMENTAL RECOVERIES	(72,148)	(72,148)	2,300	(10,252)	-	-	-	(80,100)	(7,952)	11.0%
TOTAL INTERDEPARTMENTAL RECOVERIES	(72,148)	(72,148)	2,300	(10,252)	-	-	-	(80,100)	(7,952)	11.0%
TOTAL REVENUES	(72,148)	(72,148)	2,300	(10,252)	-	-	-	(80,100)	(7,952)	11.0%
EXPENSES										
SALARIES AND BENEFITS										
SALARIES	339,090	347,221	-	9,968	-	11,356	-	368,545	21,324	6.1%
BENEFITS	100,100	105,066	-	(3,520)	-	940	-	102,486	(2,580)	(2.5%)
TOTAL SALARIES AND BENEFITS	439,190	452,287	-	6,448	-	12,296	-	471,031	18,744	4.1%
OPERATING EXPENSES										
MATERIALS	46,234	46,767	(300)	2,890	-	-	-	49,357	2,590	5.5%
CONTRACTED SERVICES	9,000	11,000	-	(1,000)	-	-	-	10,000	(1,000)	(9.1%)
TOTAL OPERATING EXPENSES	55,234	57,767	(300)	1,890	-	-	-	59,357	1,590	2.8%
INTERDEPARTMENTAL CHARGES										
INTERDEPARTMENTAL CHARGES	41,491	41,491	-	10,001	-	-	-	51,492	10,001	24.1%
TOTAL INTERDEPARTMENTAL CHARGES	41,491	41,491	-	10,001	-	-	-	51,492	10,001	24.1%
TOTAL EXPENSES	535,915	551,545	(300)	18,339	-	12,296	-	581,880	30,335	5.5%
CAPITAL										
CAPITAL EXPENSES										
FURNISHINGS AND EQUIPMENT	1,247	2,000	(2,000)	-	-	-	-	(2,000)	(100.0%)	
TOTAL CAPITAL EXPENSES	1,247	2,000	(2,000)	-	-	-	-	(2,000)	(100.0%)	
NET CAPITAL	1,247	2,000	(2,000)	-	-	-	-	(2,000)	(100.0%)	
SUMMARY										
TOTAL REVENUES	(72,148)	(72,148)	2,300	(10,252)	-	-	-	(80,100)	(7,952)	11.0%
TOTAL EXPENSES	537,162	553,545	(2,300)	18,339	-	12,296	-	581,880	28,335	5.1%
TOTAL LEVY	465,014	481,397		8,087		12,296		501,780	20,383	4.2%

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

Budget Impact Details

	REF	OPERATING EXPENSES	CAPITAL EXPENSES	REVENUES	TAXATION	%	INTERDEPT RECOVERY	%
2022 BUDGET		551,545	2,000		481,397		72,148	
LESS: 2022 ONE-TIME ITEMS		(300)	(2,000)	-	-		(2,300)	(3.2%)
BASE BUDGET IMPACT		18,339	-	-	8,087	1.7%	10,252	14.2%
SERVICE LEVEL								
SCE-Summer Student FTE	FTE2023-13	12,296	-	-	12,296	2.6%	-	
		12,296		-	12,296	2.6%	-	
TOTAL		30,335	(2,000)		20,383		7,952	
2023 BUDGET		581,880			501,780	4.2%	80,100	11.0%

FTE Change Proposal – Student

FTE 2023 13

DESCRIPTION

Type of FTE request	Service Level
Classification	Student - Permanent
Job Title	Student
FTE	0.3

Strategic Plan	
	Performs & Delivers Results
	5.i. 5.ii.

BACKGROUND

Background

To leverage a recent recruitment process when faced with a second vacancy in 2022, Strategic Communication and Engagement changed one position from a Grade 7 (Communication Advisor) to a Grade 5 (Communication Officer). To offer support over the summer months when the team of four is taking most of its allocated vacation, SCE is seeking to add a summer student role for four months of the year to support service continuity and quality.

Comments

Considering the position change for one role from a Grade 7 to Grade 5, the addition of a summer student would still result in an overall reduction in staffing costs of \$4,745.

The summer student role would be used to provide social media, web content, and advertising support during the summer months when staff are taking most of their vacation time. This ensures service continuity by providing timely updates to the public and ensuring key deadlines are met. Summer months at the County are typically not “slow” times but are just as active as other times of the year. In 2022, there was an increase in demand for communication services over the summer.

Allocated salary and benefits for (1) Grade 7 role (2022 rate)	Salary and benefits for hired Grade 5 role (2023 rate)	Reduction in staffing budget due to position change	Staffing cost for summer student	Change
\$97,097	\$80,056	\$17,041	\$12,296	\$(4,745) less

Conclusions

The addition of a summer student role would ensure service continuity and quality over the summer months during staff absences. This change would be offset by a reduction in staffing costs with the role change that took place in 2022, and would still result in an overall nominal decrease in staffing costs.

In addition to helping meet operational needs, student employment is an investment in local youth and can recruitment by exposing youth to the range of employment opportunities in local municipal government.

BUDGET REQUIREMENTS

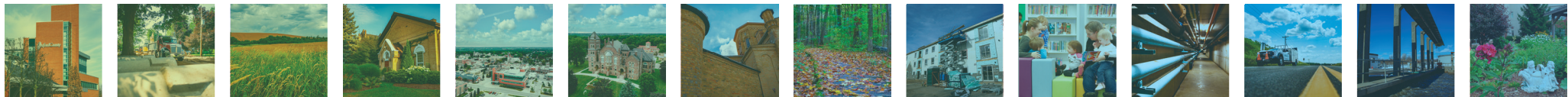
	One-time	Base	Total Budget
Salaries and benefits	\$-	\$12,296	\$12,296
County Levy	\$-	\$12,296	\$12,296

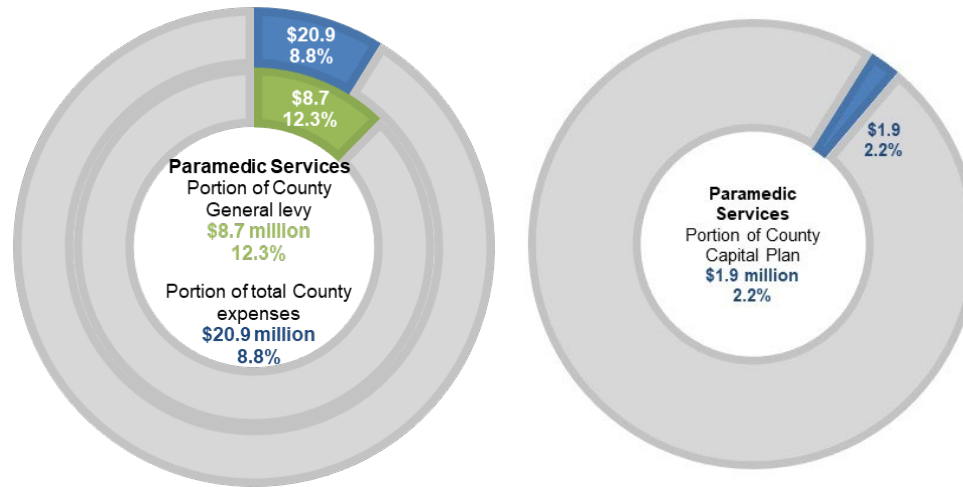
2023 Paramedic Services

Business Plan & Budget



OXFORD COUNTY








Division	Division Description	Services	2023 FTE Base	2023 FTE Temp
Paramedic Services Director of Paramedic Services	Paramedic Services Paramedic Services is an external service that provides emergency care to stabilize a patient's condition, initiates rapid transport to hospitals, and facilitates both emergency and non-emergency transfers between medical facilities.	<ul style="list-style-type: none"> Paramedic Services Emergency Management 	77.2	0.6
	Community Paramedicine Paramedics provide in-home assessments, referrals, treatment, and support to patients to meet their goals of care in an effort to prevent 911 calls and hospital admissions.	<ul style="list-style-type: none"> Community Paramedicine 	12.0	-
Total			89.2	0.6

5 Year Projected Budget

	2023	2024	2025	2026	2026
	BUDGET	PROJECTED	PROJECTED	PROJECTED	PROJECTED
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
OPERATING					
REVENUES					
GENERAL REVENUES	(10,104,278)	(8,699,479)	(8,427,469)	(8,598,951)	(8,708,210)
OTHER REVENUES	(199,298)	-	-	-	(67,500)
TOTAL REVENUES	(10,303,576)	(8,699,479)	(8,427,469)	(8,598,951)	(8,775,710)
EXPENSES					
SALARIES AND BENEFITS	14,645,227	13,638,818	13,432,785	13,648,307	13,867,952
OPERATING EXPENSES	2,172,398	1,787,480	1,756,380	1,779,089	1,892,534
DEBT REPAYMENT	182,652	-	-	-	-
RESERVE TRANSFERS	964,800	1,013,000	1,035,000	1,058,000	1,081,000
INTERDEPARTMENTAL CHARGES	1,070,854	1,054,231	1,114,467	1,103,022	1,160,386
TOTAL EXPENSES	19,035,931	17,493,529	17,338,632	17,588,418	18,001,872
NET OPERATING	8,732,355	8,794,050	8,911,163	8,989,467	9,226,162
CAPITAL					
CAPITAL REVENUES	(1,884,529)	(1,418,830)	(1,001,900)	(824,680)	(1,170,834)
CAPITAL EXPENSES	1,889,529	1,418,830	1,001,900	824,680	1,170,834
NET CAPITAL	5,000	-	-	-	-
SUMMARY					
TOTAL REVENUES	(12,188,105)	(10,118,309)	(9,429,369)	(9,423,631)	(9,946,544)
TOTAL EXPENSES	20,925,460	18,912,359	18,340,532	18,413,098	19,172,706
TOTAL LEVY	8,737,355	8,794,050	8,911,163	8,989,467	9,226,162

Services Overview

Full Time Equivalents **89.2 FTE** ↑0.6
Base +0.6
Temporary






Service	Service Description	2021 Service Level	Service Type
911 Call Taking & Dispatch	An external service that provides 911 answering services to people reporting emergencies and directs calls to appropriate emergency service dispatch centres according to the callers request.	Terms of contract met by provider	
Paramedic Services	An external service that provides emergency care to stabilize a patient's condition, initiates rapid transport to hospitals, and facilitates both emergency and non-emergency transfers between medical facilities.	17,250 Patient encounters by paramedics	
Emergency Management	A service that develops and coordinates all appropriate event response activities, with clarity of roles and accountability, across all departments and relevant organizations during an emergency and ensures the continuity of essential municipal services.	EMCPA compliant	

- 0.6 FTE Emergency Management Coordinator Part-time** - To support the municipal emergency management program to ensure continued legislative compliance. **NI 2023-12**
- 0.6 FTE Temporary COVID-19 Paramedics Part-time** - Additional FTE's anticipated in 2023 to be fully staffed while anticipating COVID-19 absences to continue. **COVID Funding**

Key Performance Indicators

	2019 Actual	2020 Actual	2021 Actual	2022 Forecast	2023 Budget	Target
Total 911 patient encounters	14,587	14,857	17,250	18,000	19,000	↑
Paramedic Staffing Ratio (FT:PT)	60:40	62:47	64:43	65:49	65:55	65:55
Community Paramedic patients enrolled	N/A	N/A	470	500	760	↑
Terms of 911 contract met by provider	Yes	Yes	Yes	Yes	Yes	Yes

Goals and Objectives

Description	2023	2024	2025	Strategic Plan	Other Plan Alignment
<p>Paramedic Station Location Review Comprehensive review of existing capital facility upgrade and replacement needs based on deployment optimization, operational capacity and function.</p>	●			 Shapes the Future 3.iii.	Asset Management Plan
<p>Ambulance Act Legislation Changes Develop and implement new models of care that can safely reduce patient transfers and Emergency Department visits.</p>	●	●	●	 Performs & Delivers Results 5.ii.	
<p>Local Community Health Care Integration Advance opportunities to deliver more comprehensive community health care through partnerships with other local health care and social service providers/institutions.</p>	●	●	●	 Performs & Delivers Results 5.i.	EMS Master Plan
<p>Updated Emergency Management Plan Review and update the current Emergency Management Plan to reflect any change requirements to the program to ensure compliance to Emergency Management and Civil Protection Act and to recommend the adoption of current best practices in emergency management.</p>	●	●		 Shapes the Future 3.iii.	Emergency Management Plan
<p>Medical Tiered Response Review Review and update all Medical Tiered Response agreements to ensure response criteria are supported by medical evidence, the program supports the Ambulance Response Time Performance Plan, and ensure a robust Quality Assurance program is in place to ensure the program meets the needs of the community.</p>	●			 Shapes the Future 3.iii.	Ambulance Response Time Performance Plan

