

## AGENDA

### COUNTY OF OXFORD COUNCIL

Wednesday, May 12, 2021, 9:30 a.m.

Online via [oxfordcounty.ca/livestream](https://oxfordcounty.ca/livestream)  
[oxfordcounty.ca/livestream](https://oxfordcounty.ca/livestream)

**1. CALL TO ORDER**

**2. APPROVAL OF AGENDA**

Proposed Resolution:

Resolved that the agenda be approved.

**3. DISCLOSURES OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF**

**4. ADOPTION OF COUNCIL MINUTES OF PREVIOUS MEETING**

4.1. April 28, 2021

Proposed Resolution:

Resolved that the Council Minutes of April 28, 2021 be adopted.

**5. PUBLIC MEETINGS**

**6. DELEGATIONS, PRESENTATIONS AND CONSIDERATION THEREOF**

6.1. Downtown Woodstock Business Improvement Association (BIA)

Virginia Armstrong - Manager, Woodstock BIA

Melanie Burns - Vice Chair, Woodstock BIA and Owner of At the Office

Re: Safety of Downtown Woodstock

Proposed Resolution:

Resolved that the information provided in the delegation from the Downtown Woodstock Business Improvement Association be received.

**7. CONSIDERATION OF CORRESPONDENCE**

7.1. Ministry of the Solicitor General

April 29, 2021

Re: Compliance with Emergency Management and Civil Protection Act (EMCPA)

7.2. Ministry of Energy, Northern Development and Mines

May 5, 2021

Re: Proposed changes to Ontario's Net Metering Regulation

7.3. Minister of Municipal Affairs and Housing

May 5, 2021

Re: Oxford County Council Composition

Proposed Resolution:

Resolved that correspondence items 7.1 to 7.3 on the Open meeting agenda of May 12, 2021 be received.

7.4. Townships of Blandford-Blenheim and East Zorra-Tavistock

May 6, 2021

Re: Appointment to the Upper Thames River Conservation Authority Board of Directors

Proposed Resolution:

Resolved that East Zorra-Tavistock Councillor Margaret Lupton be appointed to the Upper Thames River Conservation Authority Board of Directors representing the Townships of East Zorra-Tavistock and Blandford-Blenheim, replacing Don Edmiston.

**8. REPORTS FROM DEPARTMENTS**

8.1. CORPORATE SERVICES

8.1.1. CS 2021-20 - Business Plan and Budget Review – Q1 2021

RECOMMENDATION

1. That Report CS 2021-20 entitled “Business Plan and Budget Review – Q1 2021”, be received for information.

Proposed Resolution:

Resolved that the recommendation contained in Report No. CS 2021-20, titled “Business Plan and Budget Review – Q1 2021”, be adopted.

8.2. PUBLIC WORKS

8.2.1. PW 2021-20 - Emergency Repairs – Oxford Road 51 (John Pound Road) Storm Sewer and Slope Stabilization, Tillsonburg

RECOMMENDATION

1. That Oxford County Council receive Report No. PW 2021-20 entitled “Emergency Repairs - Oxford Road 51 (John Pound Road) Storm Sewer and Slope Stabilization Project” for information.

Proposed Resolution:

Resolved that the recommendation contained in Report No. PW 2021-20, titled “Emergency Repairs – Oxford Road 51 (John Pound Road) Storm Sewer and Slope

Stabilization, Tillsonburg”, be adopted.

## **9. UNFINISHED BUSINESS**

### **9.1. Pending Items**

## **10. MOTIONS**

### **10.1. Rural Wastewater Systems**

#### Proposed Resolution:

Whereas each of the rural wastewater systems have a unique history and operational considerations which results in individual financial implications for each system;

And whereas the fixed portion of the wastewater rates is intended to adequately fund a portion of the operating, lifecycle and future capital costs of each individual system as determined in the asset management plan;

And whereas the County Asset Management Plan is currently being updated which is expected to impact the annual contributions determined for each of the wastewater systems;

Therefore be it resolved, that the current individually rated system remain in place pending further discussion based on the updated Asset Management Plan to be presented to council.

## **11. NOTICE OF MOTIONS**

## **12. NEW BUSINESS/ENQUIRIES/COMMENTS**

## **13. CLOSED SESSION**

#### Proposed Resolution:

Resolved that Council rise and go into a Closed Session to consider Report No. HR (CS) 2021-01 and a confidential correspondence item regarding labour relations or employee negotiations and litigation or potential litigation including matters before administrative tribunals affecting the County or a local board.

### **13.1. Closed Session Begins**

Time \_\_\_\_\_

### **13.2. Confidential Correspondence**

Dated May 5, 2021

#### **13.2.1. Delegation regarding confidential correspondence**

### **13.3. HR (CS) 2021-01**

### **13.4. Closed Session Ends**

#### Proposed Resolution:

Resolved that Council reconvene in Open Session.

Time \_\_\_\_\_

**14. CONSIDERATION OF MATTERS ARISING FROM THE CLOSED SESSION**

**14.1. Confidential Correspondence**

Proposed Resolution:

Resolved that confidential correspondence item 1.2 on the May 12, 2021 Closed meeting agenda be received.

**14.2. HR (CS) 2021-01**

Proposed Resolution:

Resolved that the recommendations contained in Report No. HR (CS) 2021-01 be adopted.

**15. BY-LAWS**

**15.1. By-law No. 6344-2021**

Being a By-law to confirm all actions and proceedings of the Council of the County of Oxford at the meeting at which this By-law is passed.

Proposed Resolutions:

Resolved that By-law No. 6344-2021 be now read a first and second time.

Resolved that By-law No. 6344-2021 be now given a third and final reading.

**16. ADJOURNMENT**

**OXFORD COUNTY COUNCIL  
MINUTES**

Council Participants	Warden Larry Martin Deputy Warden Ted Comiskey Councillor Trevor Birtch Councillor David Mayberry Councillor Don McKay Councillor Stephen Molnar Councillor Mark Peterson Councillor Marcus Ryan Councillor Deborah Tait Councillor Sandra Talbot
Council Absent	n/a
Staff Participants	M. Duben, Chief Administrative Officer B. Addley, Director of Paramedic Services L. Buchner, Director of Corporate Services M. Cowan, Manager of Information Services M. Dager, Director of Woodingford Lodge G. Hough, Director of Community Planning C. Senior, Clerk D. Simpson, Director of Public Works A. Smith, Director of Human Resources

**1. CALL TO ORDER**

Oxford County Council meets electronically in regular session this twenty eighth day of April, 2021 at 7:00 p.m. with Warden Martin in the chair.

**2. APPROVAL OF AGENDA**

RESOLUTION NO. 1

Moved By: Don McKay

Seconded By: Mark Peterson

Resolved that the agenda be approved.

DISPOSITION: Motion Carried

**3. DISCLOSURES OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF**

NIL

**4. ADOPTION OF COUNCIL MINUTES OF PREVIOUS MEETING**

4.1 April 14, 2021

RESOLUTION NO. 2

Moved By: Mark Peterson

Seconded By: Stephen Molnar

Resolved that the Council minutes of April 14, 2021 be adopted.

DISPOSITION: Motion Carried

**5. PUBLIC MEETINGS**

NIL

**6. DELEGATIONS, PRESENTATIONS AND CONSIDERATION THEREOF**

NIL

**7. CONSIDERATION OF CORRESPONDENCE**

7.1 CMHA Thames Valley Addiction & Mental Health Services

April 12, 2021

Re: Integration of Addiction Services of Thames Valley, CMHA Elgin Middlesex and CMHA Oxford

7.2 Ministry of Municipal Affairs and Housing

April 13, 2021

Re: Declaration of Provincial Emergency under the Emergency Management and Civil Protection Act and Amendments to the Reopening Act Ontario

7.3 Ministry of Municipal Affairs and Housing

April 17, 2021

Re: Enhanced Enforcement and New Order under the Emergency Management and Civil Protection Act (EMCPA)

RESOLUTION NO. 3

Moved By: Stephen Molnar

Seconded By: David Mayberry

Resolved that correspondence items 7.1 to 7.3 on the Open meeting agenda of April 28, 2021 be received as information.

DISPOSITION: Motion Carried

## 7.4 Minister of Municipal Affairs and Housing

April 27, 2021

Re: Town Hall Session for Strengthening Accountability for Municipal Council Members

RESOLUTION NO. 4

Moved By: Ted Comiskey

Seconded By: Stephen Molnar

Resolved that the correspondence from Minister of Municipal Affairs and Housing Steve Clark, dated April 27, 2021 regarding an online Town Hall session to be held June 8, 2021 regarding strengthening accountability for municipal council members be received;

And further, that Warden Larry Martin participate in the June 8, 2021 online Town Hall session on behalf of Oxford County Council.

DISPOSITION: Motion Carried**8. REPORTS FROM DEPARTMENTS**

## 8.1 CORPORATE SERVICES

## 8.1.1 CS 2021-19 - Development Charges Annual Report - 2020

## RECOMMENDATION

1. That County Council hereby receives Report No. CS 2021-19 prepared in accordance with Section 12 of O.Reg.82/98 of the *Development Charges Act, 1997*, and authorizes posting the report for public information.

RESOLUTION NO. 5

Moved By: David Mayberry

Seconded By: Sandra Talbot

Resolved that the recommendation contained in Report No. CS 2021-19, titled "Development Charges Annual Report – 2020", be adopted.

DISPOSITION: Motion Carried

## 8.2 WOODINGFORD LODGE

## 8.2.1 WDFL 2021-01 - Long-Term Care Homes Committee of Management

## RECOMMENDATIONS

1. That the Terms of Reference for a Committee of Management for Woodingford Lodge as attached to Report No. WDFL 2021-01 be approved;
2. And further, that the Council of the County of Oxford be designated as the Committee of Management for Woodingford Lodge to fulfill the requirement under Subsection 132 (1) of the Long-Term Care Homes Act, 2007.

**RESOLUTION NO. 6**

Moved By: Sandra Talbot

Seconded By: Trevor Birtch

Resolved that the recommendations contained in Report No. WDFL 2021-01, titled "Long-Term Care Homes Committee of Management", be adopted.

**DISPOSITION:** Motion Carried

**9. UNFINISHED BUSINESS**

9.1 Pending Items

**10. MOTIONS**

NIL

**11. NOTICE OF MOTIONS**

11.1 Rural Wastewater Systems

Councillor Mayberry gives notice that he will move the following motion at the May 12, 2021 Council Meeting:

Whereas each of the rural wastewater systems have a unique history and operational considerations which results in individual financial implications for each system;

And whereas the fixed portion of the wastewater rates is intended to adequately fund a portion of the operating, lifecycle and future capital costs of each individual system as determined in the asset management plan;

And whereas the County Asset Management Plan is currently being updated which is expected to impact the annual contributions determined for each of the wastewater systems;

Therefore be it resolved, that the current individually rated system remain in place pending further discussion based on the updated Asset Management Plan to be presented to council.



**12. NEW BUSINESS/ENQUIRIES/COMMENTS****12.1 Councillor Mayberry**

Councillor Mayberry congratulates the Woodstock Hospital on winning a national award for energy efficiency, indicating that their leadership has led them to being a very progressive hospital adding that they should be commended on their efforts with respect to renewable energy and conservation which are in line with the County's renewable energy and conservation goals.

**12.2 Ben Addley, Director of Paramedic Services**

B. Addley provides an update on Oxford County Paramedic Services' efforts and continued response to the ongoing COVID-19 pandemic.

B. Addley indicates that Paramedic Services has been a key front line partner in the fight against COVID-19 in support of Southwestern Public Health and other healthcare partners since the beginning of the outbreak. He indicates that programs relating to mobile community COVID-19 testing are ongoing, having performed over 16,000 tests in support of Southwestern Public Health. B. Addley also indicates that the Community Paramedicine program is also ongoing which supports high-risk individuals in their homes such as those suffering from chronic disease and palliative care patients to the extent of over 700 visits to 197 different patients.

B. Addley indicates that Paramedic Services is also a key partner with Southwestern Public Health in the delivery of COVID-19 vaccinations with a mindset to improve availability of the vaccine throughout the County, indicating that Paramedics have delivered over 1,700 vaccines to homebound patients, congregate living settings, retirement homes and some shelters in the community. In addition to the above, Paramedic Services is working in partnership with the Town of Tillsonburg and Southwestern Public Health on a mass immunization clinic in Tillsonburg where Paramedics are administering the vaccine. They expect to deliver 300 vaccines per day beginning the week of May 3, 2021.

In closing, B. Addley indicates that one of highest pressures COVID-19 has created on the healthcare system across the province is related to hospital capacities. More specifically on Intensive Care Unit capacities throughout the Greater Toronto Area (GTA). As part of the province's response to this issue, they have implemented an Incident Management System (IMS) Transfer Strategy to begin to disperse the capacity of hospitals across Ontario which includes hundreds of patients being moved from the GTA to hospitals in the southwestern region, including some of our local hospitals. Oxford County Paramedic Services have been assisting with those transfers.

Warden Martin opens the meeting to comments and questions from members of Council. There are none.

**12.3 Councillor Molnar**

Councillor Molnar, on behalf of himself and the citizens of the Town of Tillsonburg thanks Oxford County staff for their contributions with respect to a fire at a multi- storey residential apartment building in Tillsonburg on April 18, 2021. Councillor Molnar indicates that the leadership, professionalism and assistance demonstrated by all of those involved including the CAO, Warden, Human Services and Paramedic Services staff was much appreciated. Councillor Molnar also speaks to the passion and commitment demonstrated by all of the emergency services personnel who were in attendance. In closing, Councillor Molnar speaks to the level of partnership and demonstration of the valuable contributions Oxford County provided to the residents during this incident.

Warden Martin opens the meeting to comments and questions from members of Council. There are none.

**12.4 Mark Dager, Director of Woodingford Lodge**

M. Dager provides an update on Woodingford Lodge's efforts and continued response to the ongoing COVID-19 pandemic.

M. Dager indicates that as of today, 80% of all staff and 94% of residents and essential caregivers have been fully vaccinated against COVID-19. M. Dager commends the Paramedic Services Team for their assistance with the swabbing process throughout the pandemic.

In closing, M. Dager indicates that the Tillsonburg site currently has one confirmed positive COVID case of the UK variant in the home and that staff are working very diligently in accordance with Southwestern Public Health guidelines, mitigating all risks in ensuring that the swabbing protocols have been completed for all residents and that isolation measures are maintained. M. Dager indicates that this case does not classify as an outbreak as the standard for outbreak has been reclassified as beyond two individuals.

Warden Martin opens the meeting to comments and questions from members of Council. M. Dager responds to comments and questions from Deputy Warden Comiskey.

**13. CLOSED SESSION**

NIL

**14. CONSIDERATION OF MATTERS ARISING FROM THE CLOSED SESSION**

NIL

## 15. BY-LAWS

### 15.1 By-law No. 6341-2021

Being a By-Law to remove certain lands from Part Lot Control.

### 15.2 By-law No. 6342-2021

Being a By-Law to remove certain lands from Part Lot Control.

### 15.3 By-law No. 6343-2021

Being a By-law to confirm all actions and proceedings of the Council of the County of Oxford at the meeting at which this By-law is passed.

#### Proposed Resolutions:

Resolved that the following By-laws be now read a first and second time: 6341-2021 to 6343-2021 inclusive.

Resolved that the following By-laws be now given a third and final reading: 6341-2021 to 6343-2021 inclusive.

#### RESOLUTION NO. 7

Moved By: Trevor Birtch

Seconded By: Deborah Tait

Resolved that the following By-laws be now read a first and second time: 6341-2021 to 6343-2021 inclusive.

DISPOSITION: Motion Carried

#### RESOLUTION NO. 8

Moved By: Deborah Tait

Seconded By: Ted Comiskey

Resolved that the following By-laws be now given a third and final reading: 6341-2021 to 6343-2021 inclusive.

DISPOSITION: Motion Carried

## 16. ADJOURNMENT

Council adjourns its proceedings at 7:36 p.m. until the next meeting scheduled for May 12, 2021 at 9:30 a.m.

Minutes adopted on \_\_\_\_\_ by Resolution No. \_\_\_\_\_.

April 28, 2021

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WARDEN

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CLERK

**Ministry of the Solicitor General**

Office of the Fire Marshal and  
Emergency Management

25 Morton Shulman Avenue  
Toronto ON M3M 0B1  
Tel: 647-329-1100  
Fax: 647-329-1143

**Ministère du Solliciteur général**

Bureau du commissaire des incendies  
et de la gestion des situations  
d'urgence

25 Morton Shulman Avenue  
Toronto ON M3M 0B1  
Tél. : 647-329-1100  
Télééc. : 647-329-1143



April 29, 2021

Your Worship Larry Martin  
County of Oxford  
P.O. Box 1614, 21 Reeve Street  
Woodstock, ON N4S7Y3

Dear Warden:

As the Chief of Emergency Management for Ontario, it is incumbent on me to monitor, coordinate and assist municipalities with their respective municipal emergency management programs in accordance with the Emergency Management and Civil Protection Act (EMCPA). To confirm municipalities are in compliance with the EMCPA, every municipality in Ontario submits a compliance package to Emergency Management Ontario on a yearly basis.

Emergency Management Ontario (EMO) has reviewed the documentation submitted by your Community Emergency Management Coordinator (CEMC) and have determined that your municipality was compliant with the EMCPA in 2020.

The safety of all our citizens is important, and one way to ensure that safety is to ensure that your municipality is prepared in case of an emergency. We congratulate you on your municipality's efforts in achieving compliance in 2020. I look forward to continuing to work with you to support your continued compliance on an ongoing basis.

If you have any questions or concerns about this letter, please contact our Emergency Management Field Officer assigned to your Sector; their contact information is below.

Name: Christopher Pape  
Email: Christopher.Pape@ontario.ca  
Phone: 519-854-6595

Sincerely,

Teepu Khawja  
Assistant Deputy Minister and Chief, Emergency Management

cc: Dave Colvin - CEMC  
Christopher Pape - Field Officer - St.Clair Sector

Ministry of Energy,  
Northern Development  
and Mines

Office of the Minister

77 Grenville Street, 10<sup>th</sup> Floor  
Toronto ON M7A 2C1  
Tel.: 416-327-8758

Ministère de l'Énergie,  
du Développement du Nord  
et des Mines

Bureau du ministre

77, rue Grenville, 10<sup>e</sup> étage  
Toronto ON M7A 2C1  
Tél. : 416 327-8758



MC-994-2021-294

May 5, 2021

Mr. Larry Martin  
Warden  
Oxford County  
lmartin@norwich.ca

Dear Mr. Martin:

Thank you for your letter regarding proposed changes to Ontario's net metering regulation to support community-based energy systems. I appreciate Oxford County's support for the proposed regulatory changes to enable community net metering on a demonstration basis, and for providing input on the proposal through the public posting on the Environmental Registry of Ontario (ERO).

The Ministry of Energy, Northern Development and Mines is currently considering stakeholder feedback and will publish government decisions through a Decision Notice update posting on the ERO.

To receive up-to-date information on the proposal, sign up for notifications using the "follow this notice" function at <https://ero.ontario.ca/notice/019-2531>.

If you have further input on the regulatory proposal, I encourage you to connect with ministry staff through the contact information at the bottom of the ERO posting.

Thank you again for writing and please accept my best wishes.

Sincerely,

A handwritten signature in black ink, appearing to read "Greg Rickford".

The Honourable Greg Rickford  
Minister of Energy, Northern Development and Mines

**Ministry of  
Municipal Affairs  
and Housing**

Office of the Minister

777 Bay Street, 17<sup>th</sup> Floor  
Toronto ON M7A 2J3  
Tel.: 416 585-7000

**Ministère des  
Affaires municipales  
et du Logement**

Bureau du ministre

777, rue Bay, 17<sup>e</sup> étage  
Toronto ON M7A 2J3  
Tél. : 416 585-7000



Ontario

234-2021-1528

May 5, 2021

Michael Duben  
Chief Administrative Officer  
County of Oxford  
[mduben@oxfordcounty.ca](mailto:mduben@oxfordcounty.ca)

Chloe Senior  
Clerk  
County of Oxford  
[csenior@oxfordcounty.ca](mailto:csenior@oxfordcounty.ca)

Dear Michael Duben and Chloe Senior:

Thank you for your correspondence outlining the steps that the County of Oxford has taken to review its current council composition and for providing me with a status update. I appreciate the time you have taken to write.

To ensure council composition continues to reflect local and demographic needs, the *Municipal Act* requires all regional municipalities to regularly review their regional council composition. We continue to encourage regional councils and their area municipalities to work towards achieving a mutually acceptable solution.

If you have outstanding questions or concerns related to the process as it pertains to the *Municipal Act*, please contact Ian Kerr, Regional Director, Municipal Services Office – West Region. He can be reached at 519-873-4026 or [Ian.Kerr@ontario.ca](mailto:Ian.Kerr@ontario.ca).

Once again, thank you for providing me with the update. Please accept my best wishes.

Sincerely,

A handwritten signature in blue ink that reads "Steve Clark".

Steve Clark  
Minister

c: The Honourable Ernie Hardeman, MPP Oxford [ernie.hardemanco@pc.ola.org](mailto:ernie.hardemanco@pc.ola.org)

**From:** [Rodger Mordue](#)  
**To:** [Chloe Senior](#)  
**Cc:** [Will Jaques](#)  
**Subject:** UTRCA Board Appointment  
**Date:** May 6, 2021 9:02:23 AM

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Chloe,

At yesterday's meeting of Blandford-Blenheim Township Council the following resolution was passed:

***"Be it hereby resolved that Council recommend to the County of Oxford the appointment of East Zorra - Tavistock Township Councillor Margaret Lupton to the Upper Thames River Conservation Authority Board of Directors."***

Thanks

Rodger Mordue  
CAO/Clerk  
Township of Blandford-Blenheim



**From:** [Will Jaques](#)  
**To:** [Chloe Senior](#)  
**Cc:** [Rodger Mordue](#)  
**Subject:** Recommended Appointment to the UTRCA Board of Directors  
**Date:** May 5, 2021 10:19:42 AM

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Good Morning,

At their Regular Meeting of May 5, 2021, East Zorra-Tavistock Council considered and passed the following resolution:

***Moved by: Don EDMISTON***

***Seconded by: Scott RUDY***

***Resolved that Council recommend to the County of Oxford the appointment of Councillor Margaret Lupton to the Upper Thames River Conservation Authority Board of Directors.  
CARRIED.***

Please advise if you require anything further at all.

Thank you,

Will Jaques, MPA  
Corporate Services Manager/ Clerk  
Township of East Zorra-Tavistock

Phone 519.462.2697 x7825  
Fax 519.462.2961

Email [wjaques@ezt.ca](mailto:wjaques@ezt.ca)  
Website [www.ezt.ca](http://www.ezt.ca)

**From:** [Don Edmiston](#)  
**To:** [Chloe Senior](#)  
**Subject:** Upper thames  
**Date:** April 7, 2021 4:38:15 PM


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Hey Chloe

Just thought I would reach out to you, do to covid I've had to take a job as my Taekwon-Do school is at 50% this last year

That being said my work load is very tight and I am looking to be replaced on the Upper Thames conservation board of directors

Any help with this would be greatly appreciated

Don Edmiston  
Deputy Mayor EZT  
[dedmiston@ezt.ca](mailto:dedmiston@ezt.ca)  


**To: Warden and Members of County Council**

**From: Director of Corporate Services**

## Business Plan and Budget Review – Q1 2021

### RECOMMENDATION

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1. That Report CS 2021-20 entitled “Business Plan and Budget Review – Q1 2021”, be received for information.

### REPORT HIGHLIGHTS

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- Delivery of the 2021 goals and objectives is progressing as planned with some delays due to COVID response
- Update regarding service level impacts of the ongoing COVID-19 pandemic on County services
- At March 31, 2021 forecasted year-end overall surplus of \$134,116, comprised of:
  - County general levy deficit of \$84,318;
  - Library surplus of \$225,494;
  - Water and wastewater system deficit of \$555,160
  - Specific Program reserve surplus of \$548,100

### Implementation Points

Staff will continue to monitor the ongoing pandemic’s impact on County services and take appropriate action where required. The next financial update for Council will be in August for the period ending June 30, 2021.

### Financial Impact

This report is based on information Finance staff have compiled from the financial systems and input received from each of the respective departments. The year to date financial activity as presented in this report anticipates surplus year-end financial results.

Attached to this report as Attachment 2 is the Q1 2021 Overall Forecast Variance and COVID-19 Financial Update for the period ending March 31, 2021. The forecast figures suggest an overall operating surplus of \$134,116 - deficit of \$84,318 in the general levy; \$225,494 surplus in the library levy; a deficit of \$555,160 for the water and wastewater systems; and an overall

**Report No: CS 2021-20**  
**CORPORATE SERVICES**  
**Council Date: May 12, 2021**

surplus of \$548,100 for program reserves. Attachment 4 to this report provides more detailed information regarding the variances.







The Treasurer has reviewed this report and qualifies the financial estimates as they are based on information available at a point in time and are subject to change significantly within a short period of time due to the dynamic nature of the pandemic.

## Communications

This report is intended to update Council on the COVID financial impacts and funding received to date. Through *Council this Week*, a summary of this council report is also being provided to the public.

Property owners who received one-year deferrals in 2020 for payment of water and wastewater mandatory connection charges will receive notices of the upcoming due dates. Similarly, billings for new water and/or wastewater services charges deferred in 2020 will resume upon their respective expiry dates in 2021 as set out in the Comments section below.

## Strategic Plan (2015-2018)

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

## DISCUSSION

### Background

In accordance with the reporting provisions contained within the Long Term Financial Sustainability Plan, staff have prepared progress updates for each of the approved goals and objectives within their business plans, accompanied by budget variance reports annotated to explain significant variances as of March 31, 2021.

On March 17, 2020, Ontario's Premier declared a provincial emergency through the authority granted under the *Emergency Management and Civil Protection Act* (EMCPA). Operations across all County departments have been affected by the pandemic and have modified services by introducing measures to assist in reducing the spread. This report also serves to provide a regular report of the financial implications and steps taken to respond to and recover from the effects of COVID-19.

**Report No: CS 2021-20**  
**CORPORATE SERVICES**  
**Council Date: May 12, 2021**

## Comments

### Provincial COVID-19 Related Funding

The Federal and Provincial Governments have been supportive of the impacts of the pandemic on municipal services. An itemized list of 2020-2022 COVID-19 funding, either received or recognized as of the date of this report, is provided in Attachment 1 totalling \$17,826,435. These Federal and Provincial funds have been reflected in the forecasts contained in this report, annotated to identify conditions such as reimbursing unspent funds where applicable.

In total, there are 19 different funding programs, represented by 44 funding allocations, supporting programs, supplies and services related to COVID-19 response and recovery.

### Financial Operating Forecast

Attachment 2 to this report provides a financial summary of the forecasted surplus (or deficit) by division. At March 31, 2021, 2021 forecasted year-end overall surplus is \$134,116, which is comprised of:

- County general levy deficit of \$84,318;
- Library surplus of \$225,494;
- Water and wastewater system deficit of \$555,160 – allocated to four water and eleven wastewater reserves
- Program reserve surplus of \$548,100 – allocated to six program reserves - fleet, facilities, housing, waste collection, source water protection and Woodlands

Also summarized in Attachment 2 are the total COVID-19 expenses which are forecasted to be \$8.48 million in 2021; \$8.23 million is funded from either service recovery fees, or dedicated grant funding (Attachment 1); with the remaining funding forecasted to be funded with the Safe Restart Agreement (SRA) grant. This funding is expected to be utilized to address operating pressures and local needs related to COVID-19.

In accordance with direction from the Ministry, since the SRA funding exceeded the 2020 COVID-19 related costs, the residual funding has been allocated to a dedicated reserve for use in 2021 as required. Table 1 below, illustrates a forecasted \$4.32 million available to fund future COVID-19 operating pressures and local needs.

**Table 1 – Safe Restart Agreement Fund Continuity**

	<b>Opening Balance</b>	<b>Revenue</b>	<b>Expenses</b>	<b>Closing Balance</b>
2020	\$-	\$3,502,100	\$169,504	\$3,332,596
2021 - Forecast	3,332,596	1,244,656	252,832	4,324,420
		<b>\$4,746,756</b>	<b>\$422,336</b>	

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Due to the fluidity of the situation it is challenging to accurately quantify the potential financial impacts that may result over an undefined period of time, therefore forecast estimates have been prepared on the basis of information available at the time of this report and are subject to change as COVID-19 ensues and provincial and local directives change to respond.

### Financial Capital Forecast

The Q1 2021 Capital Plan Review, attached as Attachment 3, illustrates the 2021 approved capital budget (including in-year approved budget transfers); forecasts (including forecast carry-forward variances from the prior year); and, projected year end variances for each project. The projected overall variance for year end is estimated to be a deficit of \$81,215 or 0.1% over the revised budget.

### Q1 Business Plan and Budget Division Updates

Attachment 4 of this report provides Q1 2021 business plan and budget updates by division including comments prepared by the respective departments.

As supplementary tables to the respective budget update reports are in-year budget transfers approved by the CAO between like projects in accordance with Purchasing Policy No. 6.07 in response to projects that exceed the approved budget provision. In addition, these supplementary tables report emergency purchases incurred in excess of \$25,000.

Table 2 provides a summary of these approved transfers and emergency purchases incurred to date with more details to be found in Attachment 4.

**Table 2 – Summary of In-Year Transfers and Emergency Purchases**

<b>Division</b>	<b>Project Description</b>	<b>Amount</b>
PW - Facilities	Highland Roads Yard – to resolve avian issues	\$4,538
PW - Facilities	Springford Roads Yard – to resolve avian issues	5,462
WFL	Mechanical lifts	7,000
Wastewater	Emergency Repairs - Tillsonburg Sanitary Sewer Stoney Creek Erosion Protection	180,000
		<b>\$197,000</b>

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### Southwestern Public Health

Oxford County, City of St. Thomas and Elgin County are municipal funding partners for the Southwestern Public Health (SWPH), on a cost shared basis with the Ministry of Health and Long Term Care. The Ministry provides the majority of the funding for public health services across the province. The demand on public health services to address the pandemic are imposing a significant financial impact on public health services. As of the end of 2020, the Ministry responded to these additional costs without impacting our municipal contributions.

As for an early indication of the expected impact on the SWPH 2021 budget and the Ministry's future funding commitment, we anticipate an update following the SWPH Board meeting scheduled for May 17, 2021. This update will be of assistance in determining any additional funding requirements from the municipal partners in 2021.

### Economic Stimulus Fund

In accordance with the County's partnership agreement with Community Futures Oxford (CFO) to administer an Economic Stimulus Fund to support local businesses and non-profit community agencies experiencing financial challenges resulting from the pandemic, a report has been received from CFO dated March 31, 2021. The report indicates that a total of three grants have been approved totalling \$33,995 of the \$90,000 allocated for disbursement in 2021 (matching the total grant disbursement in 2020). A second round of grant applications will be approved in late May.

As for business loans invested in local business recovery from the pandemic, CFO has disbursed 12 loans totalling \$655,000 with another three loans approved for \$120,000. Promotion of the loan portion of the program is ongoing through social media feeds and local radio stations.

### Modernization Funding Update

In March 2019, the MMAH funded a one-time unconditional grant for small and rural municipalities intended to help modernize service delivery and reduce future costs by investing in projects such as: service delivery reviews, development of shared services agreements, and capital. The County's allocation was \$725,000. County Council received Report No. CS 2020-46 titled "Modernization Funding Project Proposals" at their meeting held October 28, 2020 and approved investment of the \$725,000 unconditional Modernization funds to specific projects that will modernize service delivery to gain efficiencies and achieve future savings. An update on the approved projects status is included in Table 3 below.

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Table 3 – Wave 1 Modernization Funding Status Update – March 31, 2021

Modernization Project	Approval	Cost to Date	Divisional Project Update
<b>Tourism</b> – In Market Visitor Information Signage [CS 2020-46]	\$70,000	\$7,866	Test phase (Oxford County Cheese Trail Signage) underway. Will be monitored for results as plans begin for other signage and location selection.
<b>Roads</b> – GPS/AVL and Road Patrol Compliance Software Evaluation [CS 2020-46]	10,000	0	Request for Proposals has been released to qualified vendors short listed through Letters of Interest (LOI) selection process
<b>Waste Management</b> - Weigh Scale Software Optimization [CS 2020-46]	200,000	0	Request for Letters of Interest (LOI) and subsequent Request for Proposals (RFP) to be issued to be issued to market vendors in Q2 2021
<b>Information Services</b> – Mobile Solution for AMANDA (Building Inspections) [CS 2020-46]	164,000	16,790	Pilot project substantially implemented in one municipality - project anticipated to under budget
<b>Information Services</b> – Requirements for AMANDA – Community Planning [CS 2020-46]	75,000	0	Pending ongoing pilot of Cloud Permit Planning solution will determine our approach – anticipated completion Q3/Q4
<b>Woodingford Lodge</b> – Visual Enhancement for Resident Dining & Meal Choices [CS 2020-46]	58,660	6,312	Project underway. Items on order and waiting on installation date.
<b>Paramedic Services</b> – Real-Time Data CAD Integration [CS 2020-46]	33,300	3,562	Project has moved from pilot phase to full implementation. Expected to be completed by end of Q2 2021.
<b>Human Resources</b> – HRIS Configuration and Implementation [CS 2020-46]	60,262	19,167	Project in process
<b>Information Services</b> – Drone [2021 Budget]	6,000	0	Planned for Q2/Q3
<b>General</b> – Service Delivery Review [CS 2019-04]	20,000	20,000	Project Complete
<b>Human Resources</b> – Scheduling Software Configuration and Implementation [CS 2021-14]	27,778	0	Project in process
	<b>\$725,000</b>	<b>\$73,697</b>	



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In response to the Provincial Government's announcement of the second intake of the Municipal Modernization Program, the County approved seven proposed innovative initiatives that would improve efficiency of services delivery and reduce expenditure growth effectively meeting the eligibility criteria for funding under this program. The proposed projects that were submitted for funding are listed in Table 4 below. The project updates referenced in Table 3 all indicate they are pending approval which are expected to be announced by the Ministry in May 2021.

**Table 4 – Wave 2 Modernization Funding Status Update – March 31, 2021**

<b>Modernization Project Proposals</b>	<b>Total Cost</b>	<b>Funding Request</b>	<b>Divisional Project Update</b>
<b>Finance</b> - Review Feasibility of Digital Accounts Payable Process [CS 2021-14]	\$25,000	\$25,000	Under ministry review, project approvals expected in May 2021
<b>Information Services</b> – Public Websites Modernization [CS 2021-14]	180,240	117,156	Under ministry review, project approvals expected in May 2021
<b>Information Services</b> – Road and Address GIS Data Transformation [CS 2021-14]	167,800	109,070	Under ministry review, project approvals expected in May 2021
<b>Water and Wastewater</b> - Service Delivery Review [CS 2021-14]	100,000	100,000	Under ministry review, project approvals expected in May 2021
<b>Library</b> – RFID Technology Project – Self-Serve Locker System [CS 2021-14]	54,000	35,100	Under ministry review, project approvals expected in May 2021
<b>Roads</b> - Operations and Maintenance Service Delivery Review [CS 2021-14]	125,000	125,000	Under ministry review, project approvals expected in May 2021
<b>Paramedic Services</b> – Deployment Review [CS 2021-14]	150,000	150,000	Under ministry review, project approvals expected in May 2021
	<b>\$802,040</b>	<b>\$661,326</b>	

### Water/Wastewater Mandatory Connections and Project Billings

In May 2020, Council received Report No. CS 2020-16 titled “COVID-19 Financial Relief Measures Update” and in response approved a number of deferrals for water and wastewater mandatory connection deadlines originally set for 2020. As well, there were water and wastewater new or expanded service charges that were planned to be billed in 2020 that were delayed by one year. The following summarizes those deferrals including the impact on water and wastewater revenues.

- The Ingersoll Mutual Street and Park Ave Sewer and Watermain Project serviced eight properties. A mandatory connection date of June 30, 2020 was set in By-law No. 5933-2017 for two properties set-back over 50 metres from the property line. This date was deferred to June 30, 2021 through By-law No. 6223-2020. The financial impact of the

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deferral of the mandatory connection to date is approximately \$1,300 in lost revenue for the Ingersoll Water System and approximately \$3,000 in lost revenue for the Ingersoll Wastewater System.

- The first installment for the Mount Elgin Wastewater system was billed in 2013 and a mandatory connection date of September 30, 2020 was set in By-law No. 5509-2013 for those properties with septic systems constructed after 1990. This date was deferred to September 30, 2021 through By-law No. 6223-2020. In addition to the estimated cost of \$6,000 billed in 2013, a second installment of \$6,500 was due after the property connected to the sanitary system or once the mandatory connection date had passed. Eighteen properties were subject to the 2020 mandatory connection date, of which only four have connected to the system. The financial impact of the deferral of the mandatory connection to date is approximately \$21,500 in lost revenue for the Mount Elgin Wastewater System and all 18 properties will be billed their second installment in 2021.
- The County Road 17 projects serviced a total of 7 properties, of which two properties are currently connected to the system. A mandatory connection date of October 31, 2020 was set in By-law No. 6136-2019. This date was deferred to October 31, 2021 through By-law No. 6223-2020. The financial impact of deferring the mandatory connection to date is \$7,100 in lost revenue for the Woodstock Water System.
- In 2019, the County installed new low pressure sanitary sewer services along Dufferin and McKeand Streets in Ingersoll. On February 13, 2020, property owners were sent pre-financing letters informing them of the charges to be billed to their property following Council passing a financing by-law anticipated to occur at the meeting scheduled April 8, 2020. On May 15, 2020, property owners were sent letters informing them that the billing has been delayed until 2021 as a result of the economic impacts created by COVID-19.
- New or expanded water/wastewater servicing projects that were complete with plans to be billed in 2020 were deferred for a year, including projects in Tillsonburg for North Street, Lowrie Crescent, Concession Street and Rouse Street.
  - The new revenue loss to defer these billings for new and/or expended Ingersoll and Tillsonburg projects into 2021 was estimated to be \$118,000.

Unless otherwise directed, staff will proceed with these billings that were deferred by Council in May 2020 to ensure the state of our communities' water and wastewater systems are appropriately funded to meet regulated standards.

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## Conclusions

Staff will continue to monitor and be prepared to respond to Provincial directives related to County services as they arise, and as we strive to deliver the best possible service to our community. First and foremost, staff will ensure the health and safety of our community and staff is protected by following public health guidelines.

Overall, this report indicates the 2021 County's current COVID costs are fully funded. The remaining federal-provincial funds (SRA) of \$4.3 million assisted in effectively eliminating what would have otherwise been a deficit, with excess funds available for utilization for the remainder of 2021 to offset continuing COVID related operating costs.