911 Operation - Budget

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023	\$ OVER	% OVER	
	FORECAST	BUDGET*	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	% OVER	
			RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	2022	
								BUDGET	BUDGET	
OPERATING										
REVENUES										
GENERAL REVENUES										
PROVINCIAL GRANTS	(7,718,824)	(7,612,550)	240,281	(395,936)	(65,973)	-	-	(7,834,178)	(221,628)	2.9%
USER FEES AND CHARGES	(300,233)	(727,374)	551,694	17,080	-	-	-	(158,600)	568,774	(78.2%)
OTHER REVENUE	(32,463)	(30,000)	-	13,000	-	-	-	(17,000)	13,000	(43.3%)
TOTAL GENERAL REVENUES	(8,051,520)	(8,369,924)	791,975	(365,856)	(65,973)	-	-	(8,009,778)	360,146	(4.3%)
OTHER REVENUES										
RESERVE TRANSFER	(281,049)	(281,049)	50,000	231,049	-	-	-		281,049	(100.0%)
DEVELOPMENT CHARGES	(133,092)	(133,092)	-	(66,206)	-	-	-	(199,298)	(66,206)	49.7%
TOTAL OTHER REVENUES	(414,141)	(414,141)	50,000	164,843	-	-	-	(199,298)	214,843	(51.9%)
TOTAL REVENUES	(8,465,661)	(8,784,065)	841,975	(201,013)	(65,973)	-	-	(8,209,076)	574,989	(6.5%)
EXPENSES										
SALARIES AND BENEFITS										
SALARIES	10,186,158	10,108,406	(578,038)	375,253	56,289	56,324	-	10,018,234	(90,172)	(0.9%)
BENEFITS	2,639,390	3,228,243	(25,602)	(96,134)	5,484	5,487	-	3,117,478	(110,765)	(3.4%)
GAPPING ALLOCATION	-	-	-	-	-	-	(14,300)	(14,300)	(14,300)	-
TOTAL SALARIES AND BENEFITS	12,825,548	13,336,649	(603,640)	279,119	61,773	61,811	(14,300)	13,121,412	(215,237)	(1.6%)
OPERATING EXPENSES										
MATERIALS	1,433,325	1,420,800	(189,100)	124,370	11,800	24,500	(75)	1,392,295	(28,505)	(2.0%)
CONTRACTED SERVICES	350,875	369,114	(50,000)	(96,614)	-	-	-	222,500	(146,614)	(39.7%)
RENTS AND FINANCIAL EXPENSES	86,000	86,000	-	(86,000)	-	110,000	-	110,000	24,000	27.9%
TOTAL OPERATING EXPENSES	1,870,200	1,875,914	(239,100)	(58,244)	11,800	134,500	(75)	1,724,795	(151,119)	(8.1%)
DEBT REPAYMENT										
PRINCIPAL REPAYMENT	180,000	180,000	-	-	-	-	-	180,000	-	-
INTEREST REPAYMENT	8,448	8,448	-	(5,796)	-	-	-	2,652	(5,796)	(68.6%)
TOTAL DEBT REPAYMENT	188,448	188,448	-	(5,796)	-	-	-	182,652	(5,796)	(3.1%)
RESERVE TRANSFERS										
CONTRIBUTIONS TO RESERVES	1,500	-	-	-	-	-	-	-	-	-
CONTRIBUTIONS TO CAPITAL RESERVES	890,000	890,000	-	49,800	-	-	-	939,800	49,800	5.6%
DEVELOPMENT CHARGES EXEMPTIONS	90,000	25,000	-	-	-	-	-	25,000	-	-
TOTAL RESERVE TRANSFERS	981,500	915,000	-	49,800	-	-	-	964,800	49,800	5.4%

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
INTERDEPARTMENTAL CHARGES										
INTERDEPARTMENTAL CHARGES	853,750	861,696	-	81,876	4,200	-	-	947,772	86,076	10.0%
TOTAL INTERDEPARTMENTAL CHARGES	853,750	861,696	-	81,876	4,200	-	-	947,772	86,076	10.0%
TOTAL EXPENSES	16,719,446	17,177,707	(842,740)	346,755	77,773	196,311	(14,375)	16,941,431	(236,276)	(1.4%)
NET OPERATING	8,253,785	8,393,642	(765)	145,742	11,800	196,311	(14,375)	8,732,355	338,713	4.0%
CAPITAL										
CAPITAL REVENUES										
CAPITAL FEDERAL GRANTS	(3,121)	-	-	-	-	-	-	-	-	-
CAPITAL PROVINCIAL GRANTS	(780)	-	-	-	-	-	-	-	-	-
CAPITAL RESERVE TRANSFER	(830,344)	(1,376,923)	-	(507,606)	-	-	-	(1,884,529)	(507,606)	36.9%
TOTAL CAPITAL REVENUES	(834,245)	(1,376,923)	-	(507,606)	-	-	-	(1,884,529)	(507,606)	36.9%
CAPITAL EXPENSES										
MAJOR INFRASTRUCTURE	93,700	106,886	-	(70,136)	-	-	-	36,750	(70,136)	(65.6%)
VEHICLES	599,340	921,974	-	243,226	-	-	-	1,165,200	243,226	26.4%
BUILDING	-	-	-	14,000	-	-	-	14,000	14,000	-
FURNISHINGS AND EQUIPMENT	143,698	352,063	(4,000)	320,516	5,000	-	-	673,579	321,516	91.3%
TOTAL CAPITAL EXPENSES	836,738	1,380,923	(4,000)	507,606	5,000	-	-	1,889,529	508,606	36.8%
NET CAPITAL	2,493	4,000	(4,000)	-	5,000	-	-	5,000	1,000	25.0%
SUMMARY										
TOTAL REVENUES	(9,299,906)	(10,160,988)	841,975	(708,619)	(65,973)	-	-	(10,093,605)	67,383	(0.7%)
TOTAL EXPENSES	17,556,184	18,558,630	(846,740)	854,361	82,773	196,311	(14,375)	18,830,960	272,330	1.5%
TOTAL LEVY	8,256,278	8,397,642	(4,765)	145,742	16,800	196,311	(14,375)	8,737,355	339,713	4.0%

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

911 Operation - Budget Impact Details

	REF	OPERATING EXPENSES	CAPITAL EXPENSES	REVENUES	TAXATION	%
2022 BUDGET		17,177,707	1,380,923	10,160,988	8,397,642	
LESS: 2022 ONE-TIME ITEMS		(842,740)	(4,000)	(841,975)	(4,765)	(0.1%)
BASE BUDGET IMPACT		346,755	507,606	708,619	145,742	1.7%
COVID						
PS-COVID Costs	FTE Impact	65,973	-	65,973	-	
		65,973		65,973	-	
SERVICE LEVEL						
PS-Labour Management Software		34,200	-	-	34,200	0.4%
PS-Additional storage space rent		110,000	-	-	110,000	1.3%
		144,200		-	144,200	1.7%
NEW INITIATIVES						
PS-Coordinator of Emergency Management	NI2023-12	63,911	5,000	-	68,911	0.8%
		63,911	5,000	-	68,911	0.8%
INITIATIVE GAPPING						
PS-Coordinator of Emergency Management	NI2023-12	(14,375)	-	-	(14,375)	(0.2%)
		(14,375)	-	-	(14,375)	(0.2%)
TOTAL		(236,276)	508,606	(67,383)	339,713	
2023 BUDGET		16,941,431	1,889,529	10,093,605	8,737,355	4.0%

Paramedicine - Budget

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023	\$ OVER	% OVER	
	FORECAST	BUDGET*	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	% OVER	
			RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	2022	
								BUDGET	BUDGET	
OPERATING										
REVENUES										
GENERAL REVENUES										
PROVINCIAL GRANTS	(1,344,555)	(1,985,756)	69,330	(83,574)	-	-	-	(2,000,000)	(14,244)	0.7%
USER FEES AND CHARGES	(378,000)	(94,500)	94,500	(94,500)	-	-	-	(94,500)	-	-
TOTAL GENERAL REVENUES	(1,722,555)	(2,080,256)	163,830	(178,074)	-	-	-	(2,094,500)	(14,244)	0.7%
TOTAL REVENUES	(1,722,555)	(2,080,256)	163,830	(178,074)	-	-	-	(2,094,500)	(14,244)	0.7%
EXPENSES										
SALARIES AND BENEFITS										
SALARIES	1,026,448	1,230,797	-	(25,321)	-	-	-	1,205,476	(25,321)	(2.1%)
BENEFITS	240,190	324,335	-	(5,996)	-	-	-	318,339	(5,996)	(1.8%)
TOTAL SALARIES AND BENEFITS	1,266,638	1,555,132	-	(31,317)	-	-	-	1,523,815	(31,317)	(2.0%)
OPERATING EXPENSES										
MATERIALS	355,019	347,847	(163,830)	179,986	-	-	-	364,003	16,156	4.6%
CONTRACTED SERVICES	10,905	83,600	-	-	-	-	-	83,600	-	-
TOTAL OPERATING EXPENSES	365,924	431,447	(163,830)	179,986	-	-	-	447,603	16,156	3.7%
INTERDEPARTMENTAL CHARGES										
INTERDEPARTMENTAL CHARGES	89,993	93,677	-	29,405	-	-	-	123,082	29,405	31.4%
TOTAL INTERDEPARTMENTAL CHARGES	89,993	93,677	-	29,405	-	-	-	123,082	29,405	31.4%
TOTAL EXPENSES	1,722,555	2,080,256	(163,830)	178,074	-	-	-	2,094,500	14,244	0.7%
NET OPERATING	-	-	-	-	-	-	-	-	-	-
CAPITAL										
CAPITAL REVENUES										
PROVINCIAL GRANTS	-	-	408,570	(408,570)	-	-	-	-	-	-
CAPITAL PROVINCIAL GRANTS	(550,397)	(408,570)	-	408,570	-	-	-	-	408,570	(100.0%)
TOTAL CAPITAL REVENUES	(550,397)	(408,570)	408,570	-	-	-	-	-	408,570	(100.0%)
CAPITAL EXPENSES										
VEHICLES	378,239	255,000	(255,000)	-	-	-	-	-	(255,000)	(100.0%)
FURNISHINGS AND EQUIPMENT	172,158	153,570	(153,570)	-	-	-	-	-	(153,570)	(100.0%)

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
TOTAL CAPITAL EXPENSES	550,397	408,570	(408,570)	-	-	-	-		(408,570)	(100.0%)
NET CAPITAL	-		-	-	-	-	-		-	-
SUMMARY										
TOTAL REVENUES	(2,272,952)	(2,488,826)	572,400	(178,074)	-	-	-	(2,094,500)	394,326	(15.8%)
TOTAL EXPENSES	2,272,952	2,488,826	(572,400)	178,074	-	-	-	2,094,500	(394,326)	(15.8%)
TOTAL LEVY										

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

Paramedicine - Budget Impact Details

	REF	OPERATING EXPENSES	CAPITAL EXPENSES	REVENUES
2022 BUDGET		2,080,256	408,570	2,488,826
LESS: 2022 ONE-TIME ITEMS		(163,830)	(408,570)	(572,400)
BASE BUDGET IMPACT		178,074	-	178,074
TOTAL		14,244	(408,570)	(394,326)
2023 BUDGET		2,094,500		2,094,500

Capital Budget

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2023 REQUEST**	2024	2025 2032
BUILDING							
915010 - EMS Mill St, Woodstock	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$14,000	14,000	-	-
915030 - EMS 162 Carnegie St, Ingersoll	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$15,750	15,750	-	-
915040 - EMS 81 King St, Tillsonburg	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$21,000	21,000	-	-
COMPUTER EQUIPMENT							
510000 - Paramedic Services	New Initiative - Emergency Management Coordinator (NI 2023-12)	Expansion	N/A	\$2,000	2,000	-	-
EQUIPMENT							
510000 - Equipment	Regular Annual Equipment Replacement	Replacement	Poor	\$468,579	468,579	-	-
FURNISHINGS							
510000 - Paramedic Services	Emergency Management Coordinator (NI 2023-12)	Replacement	Poor	\$3,000	3,000	-	-
VEHICLES							
510000 - Vehicles	Units 1192/1193 - 2022 Early Procurement (PW 2022-31)	Replacement	Poor	\$46,000	46,000	-	-
510000 - Vehicles	Unit 1095	Replacement	Poor	\$248,800	248,800	-	-
510000 - Vehicles	Unit 1194	Replacement	Poor	\$248,800	248,800	-	-
510000 - Vehicles	Unit 1316	Replacement	Fair	\$130,000	130,000	-	-
510000 - Vehicles	Trailer	Replacement	Fair	\$40,000	40,000	-	-
				\$1,237,929	\$1,237,929	\$0	\$0

** The 2023 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent.







New Initiative – Emergency Management Coordinator

NI 2023 12

DESCRIPTION

The Emergency Management (EM) Coordinator will ensure the EM program for the County of Oxford is continually evaluated and updated in response to evolving and emerging risks to the municipality. To ensure the most effective and efficient municipal response to an emergency, Oxford County requires a corporate resource to collaborate with EM stakeholders, research, propose changes, and implements updates the HIRA, CI, hazard-specific emergency response plans, and the municipal emergency response plan. This position will support EM activities for all Oxford County departments.

Strategic Plan

					
WORKS WELL TOGETHER	WELL CONNECTED	SHAPES THE FUTURE	INFORMS & ENGAGES	PERFORMS & DELIVERS	POSITIVE IMPACT
1.i.		3.iii.	4.ii.	5.i. 5.ii.	6.i.

DISCUSSION

Background

The Emergency Management and Civil Protection Act (EMCPA) establishes the province’s framework for managing emergencies – defining the authority and responsibilities of provincial ministries, municipalities and specific individuals. All municipalities are required to carry out a number of activities and report on these activities annually to the Office of the Fire Marshal and Emergency Management Ontario. Emergency management is a required program with the Ministry of Long-Term Care under the Fixing Long-Term Care Homes Act and its regulations.

In 2020, the responsibility for Emergency Management was transferred from the CAO’s office to Paramedic Services which aided the municipal response during the COVID-19 pandemic. Prior to the program transfer, Oxford County had a dedicated 1.0 FTE Community Emergency Management Coordinator. After the transfer of responsibilities to Paramedic Services, the CEMC FTE was eliminated from the Emergency Management program.

Currently, the Emergency Management program is the responsibility of the Director of Paramedic Services, including acting as the Community Emergency Management Coordinator (CEMC). The Director and Manager of Paramedic Services have been able to maintain legislative compliance since taking responsibility for the program in 2020. Maintaining the EM program at this level will increase the risk of inefficient, ineffective, or unprepared response each year. The current emergency response plan has not been updated in more than 7 years. The HIRA

and CI have not been updated in over 8 years. Dedicated staff to conduct emergency planning work will not only assist Oxford County to fulfil its responsibility to the community and corporation, but enhance the emergency management program to mitigate the effects of future incidents.

We have the requirement to broaden the Municipal emergency management program in order to address current issues facing municipalities that we do not have the capacity to address previously. Such issues include:

- New legislative requirements for LTC to develop, evaluate, and update Emergency Plans
- Recommendations from the Emergency Management Program Committee in 2021 to update Critical Infrastructure (CI) inventory and the Hazard Identification, Risk Assessment (HIRA) for Oxford County and to coordinate these with area municipalities
- Supporting the County Emergency Control Group (CECG) and area municipalities through collaborative emergency notification/communication and crisis management software
- Implementing best practices identified in the CSA Standard for Emergency Management & Business Continuity programs (Z1600-17). The EM program for Oxford County does not meet many of these standards

Comments

The Emergency Management Coordinator will ensure compliance with the EMCPA and CSA Z1600-17 standards.