## SIGNATURES

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### Report Author:

Original signed by

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Carolyn King, CPA, CA  
 Manager of Finance

### Departmental Approval:

Original signed by

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Lynn S. Buchner, CPA, CGA  
 Director of Corporate Services

### Approved for submission:

Original signed by

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Michael Duben, B.A., LL.B.  
 Chief Administrative Officer

## ATTACHMENTS

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Attachment 1 – Q1 2021 2020-2022 COVID Funding Summary  
 Attachment 2 – Q1 2021 Overall Forecast Variance and COVID-19 Financial Update  
 Attachment 3 – Q1 2021 Capital Plan Review  
 Attachment 4 – Q1 2021 Business Plan and Budget Update by Division

**2020-2021 COVID-19 Funding Summary  
As at March 31, 2021**

Description	Provincial Funding CS 2021-04	Provincial Funding CS 2021-20	Program Status	Time Period End
<b>General Federal-Provincial Agreement - Safe Restart Funding</b> - To support Ontario municipalities address operating shortfalls and relief related to COVID-19. <i>[Ministry of Municipal Affairs and Housing]</i>	\$3,502,100	\$4,746,756	Ongoing	TBD
<b>Tourism Regional Relief and Recovery Fund</b> - To support rural communities and small and medium-sized enterprises to enable their recovery from economic disruptions associated with the COVID-19 outbreak. <i>[Tourism Industry Association of Ontario]</i>	110,738	110,738	Complete	Feb 28/21
<b>Investing in Canada Infrastructure Program</b> – COVID-19 Resilience Infrastructure Stream- To support public infrastructure, defined as tangible capital assets, including temporary infrastructure related to pandemic response, primarily for public use and/or benefit. <i>[Ministry of Infrastructure]</i>	659,881	659,881	Ongoing	Dec 31/21
<b>Paramedic Services, Woodingford Lodge and Emergency Shelter Temporary Pandemic Pay</b> - Temporary pandemic pay of \$4/hour worked on top of regular wages to provide additional support for frontline workers fighting COVID-19. In addition, the government will be providing monthly lump sum payments of \$250 for four months to eligible frontline workers who work over 100 hours per month. Temporary period is for 16 weeks – April 24 to August 13, 2020. <i>[Ministry of Long-term Care, Ministry of Municipal Affairs and Housing]</i>	1,140,216	1,140,300	Complete	Aug 13/20
<b>Child Care</b>				
<b>Closing and Reopening Grant</b> - To support fixed costs during the closure period as well as increased costs of reopening child care and EarlyON child and family centres during the COVID-19 outbreak. <i>[Ministry of Education Early Years and Child Care Division]</i>	-	1,567,549	Complete	Aug 30/20

Description	Provincial Funding CS 2021-04	Provincial Funding CS 2021-20	Program Status	Time Period End
<b>Federal-Provincial Agreement - Safe Restart Funding</b> - Funding to operators for additional personal protective equipment (PPE such as gloves, gowns, etc.), enhanced cleaning; additional staff to meet health and safety requirements; and support for short term vacancies. <i>[Ministry of Education Early Years and Child Care Division]</i>	930,815	930,815	Complete*	Mar 31/21
<b>One Time Transitional Grant</b> - To offset and assist with the new 50/50 cost share for provincial child care administration, including wage enhancement/home child care enhancement grant administration funding. This one time transitional grant may also be used to assist with the provision of child care programs and services as well as other increased operating costs related to COVID-19. <i>[Ministry of Education Early Years and Child Care Division]</i>	261,175	261,175	Ongoing	Dec 31/21
<b>Re-Investment Funding</b> - This funding is being provided to support increased costs of operating child care and EarlyON child and family centres during the COVID-19 outbreak. <i>[Ministry of Education Early Years and Child Care Division]</i>	N/A	349,545	Complete*	Mar 31/21
<b>Housing</b>				
<b>Housing Social Services Relief Fund – Phase 1-</b> To support vulnerable populations including people who are homeless or at-risk of becoming homeless, low-income households, social assistance recipients, people without jobs, households who depend on housing supports to maintain stable housing, people whose financial situation is precarious due to the COVID-19 crisis, people who live in community and supportive housing, and people who depend on social services to meet their basic needs. <i>[Ministry of Municipal Affairs and Housing]</i>	1,700,400	1,700,400	Complete*	Mar 31/21
<b>Housing Social Services Relief Fund – Phase 2 -</b> The additional investment of SSRF Phase Two can help Service Managers and Indigenous Program Administrators continue to protect homeless shelter staff and residents, expand rent support programming and create longer-term housing solutions. <i>[Ministry of Municipal Affairs and Housing]</i>	903,834	1,222,834	Ongoing	Dec 31/21

Description	Provincial Funding CS 2021-04	Provincial Funding CS 2021-20	Program Status	Time Period End
<b>Housing Social Services Relief Fund – Phase 3</b> - To mitigate the continued impact of the COVID-19 pandemic on the homelessness sector. This funding supports operating expenses only. <i>[Ministry of Municipal Affairs and Housing]</i>	N/A	1,461,769	Ongoing	Dec 31/21
<b>Woodingford Lodge</b>				
<b>COVID-19 Emergency Funding</b> - To support increased operational costs related to screening, staffing, supplies and equipment to help maintain the health and safety of LTC homes residents and staff. <i>[Ministry of Long-term Care]</i>	796,200	1,450,800	Ongoing	TBD
<b>Personal Support Worker Temporary Wage Enhancement</b> - Funding for a temporary wage enhancement for personal support workers providing publicly funded personal support services in Long-Term Care Homes, in support of Ontario's Fall Preparedness Plan <i>[Ministry of Long-term Care]</i>	394,896	394,896 (+ \$TBD for program extension)	Ongoing	Jun 30/21
<b>Infection Prevention and Control (IPAC) Personnel and Training Fund (April 1 2020 – March 31, 2021)</b> - supporting the hiring of new IPAC personnel to increase IPAC capacity in the LTC sector, and providing training and education for new and existing staff to ensure they are equipped with the latest information on IPAC practices and procedures. <i>[South West LHIN]</i>	86,482	86,482	Complete*	Mar 31/21
<b>Infection Prevention and Control (IPAC) Personnel and Training Fund (April 1 2021 – March 31, 2022)</b> - supporting the hiring of new IPAC personnel to increase IPAC capacity in the LTC sector, and providing training and education for new and existing staff to ensure they are equipped with the latest information on IPAC practices and procedures. <i>[South West LHIN]</i>	N/A	\$TBD	Ongoing	Mar 31/22

Description	Provincial Funding CS 2021-04	Provincial Funding CS 2021-20	Program Status	Time Period End
<b>Infection Prevention and Control Minor Capital Funding</b> - To help long-term care homes make rapid priority physical infrastructure upgrades that will improve IPAC conditions and practices. [Ministry of Long-term Care]	207,912	207,912	Ongoing (2020-2021 carried over to 2021-2022)	Mar 31/22
<b>Reducing Avoidable Emergency Department Presentations</b> - This purpose of this allocation is to implement initiatives, provide training and/or purchase equipment with the intention of enhancing the residents' and staff members' safety, while reducing avoidable ED presentations. [South West LHIN]	115,200	115,200	Complete*	Mar 31/21
<b>Testing Adherence Program</b> - To ensure that people entering long-term care homes adhere to applicable screening and testing requirements [Ministry of Long-term Care]	N/A	162,000	Complete*	Mar 31/21
<b>Paramedic Services</b>				
<b>One-Time COVID-19 (March 1 – December 31, 2020)-</b> One-time funding to support paramedic services and dispatch centres as part of the COVID-19 response in the emergency health services sector. [Ministry of Health]	N/A	359,375	Complete	Dec 31/20
<b>One-Time COVID-19 (January 1 – March 31, 2021)-</b> One-time funding to support paramedic services and dispatch centres as part of the COVID-19 response in the emergency health services sector. [Ministry of Health]	N/A	342,495	Complete*	Mar 31/21
<b>Supporting Community Services Response to COVID-19 -</b> To support the Oxford County Paramedic Services as the lead agency for the Personal Protective Equipment (PPE) Hub specifically for the coordination and distribution of provincial stores and donated PPE to area health care providers/agencies. [South West LHIN]	95,937	95,937	Complete	Oct 31/20
<b>Community Assessment Centre</b> - Reimbursement for COVID related expenses related to mobile community assessment centre [London Health Sciences Centre]	98,987	98,987	Complete	Sept 30/20

Description	Provincial Funding CS 2021-04	Provincial Funding CS 2021-20	Program Status	Time Period End
<b>Palliative Care Outreach Team (PCOT)</b> - Reimbursement for COVID related expenses related to palliative care outreach <i>[London Health Sciences Centre]</i>	242,074	242,074	Complete	Oct 18/20
<b>HISH High Intensity Funding</b> - To provide Community Paramedicine services including full health assessment, health status visits and interventions for patients in the Oxford County area. These services will enhance patient care and the overall patient experience by ensuring timely access to the most appropriate level of care. When beds are in short supply (Palliative Care Outreach Team (PCOT)). <i>[South West LHIN]</i>	121,515	121,515	Complete*	Mar 31/21
	<b>\$11,368,362</b>	<b>\$17,826,435</b>		

\* Final funding amount to be determined. Unspent grant to be returned to the respective Ministries and/or Federal Government



**Oxford County Variance & COVID-19 Summary**  
Forecast as at March 31, 2021

Department	Annual Net Budget	Surplus (Deficit)	COVID -19		
			Expenses	Less: Grants, Service Recovery Fees	Less: Safe Restart Agreement
Council	564,876	4,892	-	-	-
<b>CAO</b>					
CAO Office	764,394	3,074	14,231	-	14,231
Tourism	444,356	(11,080)	24,800	24,800	-
Communications	453,235	(794)	-	-	-
Future Oxford	221,000	-	-	-	-
	<b>1,882,985</b>	<b>(8,800)</b>	<b>39,031</b>	<b>24,800</b>	<b>14,231</b>
Human Resources	-	(2,416)	1,071	-	1,071
<b>Corporate Services</b>					
Clerks	522,400	41,005	36,700	-	36,700
Customer Service	-	1,512	3,000	-	3,000
Finance	-	9,991	1,359	-	1,359
Information Technology	-	(6,612)	-	-	-
Information Services	1,619,813	43,330	-	-	-
Assessment Management	100,000	-	-	-	-
Provincial Offences Administration	40,667	100,809	-	-	-
	<b>2,282,880</b>	<b>190,035</b>	<b>41,059</b>	-	<b>41,059</b>
General Taxation	44,378	(2,519)	45,315	-	45,315
Conservation Authorities	1,670,071	44,265	-	-	-
Public Health	2,253,291	-	-	-	-
<b>Public Works</b>					
Engineering	1,341,943	65,404	500	-	500
Facilities	1,439,197	76,038 *	108,060	29,560	78,500
Fleet	-	- *	-	-	-
Transportation Services	20,231,745	(127,068)	5,734	-	5,734
Waste Management	3,043,729	(335,736) *	6,169	-	6,169
Woodlands	174,589	(74) *	-	-	-
	<b>26,231,203</b>	<b>(321,436)</b>	<b>120,463</b>	<b>29,560</b>	<b>90,903</b>
Woodingford Lodge	11,345,093	32,108	1,430,949	1,415,202	15,747
<b>Human Services</b>					
Community Services	1,986,665	326	-	-	-
Child Care	1,015,141	-	703,802	703,802	-
Housing	5,077,896	- *	4,072,329	4,072,329	-
	<b>8,079,702</b>	<b>326</b>	<b>4,776,131</b>	<b>4,776,131</b>	-
Paramedic Services	7,683,827	(20,383)	1,985,193	1,985,193	-
Planning	1,686,067	(390)	-	-	-
<b>General Deficit</b>	<b>63,724,373</b>	<b>(84,318)</b>	<b>8,439,212</b>	<b>8,230,886</b>	<b>208,326</b>
<b>Library Surplus</b>	<b>3,994,008</b>	<b>225,494</b>	<b>38,856</b>	-	<b>38,856</b>

Department	Annual Net Budget	Surplus (Deficit)	COVID -19		
			Expenses	Less: Grants, Service Recovery Fees	Less: Safe Restart Agreement
<b>Court Security</b>	<b>95,088</b>	<b>-</b>			
<b>Wastewater</b>					
Woodstock	-	(243,726)			
Tillsonburg	-	(23,174)			
Ingersoll	-	(21,727)			
Norwich	-	(1,684)			
Tavistock	-	(197,273)			
Plattsville	-	(15,739)			
Thamesford	-	(14,259)			
Drumbo	-	(440)			
Mt Elgin	-	(11,744)			
Embro	-	(2,924)			
Innerkip	-	(2,941)			
<b>Wastewater Deficit</b>	<b>-</b>	<b>(535,631)</b>	<b>3,000</b>	<b>-</b>	<b>3,000</b>
<b>Water</b>			*		
Woodstock	-	(8,515)			
Tillsonburg	-	(3,853)			
Ingersoll	-	(3,044)			
Township	-	(4,117)			
<b>Water Deficit</b>	<b>-</b>	<b>(19,529)</b>	<b>2,650</b>	<b>-</b>	<b>2,650</b>
<b>Allocated to Dedicated Reserves*</b>					
Facilities	-	18,079			
Fleet	-	129,882			
Waste Management (Collection)	-	396,908			
Woodlands	-	-			
Housing	-	3,231			
Source Water Protection	-	-			
<b>Dedicated Reserves Surplus</b>	<b>-</b>	<b>548,100</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Surplus</b>	<b>67,813,469</b>	<b>134,116</b>	<b>8,483,718</b>	<b>8,230,886</b>	<b>252,832</b>

\* The reserve policy includes service specific surplus allocations for a number of services. These contributions have been included in the forecast and do not have an effect on the general operating surplus



2021 CAPITAL PLAN REVIEW  
FOR PERIOD ENDING MARCH 31, 2021

PROJECT ID - NAME	2021 ACTUALS	2021 FORECAST	2021 APPROVED BUDGET	APPROVED BUDGET TRANSFER (1)	2020 YEAREND C/FWD (2)	2021 REVISED BUDGET	PROJECTED VARIANCE \$	PROJECTED VARIANCE %	PROJECT STATUS	ESTIMATED COMPLETION DATE	PROJECT COMMENTS
MINOR CAPITAL											
900014 TRAILS	-	81,000	-	-	80,965	80,965	(\$35)	- %			
900024 TCT FENCING	-	32,000	-	-	31,912	31,912	(88)	(0.3)			
900027 CORRIDOR FENCING	-	50,000	-	-	50,000	50,000	-	-			
900050 ASSET MGMT SYSTEMS ENHANCEMENT	132,008	1,211,786	780,000	-	431,786	1,211,786	-	-	In Progress - Milestones Changed	31-Mar-2023	The province announced extensions to AMP deadlines. Project schedule is being reviewed to determine impact.
982160 FACILITIES FURNISHINGS	508	208,958	208,450	-	-	208,450	(508)	(0.2)			
983960 WOODINGFORD LODGE FURNISHINGS	24,452	230,312	187,433	-	-	187,433	(42,879)	(22.9)			
985160 EMERGENCY SERVICES FURNISHINGS	5,050	6,584	-	-	-	-	(6,584)	-			
TOTAL MINOR CAPITAL	162,018	1,820,640	1,175,883	-	594,663	1,770,546	(50,094)	(2.8)			
FLEET & MAJOR EQUIPMENT											
981230 COMPUTER EQUIPMENT	11,334	281,635	274,600	-	-	274,600	(\$7,035)	(2.6%)			
982200 FLEET VEHICLES	10,432	1,654,931	1,633,500	-	-	1,633,500	(21,431)	(1.3)			
982550 WASTEWATER GENERAL OP EQUIPMENT	200,792	728,791	660,000	-	43,637	703,637	(25,154)	(3.6)			
982650 WATER GENERAL OP EQUIPMENT	2,466	600,000	600,000	-	-	600,000	-	-			
982950 GENERAL EQUIPMENT	2,885	121,815	101,815	-	20,000	121,815	-	-			
983950 WOODINGFORD LODGE EQUIPMENT	62,236	161,766	98,500	-	-	98,500	(63,266)	(64.2)			
985120 EMERGENCY SERVICES FLEET	371,373	964,373	589,000	-	367,115	956,115	(8,258)	(0.9)			
985150 EMERGENCY SERVICES EQUIPMENT	3,993	237,360	173,360	-	-	173,360	(64,000)	(36.9)			
TOTAL FLEET & MAJOR EQUIPMENT	665,511	4,750,671	4,130,775	-	430,752	4,561,527	(189,144)	(4.1)			
SOCIAL HOUSING & CORPORATE FACILITIES											

1. Approved Budget Transfer: Budget transfers approved in-year by CAO or Council Report.  
2. Carry Forward Budget: Prior year's forecasted capital expenses not spent by the end of the prior year.



## 2021 CAPITAL PLAN REVIEW FOR PERIOD ENDING MARCH 31, 2021

PROJECT ID - NAME	2021 ACTUALS	2021 FORECAST	2021 APPROVED BUDGET	APPROVED BUDGET TRANSFER (1)	2020 YEAREND C/FWD (2)	2021 REVISED BUDGET	PROJECTED VARIANCE \$	PROJECTED VARIANCE %	PROJECT STATUS	ESTIMATED COMPLETION DATE	PROJECT COMMENTS
911000 FACILITIES CONDITION ASSESSMT	16,370	150,000	150,000	-	-	150,000	\$ -	- %	On Schedule to Hit Milestones		
911002 COURTHOUSE RENOVATIONS	7,200	607,000	586,000	-	21,370	607,370	370	0.1	On Schedule to Hit Milestones		Tender Released
911006 GREEN INITIATIVES FACILITIES	160,678	313,000	277,000	-	36,000	313,000	-	-	On Schedule to Hit Milestones		
911080 75 GRAHAM	14,675	59,000	-	59,733	-	59,733	733	1.2	On Schedule to Hit Milestones		
911106 SH FACILITY 738 PARKINSON	-	1,551,300	-	1,551,300	-	1,551,300	-	-			
911301 DRUMBO YARD FACILITIES	674	10,000	10,000	-	-	10,000	-	-	On Schedule to Hit Milestones		Awarded
911302 HIGHLAND YARD FACILITIES	674	10,000	10,000	-	-	10,000	-	-	On Schedule to Hit Milestones		Awarded
911303 SPRINGFORD YARD FACILITIES	7,060	28,000	10,000	-	18,470	28,470	470	1.7	On Schedule to Hit Milestones		Awarded
911304 WOODSTOCK YARD FACILITIES	674	10,000	10,000	-	-	10,000	-	-	On Schedule to Hit Milestones		Awarded
911500 WOODINGFORD LODGE FLOORING	-	400,000	400,000	-	-	400,000	-	-	Delayed		Project impacted by COVID
911800 SALFORD LANDFILL FACILITIES	-	175,000	175,000	-	-	175,000	-	-	On Schedule to Hit Milestones		

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911900 FACILITIES RENEWABLE ENERGY	52,547	1,382,000	1,250,000	-	132,130	1,382,130	130	-	On Schedule to Hit Milestones		
915000 BOH - Facility	7,600	68,000	40,000	-	27,600	67,600	(400)	(0.6)	On Schedule to Hit Milestones		
915010 EMS MILL ST	-	75,000	75,000	-	-	75,000	-	-	On Schedule to Hit Milestones		
915020 EMS 208 BYSHAM	-	55,000	55,000	-	-	55,000	-	-	On Schedule to Hit Milestones		
915040 EMS 81 KING TBURG	-	20,000	20,000	-	-	20,000	-	-	On Schedule to Hit Milestones		
915050 EMS WILMOT DRUMBO	-	5,000	4,500	-	-	4,500	(500)	(11.1)	On Schedule to Hit Milestones		
915060 EMS CR8 EMBRO	-	4,000	4,000	-	-	4,000	-	-	On Schedule to Hit Milestones		
916040 INGERSOLL LIBRARY	-	280,000	280,000	-	-	280,000	-	-	In Progress - Milestones Changed		Town is leading project
916060 NORWICH LIBRARY	5,535	5,535	5,000	-	-	5,000	(535)	(10.7)	On Schedule to Hit Milestones		