Municipal Legislative Compliance

The EMCPA and its regulation establishes the mandatory requirements for municipalities Emergency Management programs. These include:

- Designating a County Emergency Management Coordinator
- Developing and implementing an emergency management program
- Establishing an Emergency Management Program Committee
- Developing an Emergency Response Plan
- Conducting an annual HIRA
- Identifying (and updating) CI
- Conducting an annual exercise
- Public Education
- Provide training for the CECG
- In addition to the requirements under the EMCPA, the Provincial Emergency Response Plan identifies additional responsibilities for ministries and municipalities including:
 - Making provisions for persons with disabilities (also a requirement of the Accessibility for Ontarians with Disabilities Act)

- Debris management
- Donations management
- Ensuring effective and reliable telecommunications systems to maintain communications between responders and the Emergency Operations Centre (EOC) as well as the public, particularly vulnerable populations

Conclusions

In order to continue to meet legislative compliance with the EMCPA and its regulations and meet the needs of Oxford County residents, staff, and visitors, the Emergency Management program requires dedicated resources to fulfill these critical functions.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Salaries and benefits	\$-	\$61,811	\$61,811
Operating expenses			
Cell Phone	300	300	600
Training	1,500	-	1,500
Total operating expenses	1,800	300	2,100
Capital			
Laptop	2,000	-	2,000
Office Furniture	3,000	-	3,000
Total capital	5,000	-	5,000
County Levy	\$6,800	\$62,111	\$68,911
<i>Initiative Gapping – planned start April 2023</i> 2024 Budget Impact	-	14,375	14,375
2023 Budget Impact	\$6,800	\$47,736	\$54,536

STAFFING REQUIREMENTS

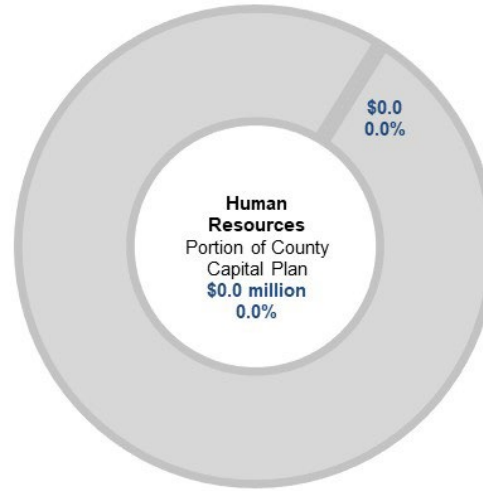
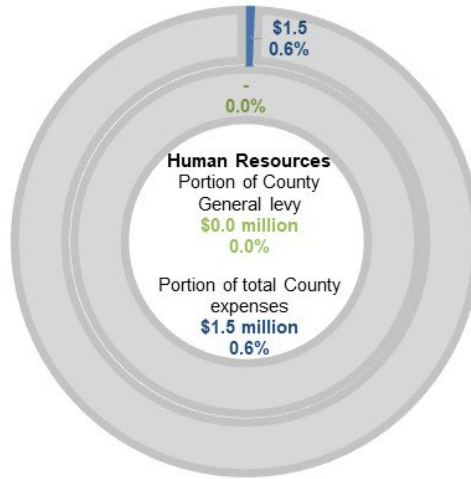
Staff Requirements (FTE)	Base
Emergency Management Coordinator - Part-time	0.6
Total	0.6

2023

Human Resources

Business Plan & Budget





Division	Division Description	Services	2023 FTE
Human Resources Director of Human Resource	Provide strategic advice and support to County departments to enable them to deliver the programs and services mandated by County Council in a timely and effective manner and to provide human resources advice and assistance to the area municipalities as requested.	<ul style="list-style-type: none"> ▪ Employee Wellness and Safety ▪ Labour Relations ▪ Staff Development ▪ Staffing ▪ Total compensation 	9.0
Total			9.0

5 Year Projected Budget

	2023	2024	2025	2026	2026
	BUDGET	PROJECTED	PROJECTED	PROJECTED	PROJECTED
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
OPERATING					
REVENUES					
OTHER REVENUES	(50,000)	(80,000)	(65,000)	(50,000)	(80,000)
INTERDEPARTMENTAL RECOVERIES	(1,417,364)	(1,479,166)	(1,519,015)	(1,549,865)	(1,580,935)
TOTAL REVENUES	(1,467,364)	(1,559,166)	(1,584,015)	(1,599,865)	(1,660,935)
EXPENSES					
SALARIES AND BENEFITS	1,137,779	1,200,276	1,231,025	1,254,615	1,278,255
OPERATING EXPENSES	291,385	321,590	314,890	306,450	343,080
INTERDEPARTMENTAL CHARGES	36,200	37,300	38,100	38,800	39,600
TOTAL EXPENSES	1,465,364	1,559,166	1,584,015	1,599,865	1,660,935
NET OPERATING	(2,000)	-	-	-	-
CAPITAL					
CAPITAL EXPENSES	2,000	-	-	-	-
NET CAPITAL	2,000	-	-	-	-
SUMMARY					
TOTAL REVENUES	(1,467,364)	(1,559,166)	(1,584,015)	(1,599,865)	(1,660,935)
TOTAL EXPENSES	1,467,364	1,559,166	1,584,015	1,599,865	1,660,935
TOTAL LEVY					

Services Overview

Full Time Equivalents

9.0 FTE

↑ 1.0





Service	Service Description	2021 Service Level	Service Type
Employee Wellness and Safety	An internal service that provides safe workplaces for employees.	152 Safe work sites inspected annually	Support
Labour Relations	An internal service that manages labour relations on behalf of the County of Oxford.	5 Collective agreements	Support
Staff Development	An internal service that manages learning and development opportunities on behalf of the County of Oxford.	80 Development sessions	Support
Staffing	An internal service that provides the County of Oxford with qualified employees through the life cycle of their employment.	800 Qualified employees	Support
Total Compensation	An internal service that provides total compensation to County of Oxford employees.	513 Total compensation packages	Support

- 1.0 FTE Coordinator, Human Resources Full-time** - This position is necessary to meet our increasing turnover rate and overall vacancies posted and to better support Woodingford Lodge with their HR needs.
FTE 2023-14

Key Performance Indicators

	2019 Actual	2020 Actual	2021 Actual	2022 Forecast	2023 Budget	Target
Voluntary employee turnover rate (retirement/resignation)	8.9%	8.8%	10.5%	15.5%	↓	↓
Job Vacancies Posted	232	233	433	535	Increase % of vacancies filled	Increase % of vacancies filled
Job Vacancies Filled	236	199	344	425		
% of Job Vacancies Filled	98.3%	85.4%	79.4%	79.4%		
Grievances filed	35	17	24	30	Increase % resolved prior to arb	Increase % resolved prior to arb
Grievances resolved prior to arbitration	30	15	21	14		
% of Grievances resolved prior to arbitration	85.7%	88.2%	87.5%	46.7%		
Workplace Safety Insurance Board (WSIB) claims filed	48	72	56	91	↓	↓
Training/development session arranged or facilitated	107	69	80	94	N/A	N/A

Goals and Objectives

Description	2023	2024	2025	Strategic Plan	Other Plan Alignment
<p>Employee Engagement Survey Results Roll out corporate, departmental and divisional employee engagement survey results to staff and develop associated action plans to address gaps and opportunities for improvement. Update and refresh Our People, Our Strength Plan.</p>	●			 Positive Impact 6.i.	Our People, Our Strength Plan
<p>Employee Attraction Initiatives Develop various strategies/initiatives to attract applicants to the County to ensure vacancies posted can be filled in a timely manner, including initiatives such as marketing the County as an attractive employer, and tracking and addressing reasons why candidates decline interviews or offers of employment.</p>	●			 Positive Impact 6.i.	Our People, Our Strength Plan
<p>Diversity, Equity and Inclusion</p> <ul style="list-style-type: none"> Ongoing support of corporate diversity, equity and inclusion committee Arrange for formal DEI leadership training in 2023 (SMT and EMT) and comprehensive corporate training for all staff in 2024 	●	●	●	 Positive Impact 6.i.	Our People, Our Strength Plan
<p>Learning & Development Framework Implementation Continue implementing learning and development framework, including:</p> <ul style="list-style-type: none"> Strengthen the onboarding and orientation process, both for new members of management and all staff 	●	●		 Positive Impact 6.i.	Our People, Our Strength Plan

Budget

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023	\$ OVER	% OVER	
	FORECAST	BUDGET*	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	% OVER	
			RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	2022	
								BUDGET	BUDGET	
OPERATING										
REVENUES										
GENERAL REVENUES										
PROVINCIAL GRANTS	(32,438)	(27,850)	27,850	-	-	-	-	27,850	(100.0%)	
TOTAL GENERAL REVENUES	(32,438)	(27,850)	27,850	-	-	-	-	27,850	(100.0%)	
OTHER REVENUES										
RESERVE TRANSFER	(65,000)	(87,908)	15,000	22,908	-	-	-	(50,000)	37,908	(43.1%)
TOTAL OTHER REVENUES	(65,000)	(87,908)	15,000	22,908	-	-	-	(50,000)	37,908	(43.1%)
INTERDEPARTMENTAL RECOVERIES										
INTERDEPARTMENTAL RECOVERIES	(1,364,330)	(1,364,330)	16,350	28,038	(2,300)	(114,007)	18,885	(1,417,364)	(53,034)	3.9%
TOTAL INTERDEPARTMENTAL RECOVERIES	(1,364,330)	(1,364,330)	16,350	28,038	(2,300)	(114,007)	18,885	(1,417,364)	(53,034)	3.9%
TOTAL REVENUES	(1,461,768)	(1,480,088)	59,200	50,946	(2,300)	(114,007)	18,885	(1,467,364)	12,724	(0.9%)
EXPENSES										
SALARIES AND BENEFITS										
SALARIES	756,516	790,337	-	22,439	-	87,026	-	899,802	109,465	13.9%
BENEFITS	201,090	231,638	-	(857)	-	26,041	-	256,822	25,184	10.9%
GAPPING ALLOCATION	-	-	-	-	-	-	(18,845)	(18,845)	(18,845)	-
TOTAL SALARIES AND BENEFITS	957,606	1,021,975	-	21,582	-	113,067	(18,845)	1,137,779	115,804	11.3%
OPERATING EXPENSES										
MATERIALS	314,424	361,505	(42,200)	(71,620)	300	940	(40)	248,885	(112,620)	(31.2%)
CONTRACTED SERVICES	61,163	60,408	(15,000)	(2,908)	-	-	-	42,500	(17,908)	(29.6%)
TOTAL OPERATING EXPENSES	375,587	421,913	(57,200)	(74,528)	300	940	(40)	291,385	(130,528)	(30.9%)
INTERDEPARTMENTAL CHARGES										
INTERDEPARTMENTAL CHARGES	34,200	34,200	-	2,000	-	-	-	36,200	2,000	5.8%
TOTAL INTERDEPARTMENTAL CHARGES	34,200	34,200	-	2,000	-	-	-	36,200	2,000	5.8%
TOTAL EXPENSES	1,367,393	1,478,088	(57,200)	(50,946)	300	114,007	(18,885)	1,465,364	(12,724)	(0.9%)
NET OPERATING	(94,375)	(2,000)	2,000	-	(2,000)	-	-	(2,000)	-	-
CAPITAL										
CAPITAL EXPENSES										

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
FURNISHINGS AND EQUIPMENT	1,247	2,000	(2,000)	-	2,000	-	-	2,000	-	-
TOTAL CAPITAL EXPENSES	1,247	2,000	(2,000)	-	2,000	-	-	2,000	-	-
NET CAPITAL	1,247	2,000	(2,000)	-	2,000	-	-	2,000	-	-
SUMMARY										
TOTAL REVENUES	(1,461,768)	(1,480,088)	59,200	50,946	(2,300)	(114,007)	18,885	(1,467,364)	12,724	(0.9%)
TOTAL EXPENSES	1,368,640	1,480,088	(59,200)	(50,946)	2,300	114,007	(18,885)	1,467,364	(12,724)	(0.9%)
TOTAL LEVY	(93,128)									

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

Budget Impact Details

	REF	OPERATING EXPENSES	CAPITAL EXPENSES	REVENUES	INTERDEPT RECOVERY	%
2022 BUDGET		1,478,088	2,000	115,758	1,364,330	
LESS: 2022 ONE-TIME ITEMS		(57,200)	(2,000)	(42,850)	(16,350)	(1.2%)
BASE BUDGET IMPACT		(50,946)	-	(22,908)	(28,038)	(2.1%)
SERVICE LEVEL						
HR-Coordinator of HR FTE	FTE2023-14	114,307	2,000	-	116,307	8.5%
		114,307	2,000	-	116,307	8.5%
INITIATIVE GAPPING						
HR-Coordinator of HR FTE	FTE2023-14	(18,885)	-	-	(18,885)	(1.4%)
		(18,885)	-	-	(18,885)	(1.4%)
TOTAL		(12,724)		(65,758)	53,034	
2023 BUDGET		1,465,364	2,000	50,000	1,417,364	3.9%

Capital Budget

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2023 REQUEST**	2024	2025 2032
COMPUTER EQUIPMENT							
112000 - Computer Equipment	Laptop for HR Coordinator (FTE 2023-14)	Expansion	N/A	\$2,000	2,000	-	-
				\$2,000	\$2,000	\$0	\$0


** The 2023 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent.

FTE Change Proposal – Coordinator of Human Resources

FTE 2023 14

DESCRIPTION

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

Strategic Plan	
	Performs & Delivers Results
	6.i.

BACKGROUND

Background

This FTE change proposal is to add an additional permanent employee to the Human Resources department to meet the steadily increasing demand to fill vacant positions and to provide a higher level of HR support to Woodingford Lodge, which will subsequently create capacity for current Human Resources staff to complete the work outlined within their position descriptions.

Comments

As previously outlined in Council Report No. HR 2022-06 our voluntary turnover rate and number of vacancies posted and filled has steadily been increasing over the last few years, with 2022 projected to end at an all time high. As noted in Report No. HR 2022-06, from 2012 to 2016 our voluntary turnover rate held steady at approximately 5%; however, the last few years it has increased to 10.5% in 2021 and is trending towards 12.5% for 2022. Our vacancies posted and filled, which includes all staffing changes such as internal transfers, leave replacements, and contract/temporary staff, is also trending at an all time high. Although our turnover rate has more than doubled, we have only added one additional HR FTE in 15 years.

Our current staffing model includes one HR Coordinator that is responsible for recruitment for all County departments, along with other duties, and one HR Officer supporting the high number of internal staffing transfers at Woodingford Lodge. This current model has become unsustainable, with the HR Coordinator only having capacity for recruitment and almost every HR staff member having to take the lead on various recruitments over the last couple of years to meet demand. This has taken staff away from completing their work and compromises our ability to plan and develop progressive and innovative HR programs and policies, which risks increasing our turnover rate even further.

The proposed additional FTE would allow us to separate the Coordinator, HR role into two portfolios, with one Coordinator being responsible for serving Woodingford Lodge and the second Coordinator responsible for serving the other County departments. Woodingford Lodge is our largest department, with the highest staff turnover and a significant number of internal staffing transfers. Within Woodingford Lodge specifically the voluntary turnover rate was 17.5% in 2021 and is trending to a 21% rate for 2022. All of these factors lead to a high demand for human resources support within long term care. Current and projected demand on recruitment alone warrants adding another Coordinator who will be devoted to supporting Woodingford and developing proactive strategies to reduce turnover, as opposed to only having time to reactively fill vacancies. Many municipal long term care homes of our size and scope have Human Resources staff fully dedicated to supporting long term care, and it has become evident that the HR needs in Woodingford Lodge have reached that point. Due to the fact that additional HR support will be devoted to Woodingford Lodge, they will fund a larger proportion of this new FTE.

The cost of one staff recruitment, using a Personal Support Worker (PSW) as an example, is approximately \$3,000 as demonstrated below. Although there are a variety of factors that contribute to employee turnover, if a dedicated HR support at Woodingford Lodge can contribute to decreasing staff turnover there will be cost savings recognized.

Recruitment / Orientation	Approximate Cost for 1 New PSW Hire
HR Staff and Woodingford Management Time	\$1,310
New Hire Time at Orientation - in class and on the floor as an extra staff	\$1,690
Total	\$3,000

Conclusions

It is evident that based on increasing turnover and vacancies filled that Human Resources must add capacity to continue to effectively serve County departments, which has a direct effect on the service provided to our residents. Providing additional Human Resources support to Woodingford Lodge has become a necessity in order to proactively support the County overall. The COVID-19 pandemic has had significant impacts on health care, particularly in terms of attracting and retaining quality staff. With limited resources to currently support Woodingford, the HR team lacks the ability to support long term care in a proactive manner to address critical staffing issues. Adding more capacity in this regard will allow us to develop and execute short and long term strategies to attract and retain staff, as well as provide a higher level of support to management in addressing day to day HR issues, with the goal of decreasing turnover and resulting in overall cost savings.

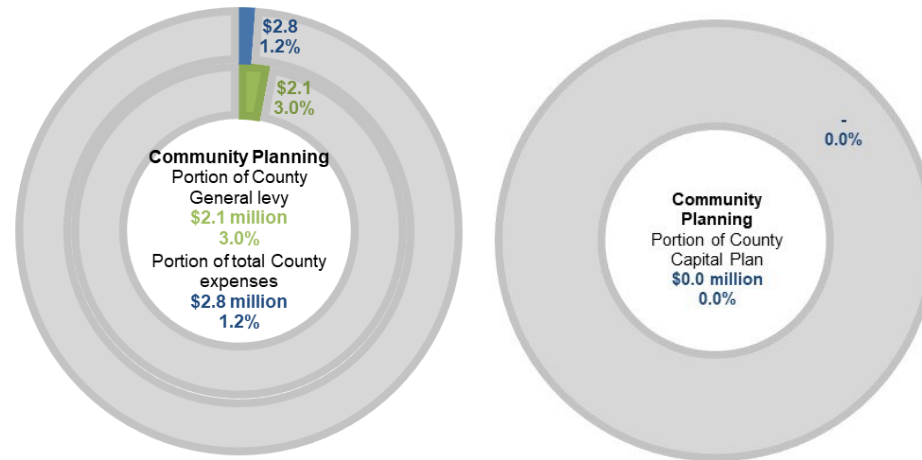
BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Salaries and benefits	\$-	\$113,067	\$113,067
Operating expenses			
Telecommunications	300	240	540
Memberships	-	200	200
Training	-	500	500
Total operating expenses	300	940	1,240
Capital			
Computer Equipment: Laptop	2,000	-	2,000
Total capital	2,000	-	2,000
Net Interdepartmental Charge – 100% charge to Woodingford Lodge	\$2,300	\$114,007	\$116,307
<i>Initiative Gapping – position start March 2023</i> 2024 Budget Impact	(18,885)	-	(18,885)
2023 Budget Impact	(\$16,585)	\$114,007	\$97,422

2023

Community Planning Business Plan & Budget







Division	Division Description	Services	2023 FTE
Community Planning Director of Community Planning	Provides a full range of land use planning services on behalf of the County and the Area Municipalities, including reviewing and commenting on proposed legislation and policy related to land use; developing and maintaining the Official Plan and Area Municipal Zoning By-laws; undertaking various planning related projects and studies; providing advice and strategic direction on land use planning related programs and initiatives; responding to development inquiries; providing professional planning review services for all Planning Act applications; acquiring and maintaining various planning related data sets and statistics; and developing mapping and other planning related resource materials.	<ul style="list-style-type: none"> Land Use Policy and Strategic Planning Development Review 	17.7
		Total	17.7

5 Year Projected Budget

	2023	2024	2025	2026	2026
	BUDGET	PROJECTED	PROJECTED	PROJECTED	PROJECTED
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
OPERATING					
REVENUES					
GENERAL REVENUES	(435,717)	(413,821)	(422,088)	(430,519)	(439,120)
OTHER REVENUES	(207,000)	(466,000)	-	-	-
TOTAL REVENUES	(642,717)	(879,821)	(422,088)	(430,519)	(439,120)
EXPENSES					
SALARIES AND BENEFITS	2,102,696	2,016,409	2,081,063	2,131,565	2,172,338
OPERATING EXPENSES	447,734	679,118	140,566	148,081	145,663
RESERVE TRANSFERS	-	50,000	50,000	50,000	50,000
INTERDEPARTMENTAL CHARGES	218,399	224,730	229,026	233,257	237,625
TOTAL EXPENSES	2,768,829	2,970,257	2,500,655	2,562,903	2,605,626
NET OPERATING	2,126,112	2,090,436	2,078,567	2,132,384	2,166,506
CAPITAL					
CAPITAL EXPENSES	4,000	-	-	-	-
NET CAPITAL	4,000	-	-	-	-
SUMMARY					
TOTAL REVENUES	(642,717)	(879,821)	(422,088)	(430,519)	(439,120)
TOTAL EXPENSES	2,772,829	2,970,257	2,500,655	2,562,903	2,605,626
TOTAL LEVY	2,130,112	2,090,436	2,078,567	2,132,384	2,166,506

Services Overview

Full Time Equivalents **17.7 FTE**  **2.7**






Service	Service Description	2021 Service Level	Service Type
Development Review	A service responsible for developing and maintaining local land use planning documents (Zoning and Site Plan guidelines) and providing professional recommendations and advice to the County and 8 Area Municipalities regarding development applications and other day to day land use planning related matters.	533 Development applications processed	
Land Use Policy and Strategic Planning	A service responsible for developing and maintaining the County's land use policies (Official Plan), undertaking special planning related projects and providing recommendations and advice to the County and 8 Area Municipalities on land use related matters of a policy or strategic nature, and/or matters having a high level of complexity or potential corporate impact.	14 policy/strategic planning initiatives, including, but not limited to, County Official Plan and Area Municipal Zoning By-Law updates	

- **0.7 FTE Co-op Planner Student** - Additional staff resources to support County and Area Municipal planning program and support training and succession planning **FTE 2023-15**
- **2.0 FTE Administration Support and Development Planner Full-time** - To operationalize the requirements of *Bill 23 – More Homes Built Faster Act* **CS 2022-49**

Key Performance Indicators

	2019 Actual	2020 Actual	2021 Actual	2022 Forecast	2023 Budget	Target
Total development applications processed	484	430	533	500+	↑	-
Total # of reports completed & presented to council(s)/committees	398	346	422	400+	↑	-
Residential density – new subdivisions – (units/ha) large urban centers	35.8	43.0	33.7	↑	↑	↑
Residential density – new subdivisions – (units/ha) serviced villages	20.3	19.1	26.5	↑	↑	↑
Approved single detached and semi-detached units	467	502	387	↑	↑	-
Approved townhouses/ground oriented multi-unit	322	274	505	↑	↑	-
Approved apartment units	472	46	361	↑	↑	-
Agricultural lands re-designated/rezoned for non-agricultural use (in hectares)	16.2	71.5	16.6	-	-	↓

Goals and Objectives

Description	2023	2024	2025	Strategic Plan	Other Plan Alignment
<p>Official Plan Review</p> <p>Review and update OP policies to ensure consistency with Provincial legislation and policy; including extensive municipal, public and stakeholder consultation.</p> <p>Current/upcoming phases and amendments will focus on planning for growth (i.e. secondary planning) and policies pertaining to natural environment and environmental sustainability and implementation measures.</p>	●	●		 Shapes the Future 3 ii.	Official Plan
<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 as identified through the County's Phase 1 Comprehensive Review. Such exercises are currently underway in a number of area municipalities (i.e. Wdstk, Ing. BB & EZT), with number of others under consideration.</p> <p>To ensure up to date information is available to inform such exercises, CP will be updating the County's growth forecasts and land needs analysis to reflect 2021 Census data and recent growth trends.</p>	●	●		 Shapes the Future 3 ii.	Official Plan
<p>Planning for Infrastructure</p> <p>Continue to work with Public Works to maintain current and accurate servicing capacity information to better inform responses on available capacity and the timely identification of potential future infrastructure needs. This includes assisting with the development/update of Water and Wastewater and other infrastructure masterplans to ensure they are coordinated with planning for growth.</p>	●			 Works Together 1 ii.	Asset Management Plan
<p>Housing Initiatives</p> <p>Continue to work with Human Services, other departments and Area Municipalities to develop implementation tools to assist in addressing the need, and increasing opportunities, for housing that is affordable and attainable for Oxford residents.</p>	●	●	●	 Shapes the Future 3 ii.	Community Sustainability Plan
<p>Zoning By-Law and Development Process Updates</p> <p>Continue to work with Area Municipalities to review and update AM Zoning By-laws with a view to implementation of the various items identified through recent OP updates (e.g. ARUs) and internal review. Work with County Departments and AM partners to complete implementation of a development application tracking solution with a view to improving development review processes and creating efficiencies.</p>	●			 Shapes the Future 3 ii.	Official Plan

Budget

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023	\$ OVER	% OVER
	FORECAST	BUDGET*	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	% OVER
			RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET
								BUDGET	BUDGET
OPERATING									
REVENUES									
GENERAL REVENUES									
PROVINCIAL GRANTS	(100,000)	(100,000)	25,000	75,000	-	-	-	100,000	(100.0%)
USER FEES AND CHARGES	(379,717)	(346,471)	-	(89,246)	-	-	-	(435,717)	(89,246) 25.8%
TOTAL GENERAL REVENUES	(479,717)	(446,471)	25,000	(14,246)	-	-	-	(435,717)	10,754 (2.4%)
OTHER REVENUES									
RESERVE TRANSFER	(204,750)	(225,375)	50,000	62,125	-	-	-	(113,250)	112,125 (49.8%)
DEVELOPMENT CHARGES	(206,250)	(185,625)	-	91,875	-	-	-	(93,750)	91,875 (49.5%)
TOTAL OTHER REVENUES	(411,000)	(411,000)	50,000	154,000	-	-	-	(207,000)	204,000 (49.6%)
TOTAL REVENUES	(890,717)	(857,471)	75,000	139,754	-	-	-	(642,717)	214,754 (25.0%)
EXPENSES									
SALARIES AND BENEFITS									
SALARIES	1,438,844	1,438,844	-	62,579	-	185,235	-	1,686,658	247,814 17.2%
BENEFITS	418,258	418,258	-	(999)	-	51,437	-	468,696	50,438 12.1%
GAPPING ALLOCATION	-	-	-	-	-	(52,658)	-	(52,658)	(52,658) -
TOTAL SALARIES AND BENEFITS	1,857,102	1,857,102	-	61,580	-	184,014	-	2,102,696	245,594 13.2%
OPERATING EXPENSES									
MATERIALS	200,974	193,615	(25,000)	7,699	-	-	-	176,314	(17,301) (8.9%)
CONTRACTED SERVICES	477,420	447,420	(50,000)	(126,000)	-	-	-	271,420	(176,000) (39.3%)
TOTAL OPERATING EXPENSES	678,394	641,035	(75,000)	(118,301)	-	-	-	447,734	(193,301) (30.2%)
INTERDEPARTMENTAL CHARGES									
INTERDEPARTMENTAL CHARGES	196,011	196,011	-	22,388	-	-	-	218,399	22,388 11.4%
TOTAL INTERDEPARTMENTAL CHARGES	196,011	196,011	-	22,388	-	-	-	218,399	22,388 11.4%
TOTAL EXPENSES	2,731,507	2,694,148	(75,000)	(34,333)	-	184,014	-	2,768,829	74,681 2.8%
NET OPERATING	1,840,790	1,836,677	-	105,421	-	184,014	-	2,126,112	289,435 15.8%
CAPITAL									
CAPITAL EXPENSES									
FURNISHINGS AND EQUIPMENT	-	-	-	-	4,000	-	-	4,000	4,000 -
TOTAL CAPITAL EXPENSES	-	-	-	-	4,000	-	-	4,000	4,000 -
NET CAPITAL	-	-	-	-	4,000	-	-	4,000	4,000 -