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916140 TILLSONBURG LIBRARY	17,584	28,000	28,000	-	-	28,000	-	-	On Schedule to Hit Milestones		
982100 FACILITIES	26,693	216,122	172,000	-	44,122	216,122	-	-			
983610 H.S.I SHELTER BUILDING	63,580	1,188,945	1,100,500	-	88,445	1,188,945	-	-			
983910 WOODINGFORD LODGE BUILDINGS	19,456	578,772	558,300	-	25,472	583,772	5,000	0.9			
<b>TOTAL SOCIAL HOUSING &amp; CORPORATE FACILITIES</b>	<b>401,000</b>	<b>7,219,674</b>	<b>5,220,300</b>	<b>1,611,033</b>	<b>393,609</b>	<b>7,224,942</b>	<b>5,268</b>	<b>0.1</b>			
ROAD NETWORK											
930001 ROADS NEEDS STUDY	1,384	7,000	-	-	7,006	7,006	\$6	0.1%	On Schedule to Hit Milestones		
930002 CR 2	25,568	34,000	-	-	34,348	34,348	348	1.0	On Schedule to Hit Milestones		
930003 CR 3	938	67,000	50,000	-	16,902	66,902	(98)	(0.1)	On Schedule to Hit Milestones		
930009 CR 9	26,738	2,327,000	2,329,000	-	(1,812)	2,327,188	188	-	In Progress - Milestones Changed		
930015 CR 15	1,273	123,000	120,000	-	3,039	123,039	39	-	On Schedule to Hit Milestones		Tender Awarded
930016 CR 16	71,418	1,069,000	1,069,000	-	-	1,069,000	-	-	On Schedule to Hit Milestones		

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930019 CR 19	-	250,000	250,000	-	-	250,000	-	-	On Schedule to Hit Milestones		
930029 CR 29	-	34,000	30,000	-	3,925	33,925	(75)	(0.2)	On Schedule to Hit Milestones		
930035 CR 35	25,481	50,000	-	-	50,000	50,000	-	-	On Schedule to Hit Milestones		
930045 CR 45	27,086	66,000	-	-	65,971	65,971	(29)	-			
930054 CR 54	34,096	2,250,000	2,250,000	-	-	2,250,000	-	-	On Schedule to Hit Milestones		Tender Awarded
930059 CR 59	57,529	1,025,000	1,025,000	-	-	1,025,000	-	-	On Schedule to Hit Milestones		Tender Awarded
930070 GUIDE RAILS	152	150,000	150,000	-	-	150,000	-	-	On Schedule to Hit Milestones		
930071 CYCLING MASTER PLAN	34,988	64,000	-	-	64,335	64,335	335	0.5	In Progress - Milestones Changed		
930076 PEDESTRIAN CROSSINGS	25,172	366,000	300,000	-	66,373	366,373	373	0.1	On Schedule to Hit Milestones		
930077 INTERSECTION UPGRADES	-	175,000	175,000	-	-	175,000	-	-	On Schedule to Hit Milestones		RFP issued

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930078 INTERSECTION ILLUMINATION	-	40,000	40,000	-	-	40,000	-	-	On Schedule to Hit Milestones		Tender Awarded
930099 REHAB & RESURFACING	60,925	4,905,000	4,905,000	-	-	4,905,000	-	-	On Schedule to Hit Milestones		Tender Awarded
930102 CRACK SEALING	-	200,000	200,000	-	-	200,000	-	-	On Schedule to Hit Milestones		
930115 DRAIN IMPROV	5,865	200,000	200,000	-	-	200,000	-	-			
930119 CR 119	27,630	25,000	-	-	13,431	13,431	(11,569)	(86.1)	On Schedule to Hit Milestones		
930150 URBANIZATION	16,004	165,000	165,000	-	-	165,000	-	-	On Schedule to Hit Milestones		
930198 URBAN STORM SEWER	430,525	790,000	790,000	-	-	790,000	-	-	On Schedule to Hit Milestones		
930199 RURAL STORM SEWER	4,367	1,770,000	1,770,000	-	-	1,770,000	-	-	On Schedule to Hit Milestones		
930300 TRAFFIC SIGNALS	45,076	960,000	915,000	-	45,050	960,050	50	-	On Schedule to Hit Milestones		
930301 TRAFFIC - TRAFFIC CALMING	25,705	100,000	100,000	-	-	100,000	-	-			
TOTAL ROAD NETWORK	947,920	17,212,000	16,833,000	-	368,568	17,201,568	(10,432)	(0.1)			
BRIDGES AND CULVERTS											

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930200 BRIDGE REHAB	63,486	6,958,000	6,957,500	-	-	6,957,500	(\$500)	- %	On Schedule to Hit Milestones		
TOTAL BRIDGES AND CULVERTS	63,486	6,958,000	6,957,500	-	-	6,957,500	(500)	-			
WATER & WASTEWATER GENERAL											
900016 SCADA MASTER PLAN	16,152	1,301,000	1,163,000	-	138,003	1,301,003	\$3	- %	On Schedule to Hit Milestones		
900018 WATER MODEL	5,911	14,000	-	-	14,156	14,156	156	1.1	On Schedule to Hit Milestones	30-Sep-2021	Water Technician working with consultant traihng on model
900029 ITRON AMR UPGRADE	-	72,000	72,000	-	-	72,000	-	-	On Schedule to Hit Milestones	30-Jul-2021	Meeting with vendor regarding software selection
911007 GREEN INITIATIVES WATER	3,389	20,000	19,700	-	-	19,700	(300)	(1.5)	On Schedule to Hit Milestones		
911008 GREEN INITIATIVES WASTEWATER	18,337	80,000	65,000	-	15,000	80,000	-	-	On Schedule to Hit Milestones		
TOTAL WATER & WASTEWATER GENERAL	43,789	1,487,000	1,319,700	-	167,159	1,486,859	(141)	-			
WASTEWATER SYSTEMS											
911280 WDSTK - WW FACILITIES	-	111,000	111,000	-	-	111,000	\$ -	- %	On Schedule to Hit Milestones		
911281 TBURG - WW FACILITIES	-	12,000	12,000	-	-	12,000	-	-	On Schedule to Hit Milestones		

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911282 ING - WW FACILITIES	-	55,000	55,000	-	-	55,000	-	-	On Schedule to Hit Milestones		
911283 NOR - WW FACILITIES	-	4,000	3,500	-	-	3,500	(500)	(14.3)	On Schedule to Hit Milestones		
911284 TAV - WW FACILITIES	-	11,000	10,500	-	-	10,500	(500)	(4.8)	On Schedule to Hit Milestones		
911286 THAMES - WW FACILITIES	-	40,000	39,500	-	-	39,500	(500)	(1.3)	On Schedule to Hit Milestones		
950141 WDSTK - TRUNK SEWER JACK POOLE	12,722	300,000	-	-	300,000	300,000	-	-	On Schedule to Hit Milestones		
950150 WDSTK - NE INDUSTRIAL PARK	-	500,000	500,000	-	-	500,000	-	-			
950151 WDSK - PATTULLO INDUSTRIAL PRK	-	186,000	186,000	-	-	186,000	-	-			
950158 WDSTK - CITY PROJECTS	(723)	1,585,000	1,585,000	-	-	1,585,000	-	-			
950159 WDSK - BRICK PONDS TRUNK SEWER	-	20,000	20,000	-	-	20,000	-	-	On Schedule to Hit Milestones		
950163 WDSTK - LANSDOWNE PS	7,282	-	-	-	-	-	-	-			
950165 WDSTK - SANITARY OVERSIZING	-	50,000	-	-	50,000	50,000	-	-			
950172 WDSTK - N TRUNK SEWER I/I	31,947	205,000	100,000	-	104,890	204,890	(110)	(0.1)	On Schedule to Hit Milestones		

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950174 WDSTK - LINEAR R/R CR PROJ	84	1,400,000	1,125,000	275,000	-	1,400,000	-	-	On Schedule to Hit Milestones		Awarded as part of road projects within the City
950200 TBURG - WWTP PHASE 1 UPGRADE	38,303	5,954,000	6,000,000	-	(45,859)	5,954,141	141	-	On Schedule to Hit Milestones		Tender Released
950225 TBURG - STONEY CREEK SAN MAIN	-	180,000	-	180,000	-	180,000	-	-			
950226 TBURG - TOWN PROJECTS	-	785,000	785,000	-	(130,442)	654,558	(130,442)	(19.9)			
950227 TBURG - NORTH ST SPS	712	1,000	-	-	-	-	(1,000)	-			
950311 ING - WWTP	5,563	80,000	40,000	-	40,657	80,657	657	0.8	On Schedule to Hit Milestones	30-Nov-2021	Pilot technical paper complete and meeting with MECP prior to Digester Pilot of FOG
950330 ING - TOWN PROJECTS	-	628,000	512,000	-	116,000	628,000	-	-			
950332 ING-RELINING	3,850	200,000	200,000	-	-	200,000	-	-	On Schedule to Hit Milestones		Tender Awarded
950341 ING - KING ST W SEWER	-	25,000	25,000	-	-	25,000	-	-	On Schedule to Hit Milestones		
950401 NOR - East End Servicing	-	50,000	50,000	-	-	50,000	-	-			
950412 NOR-LAGOON UPGRADE	4,218	100,000	100,000	-	-	100,000	-	-	On Schedule to Hit Milestones		
950450 NOR - SANITARY REPLACEMENTS	2,975	65,000	65,000	-	-	65,000	-	-			
950505 TAV - WWTP AERATION UPGRADE	7,193	40,000	-	-	39,878	39,878	(122)	(0.3)	On Schedule to Hit Milestones		

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950507 TAV - BIOSOLIDS CLEAN-OUT	3,110	3,372,000	3,250,000	-	121,518	3,371,518	(482)	-	On Schedule to Hit Milestones		
950508 TAV - BERM REPAIR	2,450	169,000	-	-	168,830	168,830	(170)	(0.1)	On Schedule to Hit Milestones		
950550 TAV - SANITARY REPLACEMENTS	-	100,000	100,000	-	-	100,000	-	-			
950610 PLAT - FEASIBILITY STUDY	82	50,000	50,000	-	-	50,000	-	-	On Schedule to Hit Milestones		
950650 PLAT - SANITARY REPLACEMENTS	98	100,000	100,000	-	-	100,000	-	-			
950807 DRUMBO - STANDBY POWER	-	140,000	-	-	139,743	139,743	(257)	(0.2)	On Schedule to Hit Milestones		
950810 DRUMBO - WWTP	7,022	4,501,000	4,129,000	-	372,467	4,501,467	467	-	On Schedule to Hit Milestones		
950811 DRUMBO - FEASIBILITY STUDY	-	50,000	50,000	-	-	50,000	-	-	On Schedule to Hit Milestones		
950902 MT ELGIN - WW SERVICING	110	50,000	188,000	-	47,234	235,234	185,234	78.7			
951003 EMBRO - SERVICING	-	-	62,500	-	-	62,500	62,500	100.0			
951100 INNERKIP - WW SERVICING	-	-	75,000	-	-	75,000	75,000	100.0			
951102 INNERKIP - ODOUR CONTROL	-	133,000	120,000	-	13,264	133,264	264	0.2	On Schedule to Hit Milestones	30-Dec-2021	Application into MECP awaiting ECA prior to equipment purchase
TOTAL WASTEWATER SYSTEMS	126,998	21,252,000	19,649,000	455,000	1,338,180	21,442,180	190,180	0.9			
WATER SYSTEMS											

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911261 WDSTK - WATER FAC	-	41,000	41,000	-	-	41,000	\$ -	- %	On Schedule to Hit Milestones		
911262 TBURG - WATER FACILITIES	-	30,000	30,000	-	-	30,000	-	-	On Schedule to Hit Milestones		
911264 WATER TOWNSHIP FACILITIES	-	354,000	354,000	-	-	354,000	-	-	On Schedule to Hit Milestones		
911272 WATER INGERSOLL FACILITIES	-	113,000	112,500	-	-	112,500	(500)	(0.4)	On Schedule to Hit Milestones		
960135 WDSTK - NE INDUSTRIAL PARK	-	330,000	330,000	-	-	330,000	-	-			
960141 WDSTK - CITY PROJECTS	-	1,220,000	1,220,000	-	-	1,220,000	-	-			
960149 WDSTK - CITY PROJ OVERSIZING	-	150,000	150,000	-	-	150,000	-	-			
960153 WDSTCK - LINEAR R/R CR PROJ	-	1,560,000	1,560,000	-	-	1,560,000	-	-	On Schedule to Hit Milestones		
960156 WDSK - PATTULLO INDUSTRIAL PRK	-	90,000	90,000	-	-	90,000	-	-			
960159 WDSTK - THORNTON FEEDERMN REPL	2,964	250,000	250,000	-	-	250,000	-	-	On Schedule to Hit Milestones		
960170 WDSTK -CR4 & Lansdowne WM	13,711	4,000,000	4,000,000	-	-	4,000,000	-	-	On Schedule to Hit Milestones		
960171 WDSTK - CR17 WATERMAIN	12,659	100,000	100,000	-	-	100,000	-	-	On Schedule to Hit Milestones		

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960172 WDSTK - SPRUCEDALE WM	-	10,000	10,000	-	-	10,000	-	-	On Schedule to Hit Milestones		
960212 TBURG - BULK WATER STN	-	125,000	125,000	-	-	125,000	-	-	On Schedule to Hit Milestones	30-Sep-2021	Equipment being ordered and site preparation has begun
960230 TBURG - IN-DIST WATER STORAGE	2,827	154,000	-	-	153,618	153,618	(382)	(0.2)			
960235 TBURG - TOWN PROJECTS	-	1,285,000	1,285,000	-	(24,462)	1,260,538	(24,462)	(1.9)			
960243 TBURG - STANDBY POWER	37	139,000	-	-	138,733	138,733	(267)	(0.2)	On Schedule to Hit Milestones		
960304 ING - CORROSION CONTROL STUDY	6,282	142,000	67,000	-	74,626	141,626	(374)	(0.3)	In Progress - Milestones Changed	30-Dec-2021	Project ongoing
960306 ING - FILTER EFFIC PILOT STUDY	-	65,000	65,000	-	-	65,000	-	-	In Progress - Milestones Changed	13-Dec-2021	Project ongoing
960307 ING - GROUNDWATER MODEL	-	150,000	150,000	-	-	150,000	-	-	On Schedule to Hit Milestones	30-Dec-2023	Multi year project underway , project charter written
960315 ING - LINEAR R/R CR PROJ	-	60,000	60,000	-	-	60,000	-	-	On Schedule to Hit Milestones		
960325 ING - TOWN PROJECTS	-	949,000	762,000	-	187,000	949,000	-	-			
960341 ING-TOWER PAINT REPAIR	-	42,000	55,000	-	(12,949)	42,051	51	0.1	On Schedule to Hit Milestones		

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960403 MT ELGIN GRAYDON WELL	745,149	2,091,000	-	-	2,091,023	2,091,023	23	-	On Schedule to Hit Milestones		Under Construction
960406 TWSP - LINEAR R/R CR PROJ	-	6,000	6,000	-	-	6,000	-	-	On Schedule to Hit Milestones		
960416 OTTERVILLE TOWER PAINT/REPAIR	-	10,000	10,000	-	-	10,000	-	-	On Schedule to Hit Milestones		
960417 TWSP - GROUNDWATER MODEL	22,906	65,000	25,000	-	43,342	68,342	3,342	4.9			
960423 THAMES TOWER PAINT/REPAIR	149	76,000	-	-	76,074	76,074	74	0.1	On Schedule to Hit Milestones		
960430 TREATABILITY STUDY	8,988	224,000	-	-	224,715	224,715	715	0.3			
960437 TAV - WELL 4	85,831	301,000	125,000	-	175,921	300,921	(79)	-	On Schedule to Hit Milestones	30-Dec-2022	Multi year project - EA to site and develop new well
960439 THAMES - ADDITIONAL SUPPLY	4,574	18,000	-	-	18,112	18,112	112	0.6	Complete	13-Apr-2021	Finishing some paving at site then complete
960441 NOR-TOWER PAINT/REPAIR	16	34,000	50,000	-	(15,507)	34,493	493	1.4	On Schedule to Hit Milestones		
960450 EMBRO FILTER EFFICIENCY	4,528	5,000	-	-	-	-	(5,000)	-			
960460 PLATTSVILLE WATER QUALITY	-	15,000	-	-	14,902	14,902	(98)	(0.7)	On Schedule to Hit Milestones	30-May-2021	Final report being update with budgetary pricing on treatment options.
TOTAL WATER SYSTEMS	910,621	14,204,000	11,032,500	-	3,145,148	14,177,648	(26,352)	(0.2)			
TOTAL Cost Centre/System	3,321,343	74,903,985	66,318,658	2,066,033	6,438,079	74,822,770	(81,215)	(0.1)			

1. Approved Budget Transfer: Budget transfers approved in-year by CAO or Council Report.  
2. Carry Forward Budget: Prior year's forecasted capital expenses not spent by the end of the prior year.

## Goals and Objectives

Description	2021	2022	2023	Status Update
<b>Oxford County Strategic Plan</b> Ongoing implementation of the County's Strategic Plan.	●	●	●	2020-2022 Strategic Plan Update approved by Council
<b>Future Oxford Plan</b> Ongoing support for, the implementation of the Future Oxford Plan through the Future Oxford Partnership and within Oxford County operations.	●	●	●	Plan refinement continues, with a focus on measurement Recruitment planning complete; efforts to begin Q2
<b>Strategic Commitments</b> Working with community partners, stakeholders and businesses in the ongoing advancement of Oxford County's formal commitments: <ul style="list-style-type: none"> <li>100% Renewable Energy</li> <li>Zero Waste</li> <li>Zero Poverty</li> </ul>	●	●	●	100% RE: 2021 priorities have been set Zero Waste: immediate action items identified, various advocacy efforts made Zero Poverty: community stakeholder workshop planned (priority setting exercise) for Q2
<b>Oxford Housing Crisis</b> Continue working with Human Services, Planning and other departments in the development of a housing strategy to address the need, and increase opportunities, for housing that is affordable to the broader Oxford community, including the development of tangible implementation tools.	●	●	●	Ongoing; support for emerging initiatives from Community Safety and Wellbeing Plan consultations
<b>Western Ontario Warden's Caucus</b> Ongoing support and involvement with the WOWC initiatives: <ul style="list-style-type: none"> <li>SWIFT</li> <li>SW Ontario Economic Development Plan</li> </ul>	●	●	●	Ongoing support as needed
<b>Southwestern Ontario Transportation</b> Ongoing advocacy for Southwestern Ontario Transportation enhancements: <ul style="list-style-type: none"> <li>SouthwestLynx – integrated public transportation</li> <li>Freight Rail</li> <li>Short Line Rail</li> </ul>	●	●	●	Advocacy at ROMA 2021 conference on relevant transportation issues
<b>Southwestern Ontario Advocacy</b> Continue to advocate for Oxford County and Southwestern Ontario.	●	●	●	Advocacy at ROMA 2021 conference for frontline health care, Long-Term Care, community paramedicine, rural broadband, short line rail, and full producer responsibility
<b>Southwestern Landfill Proposal EA</b> County oversight and engagement in proposal Environmental Assessment process.	●	●	●	JMCC released Draft Peer Review Team Report



Description	2021	2022	2023	Status Update
<b>Emergency Management</b> Continue ongoing work with municipal partners in the enhancement of Emergency Preparedness communications to enhance community preparedness, emergency response and to ensure optimal citizen and community partner access to emergency information.	●	●	●	Role transitioned to Paramedic Services January 2021
<b>Cross-Departmental Initiatives</b> Support Departments on enterprise-wide initiatives	●	●		Ongoing: Cycling Master Plan, Cycling Tourism and Infrastructure, Human Services staff engagement, Community Safety and Wellbeing Plan
<b>Continuous Improvement</b> Complete three (3) continuous improvement projects (strategic plan priorities) completed by end of year.	●	●	●	Initiated Purchasing process review, Paramedic Services inventory process review, and Woodingford Lodge inventory process review
<b>Joint Service Delivery Review</b> Participate as per Council direction and Departmental support requirements	●			Workshops conducted with all area municipal Councils and County Council  Final report provided to CAOs for discussion
<b>Strategic Commitments</b> Revisit 100%RE, Zero Waste, and Zero Poverty Plans by end of year to ensure they remain current  Re-establish poverty action team by end of Q1	●	●	●	100% RE, Zero Waste Plans scheduled to be revisited in Q2/3  Zero Poverty Plan being revisited via process to re-establish Action Team; stakeholder workshop planned for Q2
<b>Future Oxford</b> Support Partnership administration, facilitation, and budget management Ongoing community stakeholder engagement and coordination Recruit for Partnership and working groups to ensure broad community representation. Support action teams as needed	●	●	●	Ongoing; efforts focused on recruitment
<b>Housing and Poverty</b> Support cross-Departmental housing and poverty initiatives	●	●	●	Ongoing; efforts focused on stakeholder engagement to advance poverty initiatives

## Operations/Service Level Update

- Concentration on supporting administration in meeting unplanned challenges in restrictions and/or enhancements required of all County services to ensure delivery of the best possible service levels during these unprecedented times
- Staff all working from home meeting regularly by use of virtual collaboration technology
- Participating in regular virtual meetings with County Council, Area Municipal Councils and CAOs
- Ensuring Council, staff and the public are all informed of service level changes and protective measures taken to mitigate exposure to transmission of COVID-19



## CAO OFFICE

### Variance Reporting

For period ending March 31, 2021

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
<b>REVENUES</b>						
GENERAL REVENUES	-	(14,231)	-	14,231	- %	- %
<b>TOTAL REVENUES</b>	-	(14,231)	-	14,231	-	-
<b>EXPENSES</b>						
SALARIES AND BENEFITS	140,025	563,499	563,514	15	- %	24.8%
OPERATING EXPENSES	26,755	157,229	146,054	(11,175)	(7.7)	18.3
INTERDEPARTMENTAL CHARGES	13,650	54,823	54,826	3	-	24.9
<b>TOTAL EXPENSES</b>	180,430	775,551	764,394	(11,157)	(1.5)	23.6
<b>TOTAL CAO OFFICE</b>	<b>180,430</b>	<b>761,320</b>	<b>764,394</b>	<b>3,074</b>	<b>0.4</b>	<b>23.6</b>

### Comments

No significant variances forecasted

\* Revised budget includes approved in year transfers

## Goals and Objectives

Description	2021	2022	2023	Status Update
<b>Update website navigation to serve in market visitors</b> Optimize the website to better serve and engage visitors.	●			Documentation is completed. Next step is implementation.
<b>Develop an interim lure brochure</b> Develop an interim lure brochure to replace the discontinued visitors guide.	●			Completed. Will begin distribution in May 2021.
<b>Develop and implement a visitor signage program</b> Develop and install visitor signage in communities and at attractions across Oxford County. Work with partners to implement tactics.	●	●		Cheese Trail Signage nearing completion and will be monitored as a test program. Work will then begin on further signage planning.
<b>Continue COVID-19 Tourism Recovery</b> Implement tourism recovery recommendations to support tourism businesses in recovery from COVID-19.	●	●		Business survey completed in partnership with SWOTC.  Sharing funding opportunities with businesses resulting in several successful SWOTC Adapt funding applicants.
<b>Experiential Tourism Development</b> Support existing experiential tourism operators with marketing. Coach new businesses in crafting new visitor experiences.	●	●		Coaching two new experiences. Working on joint marketing activities with businesses and SWOTC matching funds.
<b>Ontario's Great Road Trip</b> Participate in provincial culinary tourism campaign, submitting 3 travel itineraries for each season	●			Active participant in Provincial advisory committee. Project hopes to launch marketing in May 2021.
<b>Implement market readiness criteria</b> Offer free listings on the Tourism Oxford website for businesses that meet Tourism's market readiness criteria. Work with small business supports to offer training to support businesses in becoming market ready. The goal is to have more market ready tourism businesses.	●			Completed. Tourism Partnership book was launched and is <a href="#">live online</a> .
<b>Implement a new marketing partnership opportunity</b> Support tourism businesses in marketing through new digital opportunities. This includes fee based activities to help amplify marketing efforts.	●			Four applications received for the Rural Routes Partnership. Development of travel media and digital advertising partnerships ongoing.

## Operations/Service Level Update

- A summer student will be joining the team in May 2021.
- Staff are working a mix of: from home, in the office, and on the road visiting businesses

## TOURISM

### Variance Reporting

For period ending March 31, 2021

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
<b>REVENUES</b>						
GENERAL REVENUES	(14,127)	(107,458)	(93,658)	13,800	(14.7%)	15.1%
<b>TOTAL REVENUES</b>	<b>(14,127)</b>	<b>(107,458)</b>	<b>(93,658)</b>	<b>13,800</b>	<b>(14.7)</b>	<b>15.1</b>
<b>EXPENSES</b>						
SALARIES AND BENEFITS	62,879	267,164	267,164	-	- %	23.5%
OPERATING EXPENSES	43,873	254,435	229,555	(24,880)	(10.8)	19.1
INTERDEPARTMENTAL CHARGES	10,323	41,295	41,295	-	-	25.0
<b>TOTAL EXPENSES</b>	<b>117,075</b>	<b>562,894</b>	<b>538,014</b>	<b>(24,880)</b>	<b>(4.6)</b>	<b>21.8</b>
<b>TOTAL TOURISM</b>	<b>102,948</b>	<b>455,436</b>	<b>444,356</b>	<b>(11,080)</b>	<b>(2.5)</b>	<b>23.2</b>

### Comments

**Revenues:** Lockdowns impacting business interest in enhanced web listing fees

## Goals and Objectives

Description	2021	2022	2023	Status Update
<b>Building public interest in County Council business</b> Support CAO's Office in increasing public interest in and awareness of County Council business, with the aim of better informing the public about Oxford County services and Council decisions. To be assessed through increased access to Council materials and Council this Week updates; social media engagement; and new public reporting tool(s) as pursued by CAO.	●	●		An outline for the production of six "County expert" social media videos has been approved by CAO, with work taking place over Q2 & Q3. Continuing to work with departments to consider broader community interest in and impacts of County activities through the new "Communications" section of Council reports.
<b>Refresh online annual report</b> Work with Finance and Information Services to adapt the County's online annual report template, developed in 2012, to facilitate more in-depth storytelling, for instance, through feature stories and multi-media.	●			With COVID-19 response expected to be a focal point, initial conversation with Web Team design and layout options can support adaptations in editorial content.
<b>Enhancing leadership and employee communications</b> Work with CAO's Office and Human Resources to use new media tools to re-establish regular communication with the Extended Management Team and all employees. This will encompass a strategy to connect with the County's 800+ employees at their various sites and facilities across the County and, with COVID-19, those who are working remotely from home.	●	●		In Q1 supporting CAO's efforts to connect frequently with EMT and all staff through "CAO Drop-ins." Initial assessment of online tools to enhance user interface and broaden employee access to "Connections this Week" (weekly internal newsletter delivered through County email).

## Operations/Service Level Update

- Strategic Communication & Engagement continues to rely on secondment of 50% of time of Archives Technician.



## STRATEGIC COMM & ENGAGEMENT

### Variance Reporting

For period ending March 31, 2021

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
<b>EXPENSES</b>						
SALARIES AND BENEFITS	87,270	359,502	359,502	-	- %	24.3%
OPERATING EXPENSES	25,486	52,363	51,569	(794)	(1.5)	49.4
INTERDEPARTMENTAL CHARGES	10,542	42,164	42,164	-	-	25.0
<b>TOTAL EXPENSES</b>	123,298	454,029	453,235	(794)	(0.2)	27.2
<b>TOTAL STRATEGIC COMM &amp; ENGAGEMENT</b>	<b>123,298</b>	<b>454,029</b>	<b>453,235</b>	<b>(794)</b>	<b>(0.2)</b>	<b>27.2</b>

### Comments

No significant variances forecasted

\* Revised budget includes approved in year transfers

## Goals and Objectives

Description	2021	2022	2023	Status Update
<b>Employee &amp; Family Assistance Program</b> Complete the Request for Proposal (RFP) process for our Employee & Family Assistance Program.	●			On track for completion by Q2 2021
<b>Learning &amp; Development Framework Implementation</b> Continue implementing learning and development framework, including: <ul style="list-style-type: none"> <li>Revamp and strengthen the onboarding and orientation process</li> <li>Finalize transition to competency based job profiles</li> <li>Using our human resources information system, create learning paths by job classification</li> <li>Continue to expand virtual training options</li> </ul>	●	●	●	On track for multiyear work
<b>Succession Planning &amp; Leadership Development</b> <ul style="list-style-type: none"> <li>Launch revised succession planning program</li> <li>Facilitate leadership development program</li> <li>Explore feasibility of additional leadership development opportunities, such as a mentoring program</li> </ul>	●			On track, currently working through succession planning and leadership development opportunities
<b>Ergonomics / Body Mechanics Training</b> In support of the County's Workplace Ergonomics Policy, provide ergonomics/body mechanics training to employees where workplace risks exist for manual material handling.	●	●		On track – scheduled for Q4, as long as any COVID restrictions which may still be in place allow for this type of in person training
<b>Flexible Work Arrangement Policy &amp; Program</b> As a result of experiences to date, including those during the COVID-19 pandemic, review flexible work arrangement policy and program, updating where necessary.		●		On track to review earlier - 2021
<b>Non-Union Job Evaluation &amp; Salary Administration Policy Update and Market Review</b> Update corporate policy, review job evaluations if necessary and complete a non-union market review to ensure salary competitiveness.	●			On track for completion 2021

## Operations/Service Level Update

- COVID-19 continues to have an impact on Human Resources and Health and Safety functions. Continue to monitor changing circumstances, updating practices and procedures where necessary.

## HUMAN RESOURCES

### Variance Reporting

For period ending March 31, 2021

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
<b>REVENUES</b>						
GENERAL REVENUES	-	(61,333)	(60,262)	1,071	(1.8%)	- %
OTHER REVENUES	-	(131,424)	(131,424)	-	-	-
INTERDEPARTMENTAL RECOVERIES	(284,781)	(1,139,117)	(1,139,117)	-	-	25.0
<b>TOTAL REVENUES</b>	<b>(284,781)</b>	<b>(1,331,874)</b>	<b>(1,330,803)</b>	<b>1,071</b>	<b>(0.1)</b>	<b>21.4</b>
<b>EXPENSES</b>						
SALARIES AND BENEFITS	210,373	875,396	875,396	-	- %	24.0%
OPERATING EXPENSES	81,274	425,694	422,207	(3,487)	(0.8)	19.2
INTERDEPARTMENTAL CHARGES	8,301	33,200	33,200	-	-	25.0
<b>TOTAL EXPENSES</b>	<b>299,948</b>	<b>1,334,290</b>	<b>1,330,803</b>	<b>(3,487)</b>	<b>(0.3)</b>	<b>22.5</b>
<b>TOTAL HUMAN RESOURCES</b>	<b>15,167</b>	<b>2,416</b>	<b>-</b>	<b>(2,416)</b>	<b>-</b>	<b>-</b>

### Comments

No significant variances forecasted



## Goals and Objectives

Description	2021	2022	2023	Status Update
<b>Update Public Notice Policy</b> Include Public Notice procedures for emergency situations.	●			On track to be completed in Q2
<b>Records Management</b> Where Corporate Records are not otherwise stored in an application (such as Cartegraph, Kronos etc.) work with departments across the organization to utilize Laserfiche as the primary Electronic Document Management System. Develop training and provide support and work plans.	●	●		In progress, to continue throughout the year
<b>Online exhibit</b> The History of Tillsonburg in honour of its 125 <sup>th</sup> Anniversary.	●	●		Planning for events to occur in 2022

## Operations/Service Level Update

- Business as usual except no public access to Archives building
- Staff will continue to work from home for the foreseeable future attending the office as required
- 0.5 FTE Archives staff supporting Communications staff during COVID-19



## CLERKS

### Variance Reporting

For period ending March 31, 2021

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
<b>REVENUES</b>						
GENERAL REVENUES	(711)	(40,200)	(3,500)	36,700	(1,048.6%)	20.3%
CAPITAL REVENUES	(1,336)	(20,000)	(20,000)	-	-	6.7
<b>TOTAL REVENUES</b>	<b>(2,047)</b>	<b>(60,200)</b>	<b>(23,500)</b>	<b>36,700</b>	<b>(156.2)</b>	<b>8.7</b>
<b>EXPENSES</b>						
SALARIES AND BENEFITS	94,275	385,268	385,268	-	- %	24.5%
OPERATING EXPENSES	3,359	14,532	18,837	4,305	22.9	17.8
CAPITAL EXPENSES	2,885	20,000	20,000	-	-	14.4
INTERDEPARTMENTAL CHARGES	30,447	121,795	121,795	-	-	25.0
<b>TOTAL EXPENSES</b>	<b>130,966</b>	<b>541,595</b>	<b>545,900</b>	<b>4,305</b>	<b>0.8</b>	<b>24.0</b>
<b>TOTAL CLERKS</b>	<b>128,919</b>	<b>481,395</b>	<b>522,400</b>	<b>41,005</b>	<b>7.8</b>	<b>24.7</b>

### Comments

**Expenses/Revenues:** Staffing reallocated to assist Communications with Pandemic response; COVID expenses are funded from Federal Restart Agreement grant

\* Revised budget includes approved in year transfers

## Operations/Service Level Update

- Continue to serve the public by appointment only during COVID-19
- Administration building controlled entrance in main lobby ensures all staff and visitors are appropriately screened and registered for contact tracing purposes
- Main reception is shared with Human Services to limit exposure for serving visitors and clients within the entrance area

## CUSTOMER SERVICE

### Variance Reporting

For period ending March 31, 2021

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
<b>REVENUES</b>						
GENERAL REVENUES	(715)	(3,873)	(3,120)	753	(24.1%)	22.9%
INTERDEPARTMENTAL RECOVERIES	(148,104)	(592,402)	(592,402)	-	-	25.0
<b>TOTAL REVENUES</b>	<b>(148,819)</b>	<b>(596,275)</b>	<b>(595,522)</b>	<b>753</b>	<b>(0.1)</b>	<b>25.0</b>
<b>EXPENSES</b>						
SALARIES AND BENEFITS	123,479	506,184	506,184	-	- %	24.4%
OPERATING EXPENSES	15,123	52,979	53,738	759	1.4	28.1
INTERDEPARTMENTAL CHARGES	8,901	35,600	35,600	-	-	25.0
<b>TOTAL EXPENSES</b>	<b>147,503</b>	<b>594,763</b>	<b>595,522</b>	<b>759</b>	<b>0.1</b>	<b>24.8</b>
<b>TOTAL CUSTOMER SERVICE</b>	<b>(1,316)</b>	<b>(1,512)</b>	<b>-</b>	<b>1,512</b>	<b>-</b>	<b>-</b>

### Comments

No significant variances forecasted

## Goals and Objectives

Description	2021	2022	2023	Status Update
<b>Update Asset Management Plan</b> O. Reg 588/2017 enacted to help municipalities improve the way they plan for their infrastructure needs over the long term, while identifying challenges and opportunities, and finding innovative solutions. The regulation requires municipalities to implement and update asset management plans for core assets (roads, bridge and culverts, water, wastewater and stormwater management systems) including current levels of service and the cost of maintaining those levels of services by July 1, 2021.	●			Regulation has delayed 1 year to July 1, 2022. Working to complete updated plan to meet the regulation by Q4 of 2021.
<b>Asset Retirement Obligations</b> Section PS 3280, Asset Retirement Obligation is a new public accounting standard that is effective for fiscal years beginning on or after April 1, 2022. The standard provides guidance on how to account for and report a liability for asset retirement.	●	●		Accounting standard delayed 1 year to April 1, 2023
<b>Budget Engagement in Collaboration with Area Municipalities</b> Enhance the public engagement process for 2022 budget development with the use of informative and engaging videos.	●			On track to start the budget engagement in Q2 2021

## Operations/Service Level Update

- Additional funding and reporting requirements as they relate to COVID pandemic response most notably in Paramedic Services, Woodingford Lodge and Human Services.
- Ongoing effort supporting and coordinating the Asset System Enhancement project
- Supported the roll-out of scheduling software in Woodingford Lodge during Q1

## FINANCE

### Variance Reporting

For period ending March 31, 2021

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
<b>REVENUES</b>						
GENERAL REVENUES	(1,978,334)	(2,001,735)	(24,000)	1,977,735	(8,240.6%)	8,243.1%
INTERDEPARTMENTAL RECOVERIES	(370,260)	(1,481,059)	(1,481,059)	-	-	25.0
CAPITAL REVENUES	-	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>(2,348,594)</b>	<b>(3,482,794)</b>	<b>(1,505,059)</b>	<b>1,977,735</b>	<b>(131.4)</b>	<b>156.0</b>
<b>EXPENSES</b>						
SALARIES AND BENEFITS	270,688	1,175,843	1,174,484	(1,359)	(0.1%)	23.0%
OPERATING EXPENSES	98,467	314,944	296,475	(18,469)	(6.2)	33.2
OTHER EXPENSES	1,947,916	1,947,916	-	(1,947,916)	-	-
INTERDEPARTMENTAL CHARGES	8,526	34,100	34,100	-	-	25.0
<b>TOTAL EXPENSES</b>	<b>2,325,597</b>	<b>3,472,803</b>	<b>1,505,059</b>	<b>(1,967,744)</b>	<b>(130.7)</b>	<b>154.5</b>
<b>TOTAL FINANCE</b>	<b>(22,997)</b>	<b>(9,991)</b>	<b>-</b>	<b>9,991</b>	<b>-</b>	<b>-</b>

### Comments

**Revenue/Expenses:** Legal settlement revenue offset by reserve transfer. No significant overall variance forecasted.

## Goals and Objectives

Description	2021	2022	2023	Status Update
<b>VoIP Deployment</b> Continued deployment of new system to end points	●			Two area municipalities' systems to be deployed – one currently in progress
<b>Cyber Security Policy</b> Concurrent development and implementation	●	●	●	Cybersecurity Phase 1 of the SCADA Masterplan is underway
<b>Upgrade Cisco Wireless Controller and Access Points</b> Wireless Controller and AP's (99) close to end of life.		●	●	On target to begin in 2022

## Operations/Service Level Update

- Supporting area municipal server upgrades, telephone system implementations
- SCADA Master Plan cybersecurity review and implementation
- Deploying new antivirus intrusion protection software for all municipalities supported
- Council Chambers video and audio upgrades to enable hybrid meeting capability

# INFORMATION TECHNOLOGY

## Variance Reporting

For period ending March 31, 2021

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
<b>REVENUES</b>						
GENERAL REVENUES	(10,853)	(123,300)	(123,300)	-	- %	8.8%
OTHER REVENUES	-	(115,000)	(115,000)	-	-	-
INTERDEPARTMENTAL RECOVERIES	(510,180)	(2,040,629)	(2,040,629)	-	-	25.0
CAPITAL REVENUES	(4,592)	(185,970)	(185,970)	-	-	2.5
<b>TOTAL REVENUES</b>	<b>(525,625)</b>	<b>(2,464,899)</b>	<b>(2,464,899)</b>	<b>-</b>	<b>-</b>	<b>21.3</b>
<b>EXPENSES</b>						
SALARIES AND BENEFITS	268,548	1,112,114	1,112,114	-	- %	24.1%
OPERATING EXPENSES	135,159	925,622	919,010	(6,612)	(0.7)	14.7
CAPITAL EXPENSES	4,592	190,970	190,970	-	-	2.4
OTHER EXPENSES	51,851	207,405	207,405	-	-	25.0
INTERDEPARTMENTAL CHARGES	8,850	35,400	35,400	-	-	25.0
<b>TOTAL EXPENSES</b>	<b>469,000</b>	<b>2,471,511</b>	<b>2,464,899</b>	<b>(6,612)</b>	<b>(0.3)</b>	<b>19.0</b>
<b>TOTAL INFORMATION TECHNOLOGY</b>	<b>(56,625)</b>	<b>6,612</b>	<b>-</b>	<b>(6,612)</b>	<b>-</b>	<b>-</b>