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	FORECAST	BUDGET*	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
			RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
SUMMARY										
TOTAL REVENUES	(890,717)	(857,471)	75,000	139,754	-	-	-	(642,717)	214,754	(25.0%)
TOTAL EXPENSES	2,731,507	2,694,148	(75,000)	(34,333)	4,000	184,014	-	2,772,829	78,681	2.9%
TOTAL PROGRAM SURPLUS/DEFICIT	-	-	-	-	-	-	-	-	-	-
TOTAL LEVY	1,840,790	1,836,677		105,421	4,000	184,014		2,130,112	293,435	16.0%

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

Budget Impact Details

	REF	OPERATING EXPENSES	CAPITAL EXPENSES	REVENUES	TAXATION	%
2022 BUDGET		2,694,148		857,471	1,836,677	
LESS: 2022 ONE-TIME ITEMS		(75,000)	-	(75,000)	-	
BASE BUDGET IMPACT		(34,333)	-	(139,754)	105,421	5.7%
SERVICE LEVEL						
PLN-Student Planner FTE	FTE2023-15	26,514	-	-	26,514	1.4%
PLN-Administration Support & Development Planner (Bill 23 – More Homes Built Faster Act) FTE	CS2022-49	157,500	4,000	-	161,500	8.8%
		184,014	4,000	-	188,014	10.2%
TOTAL		74,681	4,000	(214,754)	293,435	
2023 BUDGET		2,768,829	4,000	642,717	2,130,112	16.0%

Capital Budget

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2023 REQUEST**	2024	2025 2032
COMPUTER EQUIPMENT							
400000 - Computer Equipment	Laptops for Development Planner and Planning Admin/Support (CS 2022-49)	Expansion	N/A	\$4,000	4,000	-	-
				\$4,000	\$4,000	\$0	\$0


** The 2023 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent.

FTE Change Proposal – Student Planner

FTE 2023 15

DESCRIPTION

Type of FTE request	Service Level
Classification	Student - Permanent
Job Title	Student Planner
FTE	0.7

Strategic Plan	
	Performs & Delivers Results
	5.i. 5.ii.

BACKGROUND

Background

The addition of a co-op Student Planner in Community Planning (CP) will provide additional staffing resources necessary to support the County’s planning program and provide educational opportunities to students pursuing careers in land use planning. The proposed position will assist in the processing of development applications, the completion of a range of short and mid-term planning projects and initiatives, and assist with administrative functions as required.

Comments

Over the last number of years the County and Area Municipalities have experienced a considerable increase in growth and development pressure and are receiving significantly larger volumes of applications, impacting all aspects of CP functions and increasing demands on staff resources.

While CP has coped with the increased demands to the extent possible using existing planning staff, including the addition of a policy-oriented planner and a divisional assistant (planning secretary) in 2021, the addition of a co-op student from a recognized post-secondary planning program for up to eight months in 2023 would provide a cost-effective means of bolstering CP resources. At the same time, the addition of a student planner allows for said students to learn valuable skills and provides an opportunity for CP to evaluate future talent. Community Planning has had great success in this regard over the years, whereby several student planners employed with CP have been recruited into contract and full-time positions within the office.

Conclusions

As outlined above, retaining a co-op student from a recognized post-secondary planning program provides a cost effective way of bolstering CP staff resources and evaluating potential future talent while providing educational opportunity to the student. As student planners are exposed to the full spectrum of duties and responsibilities within CP, they provide a valuable resource that can be employed in development and policy related matters, as well as administrative functions.

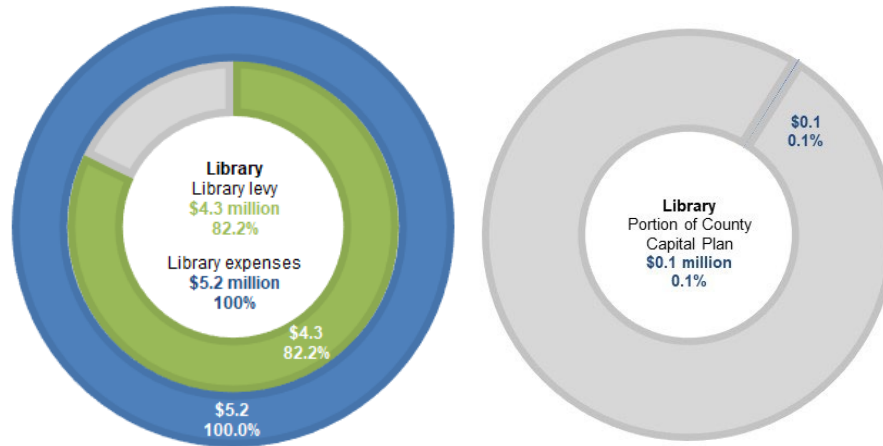
Retaining a student planner frees the time and resources of full-time staff; if this position is not approved, it will affect the capacity of CP to maintain the level of service that has come to be expected by the County and Area Municipal partners.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Salaries and benefits	\$-	\$26,514	\$26,514
County Levy	\$-	\$26,514	\$26,514

2023 Library Business Plan & Budget





Division	Division Description	Services	2023 FTE Base	2023 FTE Temp
Oxford County Library Board	Library	<p>Provide comfortable, welcoming community hubs in 14 branch locations: Lending of a wide variety of materials; supporting the public's informational, recreational, and employment-based needs; offering a wide range of recreational and educational programs for all ages; providing access to electronic resources; coaching and training on the use of technology; home delivery services to nursing homes and homebound clients; mobile outreach service at community events and locations.</p> <ul style="list-style-type: none"> ▪ Library Collections ▪ Library Programming ▪ Library Reference and Information ▪ Library Public Space Access ▪ Library Technology Access and Coaching 	36.0	2.3
	Total		36.0	2.3

5 Year Projected Budget

	2023	2024	2025	2026	2026
	BUDGET	PROJECTED	PROJECTED	PROJECTED	PROJECTED
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
OPERATING					
REVENUES					
GENERAL REVENUES	(156,104)	(157,104)	(158,104)	(159,104)	(160,104)
OTHER REVENUES	(720,415)	(71,649)	(71,649)	(71,649)	(71,649)
TOTAL REVENUES	(876,519)	(228,753)	(229,753)	(230,753)	(231,753)
EXPENSES					
SALARIES AND BENEFITS	2,831,380	3,028,661	2,965,412	3,039,054	3,106,620
OPERATING EXPENSES	764,087	727,577	708,013	720,254	734,554
DEBT REPAYMENT	84,730	-	-	-	-
RESERVE TRANSFERS	122,000	127,900	130,410	132,950	135,530
INTERDEPARTMENTAL CHARGES	1,342,521	1,217,881	1,230,215	1,256,418	1,284,902
TOTAL EXPENSES	5,144,718	5,102,019	5,034,050	5,148,676	5,261,606
TOTAL OPERATING	4,268,199	4,873,266	4,804,297	4,917,923	5,029,853
CAPITAL					
CAPITAL REVENUES	(53,400)	(289,000)	-	-	(223,300)
CAPITAL EXPENSES	73,400	309,000	20,000	20,000	243,300
TOTAL CAPITAL	20,000	20,000	20,000	20,000	20,000
SUMMARY					
TOTAL REVENUES	(929,919)	(517,753)	(229,753)	(230,753)	(455,053)
TOTAL EXPENSES	5,218,118	5,411,019	5,054,050	5,168,676	5,504,906
TOTAL LEVY	4,288,199	4,893,266	4,824,297	4,937,923	5,049,853

Services Overview

Full Time Equivalents **36.0 FTE**

↓0.2
Base

+2.3
Temporary





Service	Service Description	2021 Service Level	Service Type
Library Collections	An external service offering loans of print, audiovisual and electronic materials to the public. Library collections also include non-traditional items such as kitchen equipment, maker kits and park passes.	459,003 Items borrowed, downloaded, or streamed	Information
Library Programming	An external service offering programming, outreach and special events that respond to the literacy, educational and recreational needs of the community.	5,961 People attended 270 Virtual programs offered via Zoom, Facebook or YouTube	Information
Library Reference and Information	An external service offering answers to reference questions and readers' advisory in person or via other channels (email, web, phone).	120,970 Research database uses 7,576 Calls and emails to rural branches during COVID of which 1,955 were requests for Readers' Advisory	Information
Library Public Space Access	An external service providing welcoming and accessible meeting places.	47 Library room rentals for public use	Community
Library Technology Access and Coaching	An external service providing public access to technology and the internet.	22,266 Wired or wireless computer sessions and 141 coaching sessions Rural Branches also assisted 357 Customers with technology questions	Community

- **2.0 FTE Mobile Outreach Staff Full-time** - New outreach staff members **Outreach Specialist** to provide Programming, Library Services and supervision and **Public Service Clerk** to provide Library Services as part of 2-year pilot project **NI 2023-13**
- **0.3 FTE Summer Student Student** - To continue to provide summer programming support for Ox on the Run and Event Outreach. **Will apply for student funding. NI 2023-13**
- **(0.2) FTE Overall reduction in branch staff hours Part-time** - resulting primarily from small decreases in the allotment of part-time hours in several branches, more accurately reflecting demonstrated need

Key Performance Indicators

	2019 Actual	2020 Actual	2021 Actual	2022 Forecast	2023 Budget	Target
Number of active library cards	16,351	13,710	16,551	15,000	15,500	↑
% of collection purchase requests filled	88%	91%	95%	95%	93%	85%
Physical & electronic materials circulation	507,011	278,878	459,003	500,000	515,000	↑
Branch attendance / Mobile Unit attendance	264,723	84,663	71,361	110,000	175,000	↑
Number of programs offered	3,744	923 (in-person)	270 (virtual only)	350 (in-person & virtual)	400	↑
Attendance at programs	36,177	7,827 (in-person)	5,961 (virtual only)	3,000 (in-person & virtual)	4,000	↑
Attendance at Tech Coaching Sessions	1,088	125	141	90	400	↑

Goals and Objectives

Description	2023	2024	2025	Strategic Plan	Other Plan Alignment
<p>Library Board Orientation and Library Strategic Planning</p> <p>The 2023 Library Board will consist of 5 laypersons and 2 county councilors. In order to support the development of returning and new board members, library staff will develop and deliver an orientation training plan. To further develop the Library Board's goals and objectives for the term, staff will retain the services of a consulting firm to conduct research, surveys and focus groups to create a Library Strategic Plan that will guide the 2023 – 2027 Library Board and Administration.</p>	●	●		 Informs & Engages 4.ii.	
<p>Ox on the Run Year-Round Mobile Outreach Pilot</p> <p>Beginning in 2023, Oxford County Library will conduct a 2-year full-service pilot for year-round Ox on the Run Mobile Library Services. Using the goals of the Future Oxford – Reducing Poverty Together Strategy, library staff will work with area municipalities and community partners to bring library services, collections and programs to underserved and vulnerable communities and neighborhoods.</p>	●	●		 Works Together 1.ii.	Zero Poverty
<p>Finalize the Development of a Library Technology Plan</p> <p>Using Data from the Bridge and Edge Project (anticipated end date, August 2022), Library staff will work with IT and IS teams to develop a plan to address gaps in Community Value and Engagement; Technology Planning and Management; and Staff Digital Expertise.</p>	●			 Performs & Delivers Results 5.i.	Zero Poverty
<p>Evaluation of Library Services for a Service Delivery Model Framework</p> <p>Using a SWOT framework, articulate the lessons learned, successes achieved, challenges to be addressed and opportunities to adapt and improve library services. Incorporate recommendations into a new Service Delivery Model that will inform library services, spaces, collections, programming and technology.</p>	●			 Performs & Delivers Results 5.ii.	

Budget

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023	\$ OVER	% OVER	
	FORECAST	BUDGET*	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	% OVER	
			RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	2022	
								BUDGET	BUDGET	
OPERATING										
REVENUES										
GENERAL REVENUES										
PROVINCIAL GRANTS	(180,069)	(143,904)	5,000	-	-	-	-	(138,904)	5,000	(3.5%)
USER FEES AND CHARGES	(16,959)	(21,115)	-	7,515	-	-	-	(13,600)	7,515	(35.6%)
NET INVESTMENT INCOME	(1,400)	-	-	-	-	-	-	-	-	-
OTHER REVENUE	(11,868)	(3,600)	-	-	-	-	-	(3,600)	-	-
TOTAL GENERAL REVENUES	(210,296)	(168,619)	5,000	7,515	-	-	-	(156,104)	12,515	(7.4%)
OTHER REVENUES										
RESERVE TRANSFER	(308,346)	(308,346)	308,346	(85,850)	(323,056)	(177,459)	23,110	(563,255)	(254,909)	82.7%
DEVELOPMENT CHARGES	(187,450)	(180,285)	-	23,125	-	-	-	(157,160)	23,125	(12.8%)
TOTAL OTHER REVENUES	(495,796)	(488,631)	308,346	(62,725)	(323,056)	(177,459)	23,110	(720,415)	(231,784)	47.4%
TOTAL REVENUES	(706,092)	(657,250)	313,346	(55,210)	(323,056)	(177,459)	23,110	(876,519)	(219,269)	33.4%
EXPENSES										
SALARIES AND BENEFITS										
SALARIES	1,961,199	2,189,392	(22,711)	46,490	-	117,792	-	2,330,963	141,571	6.5%
BENEFITS	454,935	520,647	(1,841)	(11,675)	-	11,286	-	518,417	(2,230)	(0.4%)
GAPPING ALLOCATION	-	-	-	-	-	-	(18,000)	(18,000)	(18,000)	-
TOTAL SALARIES AND BENEFITS	2,416,134	2,710,039	(24,552)	34,815	-	129,078	(18,000)	2,831,380	121,341	4.5%
OPERATING EXPENSES										
MATERIALS	642,169	632,685	(5,000)	31,162	17,600	12,600	(110)	688,937	56,252	8.9%
CONTRACTED SERVICES	67,132	21,000	-	4,000	35,000	-	-	60,000	39,000	185.7%
RENTS AND FINANCIAL EXPENSES	75	300	-	(150)	-	20,000	(5,000)	15,150	14,850	4,950.0%
TOTAL OPERATING EXPENSES	709,376	653,985	(5,000)	35,012	52,600	32,600	(5,110)	764,087	110,102	16.8%
DEBT REPAYMENT										
PRINCIPAL REPAYMENT	110,479	110,479	-	(26,979)	-	-	-	83,500	(26,979)	(24.4%)
INTEREST REPAYMENT	4,541	4,541	-	(3,311)	-	-	-	1,230	(3,311)	(72.9%)
TOTAL DEBT REPAYMENT	115,020	115,020	-	(30,290)	-	-	-	84,730	(30,290)	(26.3%)
RESERVE TRANSFERS										
CONTRIBUTIONS TO CAPITAL RESERVES	100,000	100,000	-	17,000	-	-	-	117,000	17,000	17.0%
DEVELOPMENT CHARGES EXEMPTIONS	12,000	3,000	-	2,000	-	-	-	5,000	2,000	66.7%
TOTAL RESERVE TRANSFERS	112,000	103,000	-	19,000	-	-	-	122,000	19,000	18.4%