### Comments

No significant variances forecasted



## Goals and Objectives

Description	2021	2022	2023	Status Update
<b>Support implementation on Asset Management Systems Enhancement project</b> Mobile workforce - Increased visibility, compliance and streamlined workflow.	●	●	●	Progressing as planned
<b>Implementation of mobile solution for AMANDA</b> Support area municipalities with the implementation of mobile AMANDA for Building Permit Inspections.	●			Pilot project substantially implemented in one municipality - project anticipated to under budget
<b>AMANDA – Community Planning requirements</b> Business process review, recommendations and generate functional specification document.	●			Pending ongoing pilot of Cloud Permit Planning solution will determine our approach – anticipated completion Q3/Q4
<b>Tourism website upgrades</b> Work with Tourism staff to establish website strategies to engage visitors in market, replacing the visitor's guide and visitor's kiosk. Optimize website to better serve visitors.	●			Progressing as planned

## Operations/Service Level Update

- Supporting electronic meetings for Council, Library Board and Land Division Committee
- GIS server upgrades for enhanced data management
- Supporting some area municipalities to digitize storm water management infrastructure within an enterprise system



## INFORMATION SERVICES

### Variance Reporting

For period ending March 31, 2021

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
<b>REVENUES</b>						
GENERAL REVENUES	-	(285,300)	(285,300)	-	- %	- %
OTHER REVENUES	-	(64,593)	(64,593)	-	-	-
<b>TOTAL REVENUES</b>	-	(349,893)	(349,893)	-	-	-
<b>EXPENSES</b>						
SALARIES AND BENEFITS	213,314	1,063,364	1,107,338	43,974	4.0%	19.3%
OPERATING EXPENSES	122,734	742,029	741,385	(644)	(0.1)	16.6
INTERDEPARTMENTAL CHARGES	30,246	120,983	120,983	-	-	25.0
<b>TOTAL EXPENSES</b>	366,294	1,926,376	1,969,706	43,330	2.2	18.6
<b>TOTAL INFORMATION SERVICES</b>	<b>366,294</b>	<b>1,576,483</b>	<b>1,619,813</b>	<b>43,330</b>	<b>2.7</b>	<b>22.6</b>

### Comments

**Expenses:** Salaries and benefits savings due to staff vacancies

\* Revised budget includes approved in year transfers

## Goals and Objectives

Description	2021	2022	2023	Status Update
<b>Provincial Legislation Updates</b> Administer changes to POA procedures as outlined in Bill 177 Stronger, Fairer Ontario Act (Budget Measures) and Bill 197 <i>COVID-19 Economic Recovery Act</i> that addresses POA streamlining measures.	●			Legislation implementation delayed due to COVID-19. Resumption of meetings with the Ministry of the Attorney General and Municipal Court Managers to plan for implementation are not expected to resume until later this year.
<b>Prosecution Model</b> Implement change to POA prosecution as detailed in provincial legislation to include Part III prosecutions by the municipal prosecutor.	●	●		Legislation implementation delayed due to COVID-19. Resumption of meetings with the Ministry of the Attorney General and Municipal Court Managers to plan for implementation are not expected to resume until later this year.
<b>Technology in the Courtroom</b> Implement the use of video conference technology in the courtroom to allow for remote appearances as outlined in Bill 197 <i>COVID-19 Economic Recovery Act</i> .	●			Technology has been installed, tested and approved for use when deemed appropriate by the Ministry of the Attorney General and the Senior Regional Justice of Peace.

## Operations/Service Level Update

- Provincial Offences building has passed Ministry of Attorney General inspection for conducting virtual and in-person proceedings when deemed appropriate to do so by the MAG and Regional Senior Justice of Peace
- Remote appearances for all matters except trials available at this time
- Administration office open by appointment only
- Part 1 ticket issuance continues to decline



**POA**  
**Variance Reporting**  
 For period ending March 31, 2021

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
<b>REVENUES</b>						
GENERAL REVENUES	(254,222)	(1,078,818)	(1,000,000)	78,818	(7.9%)	25.4%
<b>TOTAL REVENUES</b>	<b>(254,222)</b>	<b>(1,078,818)</b>	<b>(1,000,000)</b>	<b>78,818</b>	<b>(7.9)</b>	<b>25.4</b>
<b>EXPENSES</b>						
SALARIES AND BENEFITS	73,395	355,564	381,364	25,800	6.8%	19.2%
OPERATING EXPENSES	74,488	471,668	467,859	(3,809)	(0.8)	15.9
INTERDEPARTMENTAL CHARGES	47,865	191,444	191,444	-	-	25.0
<b>TOTAL EXPENSES</b>	<b>195,748</b>	<b>1,018,676</b>	<b>1,040,667</b>	<b>21,991</b>	<b>2.1</b>	<b>18.8</b>
<b>TOTAL POA</b>	<b>(58,474)</b>	<b>(60,142)</b>	<b>40,667</b>	<b>100,809</b>	<b>247.9</b>	<b>(143.8)</b>

### Comments

**Revenues:** Grant for court security

**Expenses:** Salaries and benefit savings due to court closure/staff layoff

\* Revised budget includes approved in year transfers

## Goals and Objectives

Description	2021	2022	2023	Status Update
<b>Design and Construction Standards for Roads, Bridges and Facilities</b> Development of enhanced guidelines and best management practices pertaining to the design and construction of County infrastructure.	●			Progressing well, on target.
<b>Research and Implement more Sustainable Construction Practices into the Capital Plan Projects</b> Employment of sustainability objectives to reduce consumption of non-renewable resources, minimize waste, consider energy generation opportunities, promote climate change adaptation measures, etc., during the capital delivery of infrastructure.	●	●	●	Progressing well, on target.

## Operations/Service Level Update

- Engineering Services has been able to maintain service level during the pandemic ensuring the ongoing delivery of critical capital projects.

## ENGINEERING

### Variance Reporting

For period ending March 31, 2021

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
<b>REVENUES</b>						
GENERAL REVENUES	(32,400)	(85,500)	(85,500)	-	- %	37.9%
INTERDEPARTMENTAL RECOVERIES	(62,502)	(250,000)	(250,000)	-	-	25.0
<b>TOTAL REVENUES</b>	<b>(94,902)</b>	<b>(335,500)</b>	<b>(335,500)</b>	<b>-</b>	<b>-</b>	<b>28.3</b>
<b>EXPENSES</b>						
SALARIES AND BENEFITS	216,257	1,116,267	1,176,267	60,000	5.1%	18.4%
OPERATING EXPENSES	59,500	112,879	118,185	5,306	4.5	50.3
CAPITAL EXPENSES	-	2,000	2,000	-	-	-
INTERDEPARTMENTAL CHARGES	91,219	380,893	380,991	98	-	23.9
<b>TOTAL EXPENSES</b>	<b>366,976</b>	<b>1,612,039</b>	<b>1,677,443</b>	<b>65,404</b>	<b>3.9</b>	<b>21.9</b>
<b>TOTAL ENGINEERING</b>	<b>272,074</b>	<b>1,276,539</b>	<b>1,341,943</b>	<b>65,404</b>	<b>4.9</b>	<b>20.3</b>

### Comments

**Expenses:** Later start date for Development Engineer, one student changed to 4 month and position vacancy due to leave.

## Goals and Objectives

Description	2021	2022	2023	Status Update
<b>Update Green Fleet Plan</b> Enhancements to the 2016 Green Fleet Plan to promote low carbon transportation and reduced greenhouse gas emissions.	●			Proceeding as expected. Q2 update to Council is planned.
<b>Ongoing Implementation of Long Term Energy Plan</b> Completion of site evaluations and project prioritization to finalize multi-year implementation plan. Design work for initial projects to begin in 2021 with ongoing execution in accordance with the plan	●	●	●	Plan is proceeding as expected. Q4 update to Council is planned.
<b>Implement Fleet Utilization and Rationalization Plan</b> Optimization and “right-sizing” of corporate fleet to manage fleet asset costs and reduce greenhouse gas emissions.	●	●		On hold until post-pandemic when vehicle requirements are stabilized.

## Operations/Service Level Update

- OCAB operational hours currently limited between 9 am to 3 pm for public access. Enhanced cleaning is being maintained at all County owned facilities.
- All forms of building maintenance and repair, including preventative maintenance, are being undertaken at County facilities, excluding Housing. Housing building maintenance and repair tasks are limited to essential work that impact safety.

## FACILITIES

### Variance Reporting

For period ending March 31, 2021

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
<b>REVENUES</b>						
GENERAL REVENUES	(464,949)	(2,057,318)	(2,057,080)	238	- %	22.6%
OTHER REVENUES	-	(74,500)	(74,015)	485	(0.7)	-
INTERDEPARTMENTAL RECOVERIES	(1,796,467)	(7,406,904)	(7,365,916)	40,988	(0.6)	24.4
CAPITAL REVENUES	(224,945)	(3,534,675)	(3,535,978)	(1,303)	-	6.4
<b>TOTAL REVENUES</b>	<b>(2,486,361)</b>	<b>(13,073,397)</b>	<b>(13,032,989)</b>	<b>40,408</b>	<b>(0.3)</b>	<b>19.1</b>
<b>EXPENSES</b>						
SALARIES AND BENEFITS	255,917	1,135,489	1,159,862	24,373	2.1%	22.1%
OPERATING EXPENSES	1,994,084	7,131,874	7,084,783	(47,091)	(0.7)	28.1
DEBT REPAYMENT	545,391	1,382,040	1,458,636	76,596	5.3	37.4
CAPITAL EXPENSES	225,451	3,602,683	3,603,478	795	-	6.3
OTHER EXPENSES	183,471	867,868	849,304	(18,564)	(2.2)	21.6
INTERDEPARTMENTAL CHARGES	78,818	316,602	316,123	(479)	(0.2)	24.9
<b>TOTAL EXPENSES</b>	<b>3,283,132</b>	<b>14,436,556</b>	<b>14,472,186</b>	<b>35,630</b>	<b>0.2</b>	<b>22.7</b>
<b>TOTAL FACILITIES</b>	<b>796,771</b>	<b>1,363,159</b>	<b>1,439,197</b>	<b>76,038</b>	<b>5.3</b>	<b>55.4</b>

### Comments

**Expenses:** Savings in debt repayment costs due term extension for solar energy debentures.

### 2021 Approved CAO Transfer of Funds

Project Name	Reference	Transfer to (from)	Account	Description
Patrol Yard (Transportation) Projects	BT2021-02	4,538	Highland Roads	To complete the work required to resolve avian issues. The same scope of work will be budgeted for completion in 2022 for the Woodstock and Drumbo Patrol Yards.
		5,462	Springford Roads	
		(5,000)	Woodstock Roads	
		(5,000)	Drumbo Roads	

\* Revised budget includes approved in year transfers



## FLEET

### Variance Reporting

For period ending March 31, 2021

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
<b>REVENUES</b>						
GENERAL REVENUES	-	(130,532)	(130,000)	532	(0.4%)	- %
OTHER REVENUES	-	(44,642)	(174,524)	(129,882)	74.4	-
INTERDEPARTMENTAL RECOVERIES	(995,594)	(3,886,166)	(3,781,545)	104,621	(2.8)	26.3
CAPITAL REVENUES	(10,431)	(1,570,431)	(1,554,500)	15,931	(1.0)	0.7
<b>TOTAL REVENUES</b>	<b>(1,006,025)</b>	<b>(5,631,771)</b>	<b>(5,640,569)</b>	<b>(8,798)</b>	<b>0.2</b>	<b>17.8</b>
<b>EXPENSES</b>						
SALARIES AND BENEFITS	20,676	102,749	102,749	-	- %	20.1%
OPERATING EXPENSES	523,236	1,961,541	1,856,270	(105,271)	(5.7)	28.2
CAPITAL EXPENSES	10,431	1,572,431	1,556,500	(15,931)	(1.0)	0.7
OTHER EXPENSES	491,900	1,995,050	2,125,050	130,000	6.1	23.1
<b>TOTAL EXPENSES</b>	<b>1,046,243</b>	<b>5,631,771</b>	<b>5,640,569</b>	<b>8,798</b>	<b>0.2</b>	<b>18.5</b>
<b>TOTAL FLEET</b>	<b>40,218</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### Comments

No significant variances forecasted

## Goals and Objectives

Description	2021	2022	2023	Status Update
<b>Advocate and Support the Municipal Development of Automated Speed Enforcement (ASE)</b> County-wide municipal planning for the potential ASE implementation (photo radar) in school zones and community safety zones.	●	●	●	Oxford County ASE program feasibility/viability to be evaluated and presented to County Council for consideration as part of 2022 Business Plan and Budget, pending the level of provincial development of the ASE program.  Guideline Criteria for implementation of Community Safety Zones will be developed and presented to County Council in Q2 2021.
<b>Ongoing Implementation of County-wide Traffic Calming / Speed Management Measures</b> County-wide implementation of evidence-based speed management, traffic calming and road safety measures.	●	●	●	Speed management and road safety reviews completed in: <ul style="list-style-type: none"> <li>- <b>Kintore</b> (Oxford Rd 119, Oxford Rd 16)</li> <li>- <b>Norwich</b> (Oxford Rd 59, Oxford Rd 18)</li> <li>- <b>Otterville</b> (Oxford Rd 19)</li> <li>- <b>Woodstock/East Zorra-Tavistock</b> (Oxford Rd 17, Oxford Rd 30).</li> </ul> Measures for immediate implementation approved by County Council on March 24, 2021 – Report PW 2021-10.  Upcoming speed management and road safety reviews to be completed and presented to County Council in Q2 2021: <ul style="list-style-type: none"> <li>- <b>Tavistock</b> (Oxford Rd 59, Oxford Rd 24)</li> <li>- <b>Delmer</b> (Oxford Rd 20)</li> <li>- <b>Thamesford</b> (Oxford Rd 119)</li> <li>- <b>Uniondale</b> (Oxford Rd 119)</li> </ul>
<b>Roadside Phragmites (Invasive Species) Control</b> Multi-year cutting and weed spraying plan to control excessive phragmites growth along County road network.	●	●	●	Cutting and weed spraying of roadside Phragmites on County road network completed in 2019 and 2020 (Year 1 and Year 2).  Touch-up weed spraying in 2021 (Year 3) planned for all areas treated in 2019 and 2020.

Description	2021	2022	2023	Status Update
<b>Support Implementation of Intercommunity Bus Network System as part of People and Goods Movement Strategy.</b>  Advocate and facilitate the foundational development of an intercommunity bus transportation system to promote connectivity and mobility across Oxford County and to/from neighbouring jurisdictions.	●	●	●	Ongoing support of Intercommunity Bus Network through maintenance of designated bus stops (signs, winter maintenance) on County Roads

### Operations/Service Level Update

- There has been no impact to Level of Service in Q1 2021 during the ongoing COVID-19 pandemic.
- Ongoing health and safety measures to mitigate staff exposure to infectious disease include employee/contractor pre-screening, social distancing, enhanced cleaning, hygiene, and personal protective equipment (face coverings, gloves, face shields) as required.

## TRANSPORTATION SERVICES

### Variance Reporting

For period ending March 31, 2021

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
<b>REVENUES</b>						
GENERAL REVENUES	(33,354)	(370,695)	(349,275)	21,420	(6.1%)	9.5%
OTHER REVENUES	-	-	-	-	-	-
CAPITAL REVENUES	(778,781)	(24,879,871)	(24,868,816)	11,055	-	3.1
<b>TOTAL REVENUES</b>	<b>(812,135)</b>	<b>(25,250,566)</b>	<b>(25,218,091)</b>	<b>32,475</b>	<b>(0.1)</b>	<b>3.2</b>
<b>EXPENSES</b>						
SALARIES AND BENEFITS	804,206	3,015,987	3,015,987	-	- %	26.7%
OPERATING EXPENSES	897,552	4,124,417	4,024,810	(99,607)	(2.5)	22.3
DEBT REPAYMENT	-	230,791	230,791	-	-	-
CAPITAL EXPENSES	778,781	24,894,871	24,883,816	(11,055)	-	3.1
OTHER EXPENSES	2,593,500	10,374,000	10,374,000	-	-	25.0
INTERDEPARTMENTAL CHARGES	792,596	2,969,313	2,920,432	(48,881)	(1.7)	27.1
<b>TOTAL EXPENSES</b>	<b>5,866,635</b>	<b>45,609,379</b>	<b>45,449,836</b>	<b>(159,543)</b>	<b>(0.4)</b>	<b>12.9</b>
<b>TOTAL TRANSPORTATION SERVICES</b>	<b>5,054,500</b>	<b>20,358,813</b>	<b>20,231,745</b>	<b>(127,068)</b>	<b>(0.6)</b>	<b>25.0</b>

### Comments

**Expenses:** Significant vehicle repair for paver, additional costs for weed spraying for herbicide switch, and higher pavement marking material costs due to increased tender price.

## Goals and Objectives

Description	2021	2022	2023	Status Update
<b>Plastic Film Recycling Pilot Program</b> Recycle plastic film products not accepted in the curbside Blue Box Program using various drop-off depots to promote landfill waste diversion.	●	●	●	This program commenced in 2020 and will be ongoing in 2021.  Film plastic drop-off depots have been established at the Oxford County Waste Management Facility, Tillsonburg Transfer Station, and Woodstock Transfer Station (Enviro-Depot).
<b>Assess and Evaluate Garbage Bag Tag Structure</b> Assess historical garbage bag tag program revenue and bag tag reserve contributions to review the appropriateness of the current bag tag fee structure.	●			Garbage bag tag sustainability review will be presented to County Council in Q2 2021 with proposed recommendations and subsequent public engagement campaign, to ensure tax levy stability and waste management reserve continuity.

## Operations/Service Level Update

- Public access to the Oxford County Waste Management Facility (OCWMF) was restricted during the Provincial Stay-at-home Order, from January 14, 2021 to February 15, 2021, to commercial customers only Monday to Friday (closed Saturdays). The Tillsonburg Transfer Station and the Woodstock Transfer Station (Enviro-Depot) were closed during this same period.
- Essential residential waste management services were provided through weekly curbside collection of garbage and recycling.
- Ongoing health and safety measures to mitigate staff/public exposure to infectious disease include employee/contractor pre-screening, social distancing, enhanced cleaning, hygiene, and personal protective equipment (face coverings, gloves, face shields) as required.