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	2022	2022	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
	FORECAST	BUDGET*	RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
INTERDEPARTMENTAL CHARGES										
INTERDEPARTMENTAL CHARGES	1,103,704	1,104,209	-	222,531	-	15,781	-	1,342,521	238,312	21.6%
TOTAL INTERDEPARTMENTAL CHARGES	1,103,704	1,104,209	-	222,531	-	15,781	-	1,342,521	238,312	21.6%
TOTAL EXPENSES	4,456,234	4,686,253	(29,552)	281,068	52,600	177,459	(23,110)	5,144,718	458,465	9.8%
PROGRAM SURPLUS/DEFICIT										
RESERVE CONTRIBUTION TO (FROM)										
RESERVE CONTRIBUTION-SURPLUS	280,456		-	-	-	-	-		-	-
TOTAL RESERVE CONTRIBUTION TO (FROM)	280,456		-	-	-	-	-		-	-
TOTAL PROGRAM SURPLUS/DEFICIT	280,456		-	-	-	-	-		-	-
NET OPERATING	4,030,598	4,029,003	283,794	225,858	(270,456)	-	-	4,268,199	239,196	5.9%
CAPITAL										
CAPITAL REVENUES										
CAPITAL RESERVE TRANSFER	(284,895)	(288,490)	-	259,090	(24,000)	-	-	(53,400)	235,090	(81.5%)
CAPITAL CONTRIBUTIONS	(14,400)	(16,400)	-	16,400	-	-	-		16,400	(100.0%)
TOTAL CAPITAL REVENUES	(299,295)	(304,890)	-	275,490	(24,000)	-	-	(53,400)	251,490	(82.5%)
CAPITAL EXPENSES										
MAJOR INFRASTRUCTURE	61,725	67,000	-	(42,850)	-	-	-	24,150	(42,850)	(64.0%)
VEHICLES	-		-	-	15,000	-	-	15,000	15,000	-
BUILDING	228,000	228,320	-	(223,070)	-	-	-	5,250	(223,070)	(97.7%)
FURNISHINGS AND EQUIPMENT	39,975	41,570	(12,000)	(9,570)	9,000	-	-	29,000	(12,570)	(30.2%)
TOTAL CAPITAL EXPENSES	329,700	336,890	(12,000)	(275,490)	24,000	-	-	73,400	(263,490)	(78.2%)
NET CAPITAL	30,405	32,000	(12,000)	-	-	-	-	20,000	(12,000)	(37.5%)
SUMMARY										
TOTAL REVENUES	(1,005,387)	(962,140)	313,346	220,280	(347,056)	(177,459)	23,110	(929,919)	32,221	(3.3%)
TOTAL EXPENSES	4,785,934	5,023,143	(41,552)	5,578	76,600	177,459	(23,110)	5,218,118	194,975	3.9%
TOTAL PROGRAM SURPLUS/DEFICIT	280,456		-	-	-	-	-		-	-
TOTAL LEVY	4,061,003	4,061,003	271,794	225,858	(270,456)			4,288,199	227,196	5.6%

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

Budget Impact Details

	REF	OPERATING EXPENSES	CAPITAL EXPENSES	REVENUES	TAXATION	%
2022 BUDGET		4,686,253	336,890	962,140	4,061,003	
LESS: 2022 ONE-TIME ITEMS		(29,552)	(12,000)	(313,346)	271,794	6.7%
BASE BUDGET IMPACT		281,068	(275,490)	(220,280)	225,858	5.6%
ONE-TIME ITEMS						
LIB-Library Strategic Plan		35,000	-	35,000	-	
LIB-Library Levy Stabilization Reserve Funding		-	-	280,456	(280,456)	(6.9%)
		35,000	-	315,456	(280,456)	(6.9%)
SERVICE LEVEL						
LIB-Enhanced library services advertising		10,000	-	-	10,000	0.2%
		10,000		-	10,000	0.2%
NEW INITIATIVES						
LIB-Ox On The Run Full Year Pilot	NI2023-13	185,059	24,000	209,059	-	
		185,059	24,000	209,059	-	
INITIATIVE GAPPING						
LIB-Ox On The Run Full Year Pilot	NI2023-13	(23,110)	-	(23,110)	-	
		(23,110)	-	(23,110)	-	
TOTAL		458,465	(263,490)	(32,221)	227,196	
2023 BUDGET		5,144,718	73,400	929,919	4,288,199	5.6%

Capital Budget

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2023 REQUEST**	2024	2025 2032
BUILDING							
916040 - Ingersoll Library	Facility Assessment	Non-infrastructure solutions	N/A	\$5,250	5,250	-	-
916060 - Norwich Library	Branch Signage	Replacement	Poor	\$24,150	24,150	-	-
COMPUTER EQUIPMENT							
600000 - Computer Equipment	Chromebooks and ipads for public use. Maker space and assistive technologies.	Expansion	N/A	\$20,000	20,000	-	-
610000 - Computer Equipment	Ox on the Run Equipment (NI 2023-13)	Expansion	N/A	\$4,000	4,000	-	-
EQUIPMENT							
610000 - Equipment	Ox on the Run Equipment (NI 2023-13)	Expansion	N/A	\$5,000	5,000	-	-
VEHICLES							
610000 - Special Programs	Library - Ox on the Run (NI 2023-13)	Expansion	N/A	\$15,000	15,000	-	-
				\$73,400	\$73,400	\$0	\$0

** The 2023 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent

New Initiative – Year-Round Ox on the Run Mobile Outreach Pilot

NI 2023 13







DESCRIPTION

Included in the 2023 Library Business Plan is an initiative to extend the Ox on the Run Mobile Outreach Unit from a 4-month summer outreach service, to a year-round service to provide outreach programming and library services pilot.

The library would seek to use a decommissioned ambulance to pilot this year-round service before implementing the program permanently with a customized vehicle. The vehicle would be wrapped for library branding and outfitted to transport equipment, supplies, popular reading collections and item holds to deliver a range of library services and programs throughout Oxford County, including underserved communities and vulnerable neighborhoods as identified in the Oxford Early Development Instrument.

Throughout the two-year pilot, Ox on the Run would make scheduled stops at a range of locations, including communities without a library branch, community halls and other gathering places, community events, affordable housing areas, retirement communities and participating local businesses.

Strategic Plan

					
WORKS WELL TOGETHER	WELL CONNECTED	SHAPES THE FUTURE	INFORMS & ENGAGES	PERFORMS & DELIVERS	POSITIVE IMPACT
1.ii.			4.i. 4.ii.	5.i. 5.ii.	

DISCUSSION

Background

In June 2018, Oxford County Council endorsed the Draft Zero Poverty Plan. A vital aspect of the Plan includes addressing a “need for access to services that are free from income-related barriers.”

Oxford County Library Board used that plan and the need to remove barriers as a rally call to commit to barrier free library services. On January 1, 2019 that Library Board permanently eliminated all overdue fines after a one-year trial period. In doing so, OCL became one of the first libraries in Ontario to move forward with permanent elimination of all overdue fines. Many public libraries have followed suite during the pandemic.

Fines, however, are not the only barrier to accessing library services. Seeking to help residents in underserved and vulnerable communities access library services, the 2019 mobile outreach project, known as “Ox on the Run,” operated from June through October to offer a “pop-up” library in a variety of locations to connect communities with library services, collections and programming.

Library staff worked closely with other County departments to help make the initial Ox on the Run pilot happen. Public Works supplied the library team with an older pick-up truck. The Strategic Communications team helped secure a graphic designer to create the Ox on the Run logo. Library staff also reached out to community partners such as United Way Oxford, Oxford County Social Housing, Welkin and the Children’s Aid Society of Oxford.

The Ox didn’t run again until Spring 2021 due to pandemic restrictions. During the 2021 and 2022 seasons, library staff worked with Oxford EarlyON staff to run joint programs at parks, community centres and splash pads during the late spring and summer months. Library staff also attended a number of special events and festivals as they made their return in 2022.

Comments

Zero Poverty Plan and Ox on the Run

Oxford County Library aims to strengthen bonds within the community, while helping to build usage of library services, as part of the County’s *Zero Poverty Plan*. Working within the framework of Future Oxford’s *Reducing Poverty Together Strategy 2022-2024*, the expansion of the Ox on the Run Mobile Library Unit to a year-round service aims to:

- Provide Access to Services/Information by:
 - Year-round access to library programs, collections, technology and services to underserved and vulnerable communities across Oxford County
 - Connect county residents with information on county initiatives and services. Working with area municipal partners, library staff would also like to connect residents with information on those initiatives and services as well
 - Increase the number of active library cardholders by specifically targeting areas of the County identified as not meeting library targets
- Provide Access to Education by:
 - Introducing the community to the free resources available through the Oxford County Library, including:
 - eBooks/eAudioBooks for residents of all ages and reading abilities
 - eLearning platforms such as Universal Class, Signing Savvy, Transparent Language and Creative Bug
 - eTutoring services such as Brainfuse
 - Maker Kits for STEM learning
 - Other available services located at the library’s 14 branch locations

- Provide Access to Food by:
 - Working with local organizations and the library’s Teen Advisory Committee to help provide healthy snacks and care kits to those in need during the Mobile Unit’s stops
 - Introducing kids and teens to the library’s Seed Library through planting and growing programs that help kids learn about container gardening while teaching food literacy skills
 - Introducing kids and families to other food literacy skills using the tools and equipment found in the Kitchen Library

Library staff will work with Social Planning Council Oxford to determine KPI’s the library will collect over the course of the pilot program, as well as any changes to the Ox on the Run service that could positively impact the success of the service to fulfill the goals associated with the *Reducing Poverty Together Strategy*.

Usage Trends

Throughout the last few years, Oxford County Library’s Active Library Cardholder statistics have remained in the bottom half of the twelve-comparator two-tier county library systems in Ontario. In 2019, Oxford County Library’s cardholders represented only 24% of the population service area. As a comparison, Woodstock Public Library’s cardholders represented 30% of the population service area and neighboring Middlesex County’s cardholders represented 28% of the population service area.

In order to better understand where the library’s cardholders are located, and where library cardholders are under-represented, the library team is working with Information Services to map cardholder data. This information will likely not be available until later this fall, but will be used extensively going forward for library planning.

Ox on the Run had an extremely successful 2019 launch, operating from June until October of that year. The proceeding years saw a stripped-down version of the programs and services offered in 2019.

Ox on the Run Usage Statistics	2019	2021*	2022**
Connections (Attendance)	2,562	422+	600+
Library Cards Issued	50+	15	40+
Stops Across the County	70	45	54
Communities Visited	13	17	15+

*Note: 2021 Ox on the Run operated only July to September. Staff also faced greater challenges due to lack of community events during the pandemic

** 2022 Statistics have not yet been finalized and could change

Year-Round Ox on the Run Pilot Service Description

Due to the pre-pandemic success of the Ox on the Run outreach program, staff are proposing a year-round two-year pilot project during which usage and attendance at Ox on the Run stops and at existing library locations will be assessed to determine future needs for library service. Potential outcomes could include:

- New Express Collection locations in underserved communities to allow for access to item holds;
- Review of existing library branch hours for to improve access to services;
- Permanent implementation of the Ox on the Run Mobile Library Unit with scheduled stops to continue to offer services where branches or express locations may not be feasible.

In order to determine the success of this program, library staff will track KPIs associated with Core Mobile Outreach Services and Additional or Special Services based on specific audiences. Below is a list of those services and associated KPIs.

Core mobile outreach services	Location	Associated KPIs
Library Card registration	Available at all mobile unit stops	# of new library cards issued
Lending of library collections	Available at all mobile unit stops	# of items circulated
Promotion of library e-resources and branch programs	Available at all mobile unit stops	Usage of library e-resources / Branch program attendance
Assistance with downloads (eBooks, e-audiobooks) Assistance with other Library Technologies	Available at all mobile unit stops	# of Technology help sessions conducted by outreach staff / # of Technology help sessions conducted by branch staff
Quick Reference / Readers' Advisory Service Community Agency/Information Referrals	Available at all mobile unit stops	# of reference and/or readers' advisory questions answered by outreach staff # of community referrals provided
Additional services based on audience	Location examples	
Tech Bootcamps (instructional demo of one or more online products), followed by one-on-one tech help	Retirement homes Community centres Sports Arenas	# of special stops/events and attendance

Mini-robotics / Maker Fairs	Community centres Sports arenas Fairs/festivals	# of special stops/events and attendance
Family storytimes / Puppet Shows / Kids Craft programs	Parks/splash pads Community centres Sports arenas Affordable Housing Complexes Mobile Home Parks	# of regular programs delivered and attendance
Demo of Library STEAM Kits / Kitchen Equipment / Other Non-Traditional Library Collections	Affordable Housing Complexes Community centres Sports arenas	# of special stops/events and attendance

In hopes that the library’s other 14 locations may see positive impacts from the addition of the Ox on the Run service, library staff in branches will track similar KPI data. Branch staff will also collect qualitative data regarding customer’s influence in attending a branch location due to services/visibility of the Ox on the Run mobile unit.

Prior to the completion of the pilot project, the library will also survey residents of Oxford County and/or the communities that have been served by Ox on the Run.

Finally, a SWOT analysis and review of KPI’s will be completed for a final Pilot project report. This report may be used to determine if the Ox on the Run pilot has been successful, what changes may need made to the service before implementing it as a permanent service offered by the library, and if any changes need to be made to the library’s branch services.

Conclusions

Evolving the Ox on the Run mobile outreach service into a year-round program will provide positive impacts in the communities served by the program, while also helping to build the library’s customer base. The library’s reach and relevance will increase through the continued offering of library services away from traditional library branches. Library services and programs can also make great impact to the Zero Poverty Plan and can help make stronger connections with the communities served throughout all of Oxford County.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Revenues			
Reserve funding – Library General	31,600	177,459	209,059
Total revenues	31,600	177,459	209,059
Salaries and benefits	\$-	\$129,078	\$129,078
Operating expenses			
Advertising/Marketing	3,000	3,000	6,000
Memberships (ABOS)	-	150	150
Cultural Programming	-	7,000	7,000
Tools/Equipment	4,000	1,500	5,500
Telecommunications	600	650	1,250
Rental Space for Indoor programs and services during cold weather months (Community Halls, etc.)	-	20,000	20,000
Safety Boots / Clothing Allowance	-	300	300
Vehicle: Licensing	-	361	361
Vehicle: Insurance	-	1,420	1,420
Vehicle: Fuel	-	13,100	13,100
Vehicle: Repairs and maintenance	-	6,700	6,700
Charge from Fleet (savings for current rental vehicle)	-	(5,800)	(5,800)
Total operating expenses	7,600	48,381	55,981
Capital			
Computer Equipment (2 Laptops)	4,000	-	4,000
Equipment (RFID Pad, Receipt Printer, Scanner, Mobile Printer)	5,000	-	5,000
Surplus County Vehicle	15,000	-	15,000
Total capital	24,000	-	24,000
Library Levy	\$-	\$-	\$-

STAFFING REQUIREMENTS

In order to operate the vehicle and provide library services on a regular basis, the library would require two full-time staff members. As this initiative is currently being requested as a 2-year pilot, the full-time staff positions would be hired as contract positions for the length of the pilot.

The **Public Service Clerk** will assist the Outreach Services Specialist in providing regular library services such as library card registration, circulation of library materials and processing of library holds for customers.

The **Outreach Services Specialist** will work closely with the library's Outreach & Teen Librarian to develop the service route and stops, connect with community and area municipal partners, and develop and implement all Ox on the Run programs and services.

In order to also continue to offer special summer outreach to community festivals and events, the library is also requesting a summer student position as part of the continual staffing base. The temporary full-time **Summer Student** position will be submitted as a grant request via the Federal Young Canada Works grants, if available, for up to 100% funding. Since grant funding is not guaranteed it has not been reflected in the proposed budget and levy requirement which, if it were 100% funded would reduce the budget and levy requirement by \$11,815 annually.

Staff Requirements (FTE)	One-time/Temp
Public Service Clerk - Full-time	1.0
Outreach Services Specialist - Full-time	1.0
Summer Student - Student	0.3
Total	2.3

ATTACHMENTS

Attachment 1 - Ox on the Run – 2019 Summer Activity Report, 2019.

Attachment 2 - Ox on the Run – 2021 Report, 2021

SUMMER ACTIVITY REPORT

**Oxford County Library
on the road**



OX on the RUN



Executive summary

The 2019 mobile outreach pilot project, known as “Ox on the Run,” operated from June through October. Library staff used a re-purposed County pickup truck to offer “pop-up” library services in a variety of locations to bring technology, books, story times, robotics, and library information to people who might not otherwise use library services. We hoped that people would sign up

for library cards on the spot, receive coaching on the use of technology, use our WI-Fi, and learn how to access our free online and downloadable products. The biggest impact was the connections we made with children and families, and the “Ox on the Run” brand recognition that resulted.

Throughout the project, the “Ox on the Run” truck travelled 2,093 kilometres, made 70 stops and connected library staff with over 2,500 individuals.

A key focus of the project was accessing vulnerable neighbourhoods in Ingersoll and Tillsonburg. Through collaboration with Wellkin, Children’s Aid Society, and Oxford County Social Housing, our staff made frequent stops at housing cooperatives to ensure that families and individuals who would most benefit from exposure to our services received them in a convenient, friendly, and comfortable manner.

HIGHLIGHTS:

- Moving beyond the library walls to meet people where they are already gathering
- Breaking down barriers to access caused by limited branch hours in rural locations, lack of public transportation to reach our branches, and a pervasive lack of awareness about the range of programs and services offered
- Showcasing the library’s other products and services. While books remain our enduring brand, libraries offer so much more – people were surprised to learn about the depth and breadth of library offerings



Background

In June 2018, Oxford County Council endorsed the Draft Zero Poverty Plan. A vital aspect of the Plan includes addressing a “need for access to services that are free from income-related barriers.”

Oxford County Library Board permanently eliminated all overdue fines on January 1, 2019, after a one year trial period. Going fine-free is still largely uncharted territory for Canadian public libraries. Still, the Oxford County Library Board, library management, and front-line library service providers remain committed to maximizing access, particularly for individuals and families for whom fines are a barrier or deterrent to enjoying the benefits of the public library. The library is proud to support and further Council initiatives that build a healthier, stronger, more sustainable county.

Overdue fines are not the only barrier to accessing library services. In Oxford, there are a variety of reasons why some residents have difficulty accessing a “bricks and mortar” library branch. These include, but are not limited to, lack of transportation options and hectic family schedules, which don’t always match up well with our branches’ limited open hours. Young children who do not live within reasonable walking distance of a branch are not able to access library services unless their parents are willing and able to take them to the library during open hours. Lack of awareness about Oxford County Library (OCL) programs and services is common, and we know that communicating and promoting our services needs to be a top priority.

Over the past several years, OCL has built a presence at a variety of community events, such as fall fairs, summer festivals, and expos. Enabled by mobile circulation technology, staff can register people for library cards and circulate library materials – outside the walls of the library. Many of these registrants expressed an interest in being able to access our electronic resources, such as eBooks and databases. Demonstrations of our wide array of available e-resources at

these mobile events created the most interest and engagement, and an increase in e-resource usage has been a positive result.

In 2019, OCL wanted to build on past outreach successes by piloting an intensive, branded, mobile presence, reaching non-traditional outreach locations. With support from the Library Board, Oxford County Public Works, and Community Funders, we launched the “Ox on the Run” experiment. The following report tells the story of our journey in program planning and delivery, what we learned from the experience, what we achieved, and how we would like to move forward. It’s the story of how, through Ox on the Run, Oxford County Library activated its brand to **connect, discover, share, become.**

We want to acknowledge our partners, enablers and funders, for supporting this new venture. Their confidence in our ability to launch a branded mobile outreach program allowed us to venture into uncharted territory for Oxford County Library, and we are very thankful.

Funders
Kiwanis Club of Ingersoll
United Way Oxford
Whitehots Inc.
Outreach partners
Wellkin
Children’s Aid Society, Oxford
County partners
Oxford County Public Library Board
Oxford County Communications
Oxford County Public Works
Oxford County Social Housing

Special Thanks to Oxford County Library personnel who staffed and were the lifeblood of “Ox on the Run.”



A library without borders launching “Ox on the Run”

Our mobile outreach project began with the imagination and energy of OCL staff, eager to increase outreach and library awareness. The project became a goal of the 2019 Business Plan, targeting Oxford County residents in vulnerable and underserved neighbourhoods to support the County’s Zero Poverty Plan and build upon the Library’s inclusion efforts (e.g., eliminating fines, running in-branch free children’s programming). We hoped to bring OCL outside library walls, to build awareness of our programs, services and resources, and to increase our community presence and partnerships and increase cardholders.

“When we were at the water park in Tillsonburg, we encountered a family that didn’t use the library because they were afraid of fines. We assured them we did not charge fines. The mom and two children signed up for library cards, and I have seen them at the Tillsonburg Library since.”

Ryan Van Leeuwen (staff)

CONNECT

With the support of the Oxford County Library Board, library management and staff had to move quickly to get the mobile outreach program active and on the road.

We needed partners to help us plan and staff the project, to support us with funding and infrastructure, and to support the launch.

Initially, we explored hiring a co-op student from Western University's Faculty of Information and Media Studies program. We wanted someone to take on project coordination, and to be the "face" of our library on the road. After struggling to find someone who met our skills and cultural profile, however, we opted to keep things in-house.

Outreach/Teen Librarian Meagan Brennan and CEO Lisa Miettinen worked on project coordination, including finding a suitable vehicle, securing partners and sponsorships, coordinating visits to locations across the county, and scheduling staff.

We chose to invite the community into our project early, announcing the pilot project before we even had a vehicle on the road and asked the public to help name our new mobile outreach program. "Ox on the Run" was chosen for the name of the project, and we adopted "Ollie" for the truck, and our mascot (Ollie the Ox). Working with County Communications, we hired a graphic designer to create a logo for "Ox on the Run." This logo was made visible on the truck and also printed on temporary tattoos. We hoped having a

What we learned about staffing:



While we were able to run the program with existing OCL staff who understood the programs, services and culture of the library, it put pressure on staffing across the system, including in branches in the busy summer months.

recognizable brand would make us approachable and recognizable to the public. And, our stuffed ox, Ollie, proved to be very popular with children over the summer.

Oxford County Public Works supplied an older pick-up truck for use during the project. This essential support was much appreciated and embraced by staff who supported the idea of using an existing county-owned vehicle for the pilot project. The truck was an excellent pilot resource, being spacious enough to carry all of the equipment needed.

As we pulled together plans for the summer, we were able to connect with the Kiwanis Club of Ingersoll for funding. Other invaluable partners included United Way Oxford, our chief book vendor, Whitehots Inc., Oxford County Social Housing, Wellkin and the Children's Aid Society of Oxford. Many of our partners had a specific interest in our connecting with children and families in vulnerable situations or circumstances, which aligned with our program rationale and contributed to outreach plans and activities.



DISCOVER

Our mission, and our hope, for "Ox on the Run," was for library users and non-library users in Oxford to learn more about the programs, services and resources offered by library branches and available online. We were also keen to learn about the community from outside library walls and to hear from residents about their needs and perceptions of the library, now and into the future. To achieve these ambitious goals, we stocked the truck with a variety of resources to help us build relationships with our visitors.

We loaded the truck with a table, chairs, tent, tech equipment (including mobile circulation, iPad, tech toys, etc.), a pop-up banner, promotional material, and activity supplies. A small collection of books was available for checkout. OCL branded sunglasses were handed out over the summer and were popular with people of all ages.

Our pilot launched in May at Calithumpian in Thamesford. Throughout May and June, we made several stops across the county, including stops at baseball diamonds, soccer fields, and farmers' markets. Program staff tried various schedules and locations, including daytime, evening and weekend hours, to see what worked best for the different communities. During

What we learned about our audience:



Stops, or locations, primarily targeted to adults, were not a good fit with "Ox on the Run," while child-focused stops were much more successful. OCL does ongoing outreach to adults and will continue to visit retirement communities and adult events, but "Ox on the Run" developed a strong focus on children.



"My kids loved seeing the truck ... They were so excited to make crafts, and listen to the stories. Leah didn't want to leave! She would have been quite happy to stay and cuddle with Ollie the whole night."

Jenna Fisher (parent)

these months, we found success at established community events and in places and spaces where children, families and caregivers gathered. Stops and attempts to reach adult audiences specifically, were poorly attended.

Ox on the Run hit its stride in July and August, thanks to summer vacation. We reorganized and reprioritized to focus on children and families. We planned stops at housing co-ops, playgrounds, splash pads, community pools, and family-friendly events, and much to the surprise of staff, we were overwhelmed by the success of these stops. Our mandate for the project was to cover primarily Ingersoll and Tillsonburg (Kiwanis of Ingersoll was a sponsor). Still, we did visit Thamesford, Norwich, Drumbo, and other smaller communities across Oxford County. There were many visits to splash pads and playgrounds where we had impromptu story times with over 20 attendees, and hundreds of children and families stopped to play with tech toys, puzzles, or to read a book. Staff encouraged the summer reading club and branch events and found it was easy to promote the kitchen library collection and our digital resources to adults accompanying children to the truck.

SHARE

From the conceptual stages of “Ox on the Run,” everyone agreed that a significant part of our mission was to “show and tell” library services to mobile visitors. Story times and tech toys helped achieve that goal, as did profiling the kitchen lending library and online resources.

“Art in the Park” grew out of our attempts to highlight library services. Our staff, Leslie Van Santen and Shannon Van Herzele, planned unique summer-themed crafts for children and brought a complete library program to the great outdoors. They advertised four stops at the Ingersoll splash pad in July and August, which saw some of the biggest turnouts of the summer. These events also generated a lot of “buzz” on social media with parents.

“Ox on the Run” found additional success at housing cooperatives in Tillsonburg, Ingersoll and Woodstock. The Dereham Forge housing co-op in Tillsonburg had been a regular outreach stop before the pilot project. During the project, we connected with the Adam Oliver housing co-op in Ingersoll, and, at the request of CAS Oxford and Wellkin, we reached out to the James Street housing co-op in Woodstock. Our staff attended community barbecues in each neighbourhood, along with other community partners. These well-attended events were some of the best and most impactful of the summer. Children living in these neighbourhoods were our primary users, and staff reported keeping busy with the kids from set-up to take-down.

What we learned about scheduling and recurring stops:



In the early months of the program, as we tried out locations and schedules, we didn't have a planned schedule. We heard from visitors, particularly those at splash pads and residential complexes that they would prefer a predictable or public schedule. They enjoyed visiting so much that they wanted to be able to plan their attendance at the truck.

“Once, at Adam Oliver housing co-op, we were approached by excited children and their parents. We signed up about eight library cards, handed out flyers, showed the kids how to play with the Spectrums, did story time, etc. The children begged us not to leave but helped us pack up when we insisted it was time to go for now. We made a few personal connections with some of these people, and I had one family say, “hi” to me at the grocery store and asked when we would be coming back.”