## WASTE MANAGEMENT

### Variance Reporting

For period ending March 31, 2021

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
<b>REVENUES</b>						
GENERAL REVENUES	(1,786,588)	(9,560,549)	(9,186,380)	374,169	(4.1%)	19.4%
OTHER REVENUES	-	(540,730)	(699,328)	(158,598)	22.7	-
CAPITAL REVENUES	-	(34,000)	(34,000)	-	-	-
<b>TOTAL REVENUES</b>	<b>(1,786,588)</b>	<b>(10,135,279)</b>	<b>(9,919,708)</b>	<b>215,571</b>	<b>(2.2)</b>	<b>18.0</b>
<b>EXPENSES</b>						
SALARIES AND BENEFITS	299,679	1,283,641	1,283,641	-	- %	23.3%
OPERATING EXPENSES	1,786,404	11,066,011	10,563,587	(502,424)	(4.8)	16.9
CAPITAL EXPENSES	-	79,000	79,000	-	-	-
INTERDEPARTMENTAL CHARGES	278,852	1,086,092	1,037,209	(48,883)	(4.7)	26.9
<b>TOTAL EXPENSES</b>	<b>2,364,935</b>	<b>13,514,744</b>	<b>12,963,437</b>	<b>(551,307)</b>	<b>(4.3)</b>	<b>18.2</b>
<b>TOTAL WASTE MANAGEMENT</b>	<b>578,347</b>	<b>3,379,465</b>	<b>3,043,729</b>	<b>(335,736)</b>	<b>(11.0)</b>	<b>19.0</b>

### Comments

**Expenses:** Unanticipated closed landfill costs. Additional costs for biosolid disposal related to the Tavistock biosolid capital project. Revenue/Surplus from 2020 to offset the additional costs.

## Goals and Objectives

Description	2021	2022	2023	Status Update
<b>Policy Changes to Increase Flexibility and Funding</b> Meet or exceed ministerial benchmarks for Effective Transitions; Resident Experience; Medication Safety and Safe Care.	●	●	●	Continue to maximize the use of our Professional Advisory Committee and SMART Team
<b>Environmental Sustainability Initiatives</b> Implement research based solutions to expand organic waste diversion beyond the resident nutritional services to include all areas of Woodingford Lodge.	●	●	●	Continue to seek and utilize environmentally friendly disposal products
<b>Paramedic and Human Services Partnership</b> Identify and build on opportunities to formulate a partnership in the development of enhanced mobile healthcare services to the County of Oxford. Improve connectivity to developing Ontario Health Team	●	●		Continue to review services provided within Oxford County, in collaboration and discussions with Ontario Health Teams
<b>Logistics and Fiscal Responsibility</b> Implement and maintain an enhanced system of monitoring, distribution and procurement of all operational needs with support from the Manager of Strategic Initiative Advancement for departmental collaboration.	●	●		Continue to pursue options to monitor, procure and distribute logistical supplies amongst all Woodingford Lodge sites.
<b>Address Hallway Medicine in Geriatric Care</b> Reduce avoidable emergency department visits by increased facility collaboration with the multi-disciplinary team inclusive of Medical Director and Nurse Practitioner.	●	●	●	Continued partnership with the internal Continuous Quality Improvement Team to ensure Woodingford Lodge remains below the Provincial average, as well, pursuing options for further reduction.
<b>Long Term Care Bed Allocation in Oxford County</b> Review the current number of Long Term Care Home beds in Oxford County inclusive of the Woodingford Lodge homes to ensure the needs of the community are met and the location of beds service well.	●	●	●	Development of the Committee of Management to further review the bed allocations, funding and staffing, in all Woodingford Lodges to ensure members of this Committee (Council) are familiar with ongoing developments.

## Operations/Service Level Update

- Across all three homes, 71% of active staff have received at least their first Covid-19 vaccination.
- 94% of all residents have been vaccinated
- Woodingford Woodstock had two staff and two residents test positive in Q1
- Woodingford Tillsonburg had one staff member test positive in Q1
- Additional Nurse Practitioner hired to support satellite homes and to lead infection control practices for all three sites, with staff reorganization.
- EMS continues to support both staff and designated essential caregiver rapid testing at all three homes
- Small and large negative pressure rooms are prepared to use with potential occupancy of 4 and 10, respectively.

## WOODINGFORD LODGE

### Variance Reporting

For period ending March 31, 2021

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
<b>REVENUES</b>						
GENERAL REVENUES	(6,129,201)	(19,726,115)	(19,118,529)	607,586	(3.2%)	32.1%
CAPITAL REVENUES	(21,769)	(814,343)	(869,705)	(55,362)	6.4	2.5
<b>TOTAL REVENUES</b>	<b>(6,150,970)</b>	<b>(20,540,458)</b>	<b>(19,988,234)</b>	<b>552,224</b>	<b>(2.8)</b>	<b>30.8</b>
<b>EXPENSES</b>						
SALARIES AND BENEFITS	5,052,458	21,747,852	21,400,614	(347,238)	(1.6%)	23.6%
OPERATING EXPENSES	1,161,569	4,979,869	4,901,663	(78,206)	(1.6)	23.7
DEBT REPAYMENT	1,089,229	2,122,713	2,122,713	-	-	51.3
CAPITAL EXPENSES	117,540	1,033,337	938,335	(95,002)	(10.1)	12.5
OTHER EXPENSES	145,894	583,576	583,576	-	-	25.0
INTERDEPARTMENTAL CHARGES	346,620	1,386,096	1,386,426	330	-	25.0
<b>TOTAL EXPENSES</b>	<b>7,913,310</b>	<b>31,853,443</b>	<b>31,333,327</b>	<b>(520,116)</b>	<b>(1.7)</b>	<b>25.3</b>
<b>TOTAL WOODINGFORD LODGE</b>	<b>1,762,340</b>	<b>11,312,985</b>	<b>11,345,093</b>	<b>32,108</b>	<b>0.3</b>	<b>15.5</b>

### Comments

**Revenues/Expenses:** Higher salaries and benefit costs related to PSW Temporary Wage Enhancement - offset by provincial grant

### 2021 Approved CAO Transfer of Fund

Project Name	Reference	Transfer to (from)	Account	Description
Mechanical Lift	BT2021-01	(7,000)	Administration	To meet the care needs of the current Tillsonburg Residents - purchase of Maxi Move Mechanical lift using blanket warmer and Sara mechanical lift budget.
		7,000	Nursing	
Domestic Water Pump Failure	BT2021-03	(100,000)	Maintenance	To determine a long term solution for the domestic water pump failure.
		100,000	Maintenance	



## Goals and Objectives

Description	2021	2022	2023	Status Update
<b>Housing</b>				
<b>Complete 24 Affordable Housing Units</b> Complete 24 affordable housing units at 786 Southwood Way, Woodstock (formerly known as 300 Juliana Drive) Parcel A.	●			Project is complete.
<b>Support Affordable Housing Development at Nellis Street</b> Continue to support the development of 90 affordable housing units at 1235 Nellis Street, Woodstock.	●	●		Ongoing support continues to be provided as construction commences.
<b>Plan for Parcel B at Woodingford Lodge</b> Develop a housing plan for the Parcel B lands at Woodingford Lodge.	●			Plan is complete.
<b>County Wide RFP</b> Release a RFP in 2020 to expend \$2M (\$615,904 OPHI-COCHI funding and \$1,384,096 County Funding).	●			Funding has been allocated to Parcel B at Woodingford Lodge and an RFP has been issued.
<b>Support Habitat for Humanity</b> Support the development of Habitat of Humanity homes throughout the County, specifically two new builds in Drumbo in 2021.	●			Ground Breaking is scheduled for June 1, 2021. Families have been selected.
<b>Support Plattsville Affordable Housing Project</b> Support and facilitate the development of 16 Affordable Housing units in Plattsville, Township of Blandford-Blenheim.	●	●		Ongoing support continues to be provided as construction commences.
<b>Rent Supplement Budget</b> Increase rent supplement budget by an additional \$25,000.	●	●		In progress.
<b>Social Housing Regeneration</b> Initiate Social Housing Regeneration Pilot.	●			In progress.
<b>Explore Redevelopment Opportunities</b> Continue to review existing operating agreements with social housing providers who are nearing the expiry date, with the goal to explore re-development opportunities and expand the portfolio.	●	●	●	Ongoing process. 8 additional units are proposed at the County owned site at 738 Parkinson Road.

Description	2021	2022	2023	Status Update
<b>Foster Community Partnerships</b> Continue to foster community partnerships that address housing related issues.	●	●		Continue to foster relationships with community partners, developers and local municipalities to provide housing options.
<b>Support Emergency Housing</b> Continue to support the Emergency Housing system in Oxford County.	●			Continued support for The Inn and short-term accommodations in hotels throughout the County.
<b>Housing Initiative</b> Continue working with Planning and other departments in the development and implementation of a housing strategy to address the need, and increase opportunities, for housing that is affordable to the broader Oxford community, including the development of tangible implementation tools.		●		Ongoing process.
<b>Community Services</b>				
<b>Development of Child Care</b> Support the development of child care in Norwich Township and any other municipality in Oxford that is interested.	●			Wonder Years Child Care opened in Norwich in January 2021. Discussions are taking place to look into other opportunities for additional child care spaces in Oxford
<b>EarlyON Programs and Activities</b> Ensure the effective delivery of EarlyON programs and activities.	●			Oxford EarlyON programs have been developed and delivered through a virtual model by Oxford County since January 1, 2021. Plans are in place to offer outdoor programs going forward when it is safe to do so.
<b>Full Time Shelter Options</b> Explore all full time shelter options for Oxford County	●			Ongoing review of shelter opportunities.
<b>Virtual Service Delivery</b> Continue to offer virtual human services to all clients, reviewing services that can be delivered remotely including EarlyON programs.	●			All Human Services programs, services and supports are continuing virtually.
<b>Local Community Health Care Integration</b> Advance opportunities to deliver more comprehensive community health care through partnership with local health care and social service providers.	●	●		Ongoing support is being offered to local health care and social service providers. Partnerships continue to ensure efficient service delivery.
<b>Post-COVID Support/Service</b> Support the community post COVID-19 to allow agencies who support the most vulnerable to maintain financial sustainability.	●			Oxford County community partners have been provided support through various means to maintain their viability. Continued support will be provided as able.

**Services:**
 Child Care Subsidy    Shelter (Direct Delivered)  
 Financial Assistance    Shelter (Subsidy)

Description	2021	2022	2023	Status Update
<b>Support the Development of the Community Safety and Well Being Plan</b>  Advance and support the multi-sectoral collaboration to create a safe and well community through this plan as legislated under the Police Services Act.	●			Ongoing support and collaboration will continue to be provided.

### Operations/Service Level Update

- Staff continue to provide ongoing support to community partners, local municipalities and developers in the development and maintenance of affordable housing projects.
- As a result of COVID-19, increased costs and delays are being experienced.
- Oxford EarlyON is working to grow the social media accounts to increase community reach and have developed a comprehensive website to provide resources and services for families across Oxford County. Virtual programs began in March and continue to grow. A monthly newsletter is also sent out to families who have indicated a desire to receive them.

## HOUSING

### Variance Reporting

For period ending March 31, 2021

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
<b>REVENUES</b>						
GENERAL REVENUES	(3,196,890)	(10,512,380)	(8,721,524)	1,790,856	(20.5%)	36.7%
OTHER REVENUES	-	(4,055,996)	(5,267,788)	(1,211,792)	23.0	-
CAPITAL REVENUES	(20,242)	(2,580,245)	(2,580,245)	-	-	0.8
<b>TOTAL REVENUES</b>	<b>(3,217,132)</b>	<b>(17,148,621)</b>	<b>(16,569,557)</b>	<b>579,064</b>	<b>(3.5)</b>	<b>19.4</b>
<b>EXPENSES</b>						
OPERATING EXPENSES	3,081,279	17,537,755	16,958,375	(579,380)	(3.4%)	18.2%
DEBT REPAYMENT	-	294,183	294,183	-	-	-
CAPITAL EXPENSES	63,581	2,869,045	2,869,045	-	-	2.2
OTHER EXPENSES	312,500	1,253,231	1,250,000	(3,231)	(0.3)	25.0
INTERDEPARTMENTAL CHARGES	127,937	272,303	275,850	3,547	1.3	46.4
<b>TOTAL EXPENSES</b>	<b>3,585,297</b>	<b>22,226,517</b>	<b>21,647,453</b>	<b>(579,064)</b>	<b>(2.7)</b>	<b>16.6</b>
<b>TOTAL HOUSING</b>	<b>368,165</b>	<b>5,077,896</b>	<b>5,077,896</b>	<b>-</b>	<b>-</b>	<b>7.3</b>

### Comments

**Revenues/Expenses:** Additional Social Services Relief Funding. Offset by external transfers



## COMMUNITY SERVICES

### Variance Reporting

For period ending March 31, 2021

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
<b>REVENUES</b>						
GENERAL REVENUES	(3,577,815)	(16,621,015)	(16,621,015)	-	- %	21.5%
<b>TOTAL REVENUES</b>	<b>(3,577,815)</b>	<b>(16,621,015)</b>	<b>(16,621,015)</b>	<b>-</b>	<b>-</b>	<b>21.5</b>
<b>EXPENSES</b>						
SALARIES AND BENEFITS	803,385	3,294,556	3,294,556	-	- %	24.4%
OPERATING EXPENSES	2,996,894	14,570,356	14,570,668	312	-	20.6
INTERDEPARTMENTAL CHARGES	186,012	742,442	742,456	14	-	25.1
<b>TOTAL EXPENSES</b>	<b>3,986,291</b>	<b>18,607,354</b>	<b>18,607,680</b>	<b>326</b>	<b>-</b>	<b>21.4</b>
<b>TOTAL COMMUNITY SERVICES</b>	<b>408,476</b>	<b>1,986,339</b>	<b>1,986,665</b>	<b>326</b>	<b>-</b>	<b>20.6</b>

### Comments

No significant variances forecasted

\* Revised budget includes approved in year transfers

## CHILD CARE

### Variance Reporting

For period ending March 31, 2021

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
<b>REVENUES</b>						
GENERAL REVENUES	(1,889,296)	(10,066,742)	(9,362,940)	703,802	(7.5%)	20.2%
<b>TOTAL REVENUES</b>	<b>(1,889,296)</b>	<b>(10,066,742)</b>	<b>(9,362,940)</b>	<b>703,802</b>	<b>(7.5)</b>	<b>20.2</b>
<b>EXPENSES</b>						
SALARIES AND BENEFITS	212,939	1,178,524	1,178,524	-	- %	18.1%
OPERATING EXPENSES	1,973,597	9,793,142	9,089,340	(703,802)	(7.7)	21.7
INTERDEPARTMENTAL CHARGES	27,555	110,217	110,217	-	-	25.0
<b>TOTAL EXPENSES</b>	<b>2,214,091</b>	<b>11,081,883</b>	<b>10,378,081</b>	<b>(703,802)</b>	<b>(6.8)</b>	<b>21.3</b>
<b>TOTAL CHILD CARE</b>	<b>324,795</b>	<b>1,015,141</b>	<b>1,015,141</b>	<b>-</b>	<b>-</b>	<b>32.0</b>

### Comments

**Revenues/Expenses:** In support of the COVID-19 pandemic, additional costs for transfer to child care providers, which is offset by dedicated provincial revenues.

## Goals and Objectives

Description	2021	2022	2023	Status Update
<b>10 year Master Plan</b> Phased in implementation of the 10 Year Master Plan	●	●		Ongoing
<b>Deployment Review</b> Comprehensive response areas analysis for optimized Rural and Urban deployment.	●			Modernization proposal pending approval. Expected to start review Q3 2021
<b>Capital Facilities Review</b> Comprehensive review of existing capital facility upgrade and replacement needs based on deployment optimization, operational capacity and function.	●	●		Expected to start Q4 2021
<b>Ambulance Act Legislation Changes</b> Planning and implementation of proposed legislation changes for alternative models of care.	●	●		Ongoing
<b>Local Community Health Care Integration</b> Advance opportunities to deliver more comprehensive community health care through partnerships with other local health care and social service providers/institutions.	●	●	●	Ongoing collaboration with health care partners in delivery of Community paramedic programs

## Operations/Service Level Update

- In continued support of Southwestern Public Health and Ontario Health-West response to the COVID-19 pandemic, Oxford County Paramedic Service has served as a lead agency in supporting the community and local health care providers.
- Paramedic Services' mobile COVID-19 assessment and testing for vulnerable populations is anticipated to continue for the remainder of 2021. To date, Oxford Paramedics have performed approximately 16,000 COVID tests.
- Community Paramedic program was created in response to the COVID-19 pandemic with the intent to support surge or overflow capacity for the healthcare system by providing in home comprehensive health assessments and interventions for palliative and complex care need patients to prevent visits to the emergency department during the pandemic. The community paramedic program is anticipated to continue for the remainder of 2021. Community paramedics have made over 700 visits for 190 patients.
- Paramedic Services has initiated a mobile team to provide COVID-19 vaccinations at long-term care homes, retirement homes, and congregate living settings as well as for residents of Oxford County who are unable to attend an immunization centre. Paramedics also providing operational support for SWPH Mass Immunization Clinics.

## PARAMEDIC SERVICES

### Variance Reporting

For period ending March 31, 2021

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
<b>REVENUES</b>						
GENERAL REVENUES	(1,940,463)	(9,189,886)	(7,677,861)	1,512,025	(19.7%)	25.3%
OTHER REVENUES	-	(137,149)	(137,149)	-	-	-
CAPITAL REVENUES	(371,108)	(1,296,733)	(1,287,975)	8,758	(0.7)	28.8
<b>TOTAL REVENUES</b>	<b>(2,311,571)</b>	<b>(10,623,768)</b>	<b>(9,102,985)</b>	<b>1,520,783</b>	<b>(16.7)</b>	<b>25.4</b>
<b>EXPENSES</b>						
SALARIES AND BENEFITS	2,942,620	13,356,753	11,910,575	(1,446,178)	(12.1%)	24.7%
OPERATING EXPENSES	354,267	1,715,268	1,636,731	(78,537)	(4.8)	21.6
DEBT REPAYMENT	98,623	194,243	194,243	-	-	50.8
CAPITAL EXPENSES	370,227	1,367,317	1,351,975	(15,342)	(1.1)	27.4
OTHER EXPENSES	208,750	835,000	835,000	-	-	25.0
INTERDEPARTMENTAL CHARGES	186,040	859,397	858,288	(1,109)	(0.1)	21.7
<b>TOTAL EXPENSES</b>	<b>4,160,527</b>	<b>18,327,978</b>	<b>16,786,812</b>	<b>(1,541,166)</b>	<b>(9.2)</b>	<b>24.8</b>
<b>TOTAL PARAMEDIC SERVICES</b>	<b>1,848,956</b>	<b>7,704,210</b>	<b>7,683,827</b>	<b>(20,383)</b>	<b>(0.3)</b>	<b>24.1</b>

### Comments

**Revenues/Expenses:** Secured dedicated funding for COVID-19 response programs such as Community Outreach and Community Assessment Centre. Expanded services by offering vaccine distribution, which is funded in partnership with Southwestern Public Health.