Crystal Cooper (staff)



7

8

BECOME

What is a library without walls? What does Oxford County Library represent to residents?

Throughout the pilot project, our mobile outreach truck made 70 stops, not including several shifts cancelled due to weather or illness. OCL staff were eager to visit different events, and different communities, in hopes of reaching as many non-library users as possible. We hoped to get a better idea of the community needs to make the best use of staff time and resources. We learned, through this project, that it is relatively easy to engage with children and families, but more challenging to make contact with teenagers and adults, unless we were at a busy event like the Sollgood Social Market in Ingersoll.

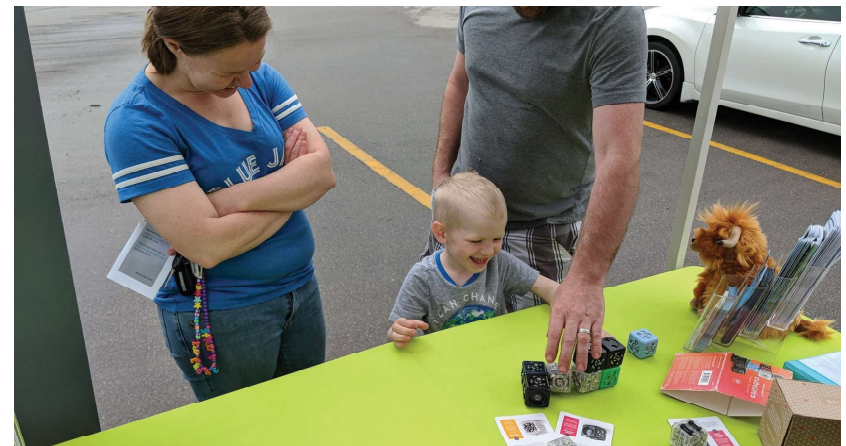
July and August proved to be the best months for mobile outreach, both during the day and at night, since children, and many parents, are on summer vacation. Stops in June and September were successful primarily at established events.

To assess the success of each mobile outreach stop, we developed a report form to collect visitor numbers, comments, questions and reflections. The information collected is helpful but doesn't represent the entire experience of visitors and staff. We're pleased to have the opportunity to share both data and stories in this report.

What we learned about data collection:



Collecting data sometimes took a back seat to program delivery and greeting visitors. It's incredibly likely that we did not capture all data, and our attendance numbers may be low. A simplified – potentially electronic or online – report form might be a more efficient way to gather the information we need to plan future programs. We recommend deliberate staff training on the importance of data collection and the process for doing so. Additionally, it was difficult to connect with adult visitors to ask about their needs and perceptions of the library, so information gaps remain. We were also limited in our ability to collect and record data when CAS layoffs and limited remaining resources hindered our plan for post-program evaluation focus groups.





Additional observations

We had many ambitions for “Ox on the Run.” Perhaps, too many. In the planning stage of the program, we expected visitors to borrow books and other items from the truck, to sign up for library cards, to use our Wi-Fi hotspot and to get detailed program information. In actuality, person-to-person (primarily, staff-to-child or -family) contacts were the biggest result of the program.

If the program continues, including more “borrowable” materials would be a good idea if combined with a regular schedule to allow for the materials to be returned to the truck.

The entire program was vulnerable to weather. On very hot or wet days, we couldn’t offer a comfortable environment for visitors. While the truck and tent combination worked well in fine weather, we recommend considering a sturdier or larger roofed vehicle or equipment.

Our equipment and minimal infrastructure allowed us to be extremely portable but didn’t offer much opportunity to demonstrate e-resources such as Tumblebooks or Universal Class. A fixed computer display would have been a great addition to our gear.

“A consistent positive note we received on the truck was the comment that is was “so nice to see the library out and about,” and people really didn’t know that we do more than just books.”

(Staff member)

Next steps and recommendations

Our hope for this project is to continue the work over a second summer, and to focus our energy on reaching more children and families. A continued project will help ensure we collect more information from our users, find out where we’re making the biggest impact in the county, what gaps in information and service exist and how we might fill them. We would support the continuation of the “Ox on the Run” identity for child and family-related outreach programming.

Given the popularity of the program in July and August, we suggest a shorter program length, but one that includes a regular and recurring schedule to allow for marketing and promotion and to attract return visitors.

Having some additional infrastructure, such as dedicated computing devices, a larger or roofed truck or vehicle would allow us to invite more adults to demonstrations, and make us less vulnerable to weather.

We want to provide staff with deliberate training and support to collect data and to invite visits to “Ox on the Run.”

A Year 2 pilot should include the development of a comprehensive program evaluation strategy to allow for the measurement of program impact and social return on investment, add to the Library Board’s data collection on library identity and opportunity and provide data to partners and funders.



By the numbers

June - October, 2019



 **OxfordCounty Library**

connect. discover. share. become.

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For questions contact:

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 www.ocl.net

OX ON THE RUN REPORT

2021



 **Oxford County Library**
connect. discover. share. become.

OVERVIEW

Following the success of our mobile outreach project in 2019, library staff were eager to offer Ox on the Run again this summer in partnership with Oxford EarlyON. A key focus for this year's program was to safely offer literacy-based programs to families across the County, and provide program information, library cards, and connection for community members. After a successful summer of outdoor programs library staff are continuing outdoor programs and outreach until the end of 2021.

BACKGROUND

In 2019, OCL piloted a mobile outreach project labeled Ox on the Run. We offered "pop-up" library services in a variety of locations across Oxford County, and brought technology, books, programs, and information to people who might not otherwise visit our library branches.

Over that summer we made 70 stops, and connected with over 2,500 individuals. Staff overwhelmingly found that these pop-ups were most popular with children and families, and concluded that this demographic should be our focus moving forward. Following the pilot project, OCL planned to launch a year 2 pilot in 2020 to comprehensively evaluate the program and its impact on our community.

Given the Covid-19 pandemic, we did not run the program in the summer of 2020. Staff shifted their focus to reaching children and families virtually, and offered Craft & Connect kits along with curbside services. In the spring of 2021 we saw the opportunity to bring back a scaled-down version of Ox on the Run where it was safe for both staff and families.

OX ON THE RUN REPORT 2021

PARTNERSHIP

In an effort to coordinate with other county departments, and establish outdoor programming protocols, we reached out to Cara vanKlaveren of Oxford EarlyON. Oxford EarlyON was relaunching after integrating into the County's Human Services department, and was planning to offer a suite of outdoor programs. We already had an established partnership with them working on an outdoor story walk project to be launched in the summer, so it was a natural fit to coordinate our outdoor programs.

Together with the EarlyON team we began plans to schedule partnered storytime events in the parks over the summer months. Our aim was to launch the program in June, and we hoped by that time we would be able to safely offer an outdoor program with a small number of families. As June approached we decided to push the launch to July based on Ontario's tiered reopening plan. By early-July we were able to safely gather 25 people outdoors, and we felt comfortable offering the program.



"This is the first program we've attended with our son because he was born during the pandemic, and nothing has been available to us." – parent

THE PROGRAM

Leading up to the launch of the program, OCL and EarlyON staff marketed our joint summer project with a social media campaign that saw staff popping up in communities to "positively graffitii" parks and public areas with chalk, and let the community know we hoped to see them for Ox on the Run in the summer. We also made calendars available at library branches, and online, for families to take home. Our recognizable brand and mascot "Ollie the Ox" helped families recognize us as the library's returning pop-up program.

We launched our program on July 7, and began offering two types of outdoor programs that fell under the Ox on the Run/EarlyON umbrella. Playful Park Adventures were structured storytime programs with songs, rhymes, and stories ideal for ages 0-6 with caregivers. OCL staff joined in, read books, and offered information and library cards to attendees. The second program we offered was called Stroller Walks and Story Strolls, which was a less structured program for families to attend. We set up a story with book pages around a park or walking trail for families to read while enjoying the interactive prompts along the way. Library staff joined in with families to read the story, encouraged interaction with the book, and offered early literacy tips. In the event of rain or poor weather we offered a virtual meetup over WebEx for the registered families, but found that these were generally not well attended and stopped offering them.

Unlike the pilot project, library staff did not bring books, electronics, and toys for children to play with. We kept our equipment minimal bringing a tent, table, some promotional material, and equipment to register families for library cards. Safety was of utmost importance, and staff wore PPE and socially distanced. Oxford EarlyON required all attendees to preregister, complete a family screening, and bring face masks. In the event that families joined in without registration (ie. Families who happened to be in the park) we required their information for contact tracing. All of these safety measures were established with Southwestern Public Health.

Since EarlyON focuses their programs on ages 0–6 we prepared scavenger hunts and activities for older children that may accompany their families to the program. Library staff typically found that older children were happy to play at the nearby playgrounds and splash pads instead of joining in with us.

Ox on the Run, in partnership with Oxford EarlyON, has continued into the fall of 2021. We're currently gathering survey results from families that attended our programs over the summer. In October, library staff exclusively offered a series of family programs called Art in the Park with an overwhelming response, and positive feedback from the families. We also attended the annual Drumbo Fall Fair. Library staff plan to continue outdoor programming while the weather is in our favour.

"They also attracted the attention of other people in the community who were enjoying the parks which led to some positive conversations about the library and programs with adults." – Holly Brown



OBSERVATIONS

A return to in-person programming was well received by both staff and families. Shannon Van Herzele and Holly Brown, the Literacy and Innovation Specialists, enjoyed meeting their community in person and seeing friendly faces again. Both noted that parents expressed gratitude for the ability to bring their children to a library program again, and many brought their babies for the first time. A mom and her child were noted to have completed a story walk four times because the child was so engaged with the program.

"I had folks in Ingersoll who used to come to toddler time with their children introduce me to babies that they had during the pandemic. They had not had the chance to participate in programs yet, and are looking forward to library storytimes once again." – Shannon Van Herzele

Shannon also noted that she's seeing many of the families from the park programs using the library more often, and engaging with our social media. Holly felt that seeing the families in person was a great way to share library information, and make valuable connections to new community members.

"Some parents started planning to come to the program together as a way to meet up and they hope to continue to meet up at library programming in the future. I also got to meet a few families that were new to the area and a few children had their first experience coming to a community program with us. I was so pleased to connect with some of the children I had only seen virtually on maker programs or Reading Buddies at Art in the Park." – Holly Brown



We chose to promote the newly launched 1000 Books before Kindergarten program over the summer since the families attending Ox on the Run were ideal participants for the program. Many parents took home information and reading lists, and we monitored the registration numbers. As of November 1, we have 123 children participating in the program.

Overall staff were pleased with the response to Ox on the Run despite lower numbers than our pilot year. Challenges we faced were ensuring everyone's safety and social distancing from children, rare challenging interactions with parents who did not agree with the safety protocols, and relying on Oxford EarlyON's registration system. Library staff felt this sent the message to families it was an EarlyON program and not a partnership between both organizations. The focus on young children and their families created a barrier for library staff to offer Ox on the Run to children of all ages as they did not feel they could engage with us. Staff also observed that most of the families that attended Ox on the Run programs were already library users, and we did not create many new library cards.

OX ON THE RUN REPORT 2021

OUTLOOK FOR 2022

Our hope for this project is to continue Ox on the Run again in 2022 with the ability to bring along technology, robotics, and craft supplies once again to offer a variety of activities for all ages. A return to fairs, markets, housing co-ops, and community events would be most impactful, but will depend on safety measures due to the Covid-19 pandemic. The original intent of Ox on the Run was to connect with people who might not otherwise use the library, and we'd like to shift back to this focus. We would welcome a continued partnership with Oxford EarlyON, and would commit to a smaller number of partnered storytimes in an effort to offer a range of activities to a wider demographic.

Having additional infrastructure, such as a dedicated outreach vehicle with computing devices and wifi, would appeal to older children and teens, and would give us the ability to demonstrate digital resources. A dedicated outreach vehicle with bright, recognizable branding would make us stand out in the community, and give parents piece of mind when their children approach us.

"I'm so excited to have a library card again!" – Ox on the Run attendee



OX ON THE RUN REPORT 2021

THE NUMBERS

- 4 OCL staff members worked Ox on the Run
- 45 stops made across the County (July–Sept)
- Kids reached – 256+ (July–Sept)
- Adults reached – 166+ (July–Sept)
- Card signups – 15 (July–Sept)
- 1000 Books Before Kindergarten program registrations – 123 (as of Nov 1)



COMMENTS

- Staff heard all summer long “it’s so nice to see the library out again!”
- “We’re so thankful for in-person programs again.”
- “This is the first program we’ve attended with our son because he was born during the pandemic, and nothing has been available to us.”
- “Are the branches open for browsing yet?”
- A young boy proudly announced “I have a library card!”
- “We miss storytimes in the library, but this is great!”
- “I wish Books for Babies wasn’t virtual. I can’t wait until it’s in person again.”
- “I used to volunteer for Gail and I can’t wait to bring my own daughter to the library for storytimes.”
- “I’m so excited to have a library card again!”
- A mom said she might “become one of our groupies!”

2023

Court Security

Business Plan & Budget



Budget

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023		\$ OVER	% OVER
	FORECAST	BUDGET*	NON	BASE	NON	SERVICE LEVEL	INITIATIVE	2023	2022	2022
			RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	BUDGET	BUDGET	BUDGET
OPERATING EXPENSES										
EXTERNAL TRANSFERS	51,541	51,541	-	(41,265)	-	-	-	10,276	(41,265)	(80.1%)
TOTAL OPERATING EXPENSES	51,541	51,541	-	(41,265)	-	-	-	10,276	(41,265)	(80.1%)
TOTAL EXPENSES	51,541	51,541	-	(41,265)	-	-	-	10,276	(41,265)	(80.1%)
NET OPERATING	51,541	51,541	-	(41,265)	-	-	-	10,276	(41,265)	(80.1%)
SUMMARY										
TOTAL EXPENSES	51,541	51,541	-	(41,265)	-	-	-	10,276	(41,265)	(80.1%)
TOTAL LEVY	51,541	51,541		(41,265)				10,276	(41,265)	(80.1%)

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