No significant overall variance forecasted



## Goals and Objectives

Description	2021	2022	2023	Status Update
<b>Official Plan Review</b> Review and update OP policies to ensure consistency with Provincial legislation and policy (e.g. 2020 PPS); includes extensive municipal, public and stakeholder consultation. Initial focus will be on planning for growth (see below) and policies pertaining to rural areas, additional residential units and commercial uses and areas.	●	●		Initiated pre-consultation with a number of Area Municipalities on Additional Residential Unit policy/implementation options; initiated consultation with APAC on draft agricultural policy approaches
<b>Planning for Growth</b> Assist Area Municipalities with initiating and/or reviewing secondary planning and other studies and planning applications necessary to expand settlement areas, where required to accommodate forecasted growth (from Phase 1 Comprehensive Review).	●	●		Southeast Woodstock Secondary Plan (SP) nearing completion; Drumbo SP underway; staff consultation on EZT SP initiated; a number of privately initiated SPs at pre-consultation/review stage
<b>Planning for Infrastructure</b> Continue to work with Public Works to update and improve servicing capacity information to better inform responses on available capacity and the timely identification of potential future infrastructure needs.	●			Updates completed for most systems with the remainder anticipated to be completed in Q2
<b>Implement New Legislation</b> Work with other County Departments and AM partners to update Development Charge By-laws and identify and undertake any other measures required to implement the changes resulting from Bills 108 and 197 (e.g. Additional Residential Unit zone provisions and other Planning Act changes)	●			Development Charges updates completed; initiated pre-consultation with a number of AMs on ARU implementation options
<b>Housing Initiatives</b> Continue to work with Human Services, other departments and Area Municipalities to develop implementation tools to address the need, and increase opportunities, for housing that is affordable to the broader Oxford community.	●	●	●	Ongoing; working to improve housing-related data (housing supply, unit counts, etc); initiated pre-consultation with a number of AMs on ARU implementation options
<b>Development Tracking System</b> Continue to work with County Departments and AM partners to develop and implement a new development tracking solution in AMANDA	●			Ongoing; working with Corporate Services to evaluate emerging alternatives
<b>Zoning By-law Updates and Housekeeping Amendments</b> Continue our on-going work with Area Municipalities to review and update AM Zoning By-laws with a view to implementation of the various items identified previously in the Business Plan and amendments resulting from internal review.	●	●		Housekeeping amendments completed in BB and EZT; reviewing options going forward with several AMs for housekeeping and/or more extensive updates

## Operations/Service Level Update

- Total application volumes to mid-April are the highest they have been over the past 6 years (144 total applications to April 14)
- Recent staff turnover, particularly on the development side of the planning service, has created some backlog in circulations, however, it is anticipated that recent hires will serve to stabilize service and further, the addition of new administrative staff (new Land Division Committee Secretary-Treasurer beginning in April) will provide needed relief and improvements in overall efficiency with respect to processing development applications
- Progress has been made on a number of policy-oriented initiatives, as described in 'Goals and Objectives' above and it is anticipated that further progress will be made as the new policy planner position approved in the 2021 budget begins work in Q2
- Generally, staff continue to largely work from home with limited OCAB access; in person meetings remain suspended, however, staff continue to work closely with Area Municipal partners in the delivery of the planning service, including attendance at AM Council meetings (in-person and/or virtual) and using virtual means to meet with AM staff, development interests and applicants

## PLANNING

### Variance Reporting

For period ending March 31, 2021

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
<b>REVENUES</b>						
GENERAL REVENUES	(75,932)	(287,227)	(287,227)	-	- %	26.4%
OTHER REVENUES	-	(411,210)	(411,210)	-	-	-
<b>TOTAL REVENUES</b>	<b>(75,932)</b>	<b>(698,437)</b>	<b>(698,437)</b>	<b>-</b>	<b>-</b>	<b>10.9</b>
<b>EXPENSES</b>						
SALARIES AND BENEFITS	360,654	1,672,083	1,672,083	-	- %	21.6%
OPERATING EXPENSES	34,130	534,396	534,006	(390)	(0.1)	6.4
CAPITAL EXPENSES	-	2,000	2,000	-	-	-
INTERDEPARTMENTAL CHARGES	44,100	176,415	176,415	-	-	25.0
<b>TOTAL EXPENSES</b>	<b>438,884</b>	<b>2,384,894</b>	<b>2,384,504</b>	<b>(390)</b>	<b>-</b>	<b>18.4</b>
<b>TOTAL PLANNING</b>	<b>362,952</b>	<b>1,686,457</b>	<b>1,686,067</b>	<b>(390)</b>	<b>-</b>	<b>21.5</b>

### Comments

No significant variances forecasted

\* Revised budget includes approved in year transfers

## Goals and Objectives

Description	2021	2022	2023	Status Update
<b>Water and Wastewater</b>				
<b>SCADA Master Plan Implementation</b> Multi-year enhancements to replace and standardize aging/obsolete hardware and software systems, allow for interconnection of remote sites, improve cyber-security and improve data collection, storage and reporting.	●	●	●	Project awarded in Q1. Project is ongoing.
<b>Continuation of the Preventative Maintenance Water System Valve Turning Program</b> Ongoing proactive valve exercising across the County-wide water distribution system to increase valve operability and reliability.	●	●	●	Annual preventative maintenance underway. KPI's reported and trended annually.
<b>Drinking Water Quality Improvements</b> Evaluation and implementation of treatment technologies at various treatment facilities for parameters such as iron, sodium and manganese.	●	●	●	Ingersoll Corrosion Study and Plattsville Study on water hardness (including manganese/strontium) ongoing.
<b>Drumbo WWTP Expansion</b> Construction of the expanded treatment facility to accommodate growth and improve effluent quality.	●	●		Draft Environmental Certificate of Approval under review by MECP. Tender for construction being prepared for Bids and Tender release in Q2, 2021.
<b>Groundwater Water Modelling</b> Completion of updated groundwater modelling of existing supply wells that utilize outdated wellhead protection area (WHPA) delineations.	●	●		New WHPA models for Thamesford, Embro, Innerkip, Mount Elgin, and Innerkip nearing completion. Project charter developed for Ingersoll modelling.
<b>Tillsonburg WWTP Upgrades – Phase 1</b> Upgrading both primary and secondary clarifiers and head works to eliminate bottlenecks and optimize performance.	●	●	●	Final Environmental Certificate of Approval issued by MECP. Tender for construction being prepared for Bids and Tender release in Q2, 2021.
<b>Ingersoll WWTP Digester Pilot Project</b> Co-digestion of waste like fats, oil, and grease with wastewater sludge to enhance digester efficiency and biogas yield/quality which can further offset WWTP energy costs and reduced biosolids disposal costs.	●			Pilot technical memo completed and project review meeting with MECP planned for Q2, 2021.
<b>Tavistock New Well Supply Class EA Study</b> Schedule C Class Environmental Assessment Study to locate a new well in Tavistock for security of supply.	●	●	●	Test wells drilled at three different potential sites in order to assess water quality and potential yields. Public consultation planned for Q2, 2021.

Description	2021	2022	2023	Status Update
<b>Woodlands</b>				
<b>Ongoing Implementation of Forestry Management Plan</b> Multi-year implementation plan focused on tree planning, wetland rehabilitation, invasive species management and tree salvaging and commercial harvesting.	●	●	●	FMP implementation ongoing: commercial harvest at Zenda Tract started.
<b>Hodges Wetland Complex (Phase 4)</b> Final phase of wetland construction that includes: 10 additional wetland cells (2021); improving year-round access to the banks of cedar creek in conjunction with trail development (2021); reed canary grass eradication in previously flooded woodland sections (2021); low density tree planting along 2.2 km of wetland edge and in 20 acres of previously flooded woodland section (2022).	●			Final phase of Hodge's Wetlands construction complete.
<b>Wetland Creation</b> Municipal drain improvement from the Western extent of Old Stage Road to the Northwest corner of the Sweaburg Swamp property is currently underway. Part of the plan will be amended through the creation of a wetland on a previously non-forested section along the edge of the County woodland to: improve the conditions of the peat bog immediately adjacent; create a valuable ecological feature containing open water, woodlands and grasslands; and prevent the need to dredge the ditch running through the middle of the county woodland.	●			Implementation on hold until municipal drain work begins.

## Operations/Service Level Update

- All three Water and Wastewater operating authorities have maintained COVID-19 conference calls and updates during the pandemic. County Water and Wastewater Services have been able to maintain service levels during the pandemic ensuring the ongoing delivery of operational and capital projects. All repair and maintenance are being undertaken by water and wastewater services on all systems.
- There are no staff entering a customer's private dwellings during the Provincial lockdown. There has been no other impact to the Level of Service in Q1 2021 during the ongoing COVID-19 pandemic.
- Ongoing health and safety measures to mitigate staff exposure to infectious disease include employee/contractor pre-screening, social distancing, enhanced cleaning, hygiene, personal protective equipment (face coverings, gloves, face shields) as required, working alone when possible, staggered staff lunch and start times, and work from home where and when possible.



## WASTEWATER

### Variance Reporting

For period ending March 31, 2021

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
<b>REVENUES</b>						
GENERAL REVENUES	(4,973,637)	(20,962,367)	(20,955,717)	6,650	- %	23.7%
OTHER REVENUES	-	(1,053,568)	(532,896)	520,672	(97.7)	-
CAPITAL REVENUES	(378,224)	(23,217,458)	(23,251,823)	(34,365)	0.1	1.6
<b>TOTAL REVENUES</b>	<b>(5,351,861)</b>	<b>(45,233,393)</b>	<b>(44,740,436)</b>	<b>492,957</b>	<b>(1.1)</b>	<b>12.0</b>
<b>EXPENSES</b>						
SALARIES AND BENEFITS	656,400	3,021,592	3,021,592	-	- %	21.7%
OPERATING EXPENSES	920,264	4,833,541	4,552,075	(281,466)	(6.2)	20.2
DEBT REPAYMENT	1,239,716	3,143,911	2,948,316	(195,595)	(6.6)	42.0
CAPITAL EXPENSES	419,096	23,227,046	23,251,823	24,777	0.1	1.8
OTHER EXPENSES	1,840,819	7,363,279	7,363,279	-	-	25.0
INTERDEPARTMENTAL CHARGES	821,882	3,644,022	3,603,349	(40,673)	(1.1)	22.8
<b>TOTAL EXPENSES</b>	<b>5,898,177</b>	<b>45,233,391</b>	<b>44,740,434</b>	<b>(492,957)</b>	<b>(1.1)</b>	<b>13.2</b>
<b>TOTAL WASTEWATER</b>	<b>546,316</b>	<b>(2)</b>	<b>(2)</b>	<b>-</b>	<b>-</b>	<b>-</b>

### Comments

**Revenues:** Increased transfer from reserve to offset expenses. No other significant changes.

**Expenses:** Increased charge from facilities mostly due to unbudgeted health and safety projects required and increased insurance charges of \$25,000. Purchased Services increased due to \$15,000 study by McMaster University added and Woodstock CCTV charges of \$218,000. Debt repayment increased by \$196,000 for the Tavistock biosolids project.

### 2021 Approved CAO Emergency/Emergent Issues

Project Name	Reference	Projected Costs	Description
950225 - Tillsonburg Stoney Creek Sanitary Main	PW2021-19	180,000	Emergency Repairs - Tillsonburg Sanitary Sewer Stoney Creek Erosion Protection

\* Revised budget includes approved in year transfers

## WATER

### Variance Reporting

For period ending March 31, 2021

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
<b>REVENUES</b>						
GENERAL REVENUES	(4,762,662)	(19,275,143)	(19,269,733)	5,410	- %	24.7%
OTHER REVENUES	-	(366,704)	(347,275)	19,429	(5.6)	-
CAPITAL REVENUES	(930,104)	(15,790,357)	(15,763,863)	26,494	(0.2)	5.9
<b>TOTAL REVENUES</b>	<b>(5,692,766)</b>	<b>(35,432,204)</b>	<b>(35,380,871)</b>	<b>51,333</b>	<b>(0.1)</b>	<b>16.1</b>
<b>EXPENSES</b>						
SALARIES AND BENEFITS	753,211	3,438,599	3,438,599	-	- %	21.9%
OPERATING EXPENSES	860,922	5,694,492	5,685,300	(9,192)	(0.2)	15.1
DEBT REPAYMENT	17,533	529,740	529,740	-	-	3.3
CAPITAL EXPENSES	930,106	15,793,107	15,763,863	(29,244)	(0.2)	5.9
OTHER EXPENSES	1,648,316	6,593,261	6,593,261	-	-	25.0
INTERDEPARTMENTAL CHARGES	799,885	3,383,006	3,370,109	(12,897)	(0.4)	23.7
<b>TOTAL EXPENSES</b>	<b>5,009,973</b>	<b>35,432,205</b>	<b>35,380,872</b>	<b>(51,333)</b>	<b>(0.1)</b>	<b>14.2</b>
<b>TOTAL WATER</b>	<b>(682,793)</b>	<b>1</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>-</b>

### Comments

No significant variances forecasted

# WOODLANDS CONSERVATION

## Variance Reporting

For period ending March 31, 2021

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
<b>REVENUES</b>						
GENERAL REVENUES	-	(15,000)	(15,000)	-	- %	- %
OTHER REVENUES	-	(16,250)	(16,250)	-	-	-
<b>TOTAL REVENUES</b>	-	(31,250)	(31,250)	-	-	-
<b>EXPENSES</b>						
SALARIES AND BENEFITS	25,803	106,916	106,916	-	- %	24.1%
OPERATING EXPENSES	5,621	86,098	86,010	(88)	(0.1)	6.5
INTERDEPARTMENTAL CHARGES	3,389	12,899	12,913	14	0.1	26.2
<b>TOTAL EXPENSES</b>	34,813	205,913	205,839	(74)	-	16.9
<b>TOTAL WOODLANDS CONSERVATION</b>	<b>34,813</b>	<b>174,663</b>	<b>174,589</b>	<b>(74)</b>	<b>-</b>	<b>19.9</b>

### Comments

No significant variances forecasted



## Goals and Objectives

Description	2021	2022	2023	Status Update
<b>Undertake community and stakeholder consultations</b> Articulate the value and impacts of existing library services. Understand community needs and service gaps. Identify community-driven program and service opportunities.	●	●		Conducting surveys, engaging consultant later in the year to assist with survey data analysis
<b>Comprehensive review and inventory of technology resources and services</b> Conduct a thorough assessment of IT resources. Study best practices, new material formats, accessibility issues, and advances in information technology. Develop an IT Plan.	●	●		Completed technology survey, awaiting results of application to participate in the Toronto Public Library Bridge Project regarding impact of technology services
<b>Technology Leadership – develop staff expertise</b> Establish technology core competencies. Identify staff training needs and opportunities. Develop staff training program.	●	●		In development using the SOLS core competencies as guidance
<b>Development of a Communications and Awareness Plan based on the Library Brand: Connect. Discover. Share. Become.</b> Will build on the efforts of Goal #1 (community and stakeholder consultations). Patron stories and value statements will form the basis of marketing efforts.	●	●		Developing ICONS to enhance Brand identity, communications improvement with Area Municipalities
<b>Pursue Provincial Reaccreditation</b> Ontario Public Library Guidelines 7 <sup>th</sup> ed. Deadline Q4 2021	●			Ongoing – planned to have it complete by end of the year
<b>Policy Review</b> Adopt the Turning Outward approach to policy review. Review policies through a variety of lenses. Engage with public and staff. Identify and discuss policies, practices, services and attitudes that inhibit inclusion.	●	●		Progress being made and are on track to complete as planned. Established a staff committee to address equity, diversity and inclusion in select policies.

## Operations/Service Level Update

- Limited to curbside pickup at all branches with the exception of Tillsonburg and Ingersoll branches that are open to book browsing, check out and computer use
- Lock down effective April 8 – restricted to outdoor curbside pickup at all branches

# LIBRARY

## Variance Reporting

For period ending March 31, 2021

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
<b>REVENUES</b>						
GENERAL REVENUES	(7,358)	(206,993)	(197,224)	9,769	(5.0%)	3.7%
OTHER REVENUES	-	(280,813)	(280,813)	-	-	-
CAPITAL REVENUES	(23,119)	(369,500)	(368,965)	535	(0.1)	6.3
<b>TOTAL REVENUES</b>	<b>(30,477)</b>	<b>(857,306)</b>	<b>(847,002)</b>	<b>10,304</b>	<b>(1.2)</b>	<b>3.6</b>
<b>EXPENSES</b>						
SALARIES AND BENEFITS	521,768	2,322,519	2,545,783	223,264	8.8%	20.5%
OPERATING EXPENSES	189,913	674,898	679,709	4,811	0.7	27.9
DEBT REPAYMENT	74,595	147,197	147,197	-	-	50.7
CAPITAL EXPENSES	23,549	379,500	378,965	(535)	(0.1)	6.2
OTHER EXPENSES	16,750	67,000	67,000	-	-	25.0
INTERDEPARTMENTAL CHARGES	272,085	1,035,495	1,022,356	(13,139)	(1.3)	26.6
<b>TOTAL EXPENSES</b>	<b>1,098,660</b>	<b>4,626,609</b>	<b>4,841,010</b>	<b>214,401</b>	<b>4.4</b>	<b>22.7</b>
<b>TOTAL LIBRARY</b>	<b>1,068,183</b>	<b>3,769,303</b>	<b>3,994,008</b>	<b>224,705</b>	<b>5.6</b>	<b>26.7</b>

### Comments

**Expenses** : Salaries and Benefits savings are due to lockdowns which resulted in branch closures and reduced hours

**To: Warden and Members of County Council**

**From: Director of Public Works**

## **Emergency Repairs – Oxford Road 51 (John Pound Road) Storm Sewer and Slope Stabilization, Tillsonburg**

### **RECOMMENDATION**

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1. That Oxford County Council receive Report No. PW 2021-20 entitled “Emergency Repairs - Oxford Road 51 (John Pound Road) Storm Sewer and Slope Stabilization Project” for information.

### **REPORT HIGHLIGHTS**

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- In 2020, the County awarded a contract to Gedco Excavating Ltd. to undertake storm sewer installation, slope rehabilitation and full-depth road restoration works on Oxford Road 51. While this work was being completed, it was discovered that the extent of the underlying impact to Oxford Road 51 extended far beyond the original slope failure.
- Due to the significant threat to the existing road embankment and newly-installed storm sewer, emergency restoration work was completed by Gedco Excavating Ltd. in 2021.
- In accordance with the County’s Purchasing Policy, the Director of Public Works, in collaboration with the Chief Administration Officer, has authorized this emergency capital works which were unplanned and not budgeted as part of the 2021 Business Plan and Budget.

### **Implementation Points**

As construction progressed in 2020 per the original contract, it was discovered that the impact from the original slope failure extended far beyond the site than what was initially considered. An emergency site meeting was held to discuss the required additional restoration work to safely rehabilitate the slope and remedy potential impacts to road stability.

In order to derive an implementable solution to address these concerns, Public Works staff provided engineering project management support to the general contractor and coordination with the retained engineering consultant to derive an implementable solution. The necessary emergency repairs were subsequently authorized and the original contract was expanded to include this new project scope. The emergency capital works were then carried out in the first quarter of 2021.

**Report No: PW 2021-20**  
**PUBLIC WORKS**  
**Council Date: May 12, 2021**

Oxford Road 51 was subsequently reopened on March 24, 2021 as the emergency works were completed. Additional restoration work (seed restoration on slopes) and topcoat surface asphalt will take place in the spring and summer of 2021.

## Financial Impact

The emergency slope restoration was completed as an Emergency Purchase in accordance with Section 10.1 of the Purchasing Policy:

*'The Purchasing Designate shall be authorized to make emergency purchases in excess of \$25,000 upon the approval of the Director. The Director shall advise the CAO by memo. The CAO will decide whether a report to Council is required'.*

The 2021 emergency slope restoration expenditures (construction and engineering fees), totalling \$475,000, will be funded from the Roads Reserve which has a budgeted 2021 closing balance of \$8,470,822.







## Communications

The communication strategy for this project was similar to other County construction projects. In early August 2020, ahead of construction start-up, a Notice of Construction letter was delivered to nearby property owners and local businesses and construction signage was posted at the project location in advance to alert the general public. As construction commenced, updates and road closures were communicated on the Municipal 511 website.

Oxford County staff has been in communication with the Town of Tillsonburg staff with respect to the scope of work, schedule and impacts to local residents, businesses and traffic. The Director of Public Works has personally updated Town of Tillsonburg staff and council members with respect to road closures and project schedule extensions throughout the project duration for the emergency works. The community has been notified of project extension through social media posts and updates through 511.

County staff will provide the necessary information to the Long Point Region Conservation Authority (LPRCA) regarding tree removals and will also provide updates to County Council on emergency authorized purchases through the quarterly Financial Update and 2021 Business Plan Review.

## Strategic Plan (2020-2022)

					
<b>WORKS WELL TOGETHER</b>	<b>WELL CONNECTED</b>	<b>SHAPES THE FUTURE</b>	<b>INFORMS &amp; ENGAGES</b>	<b>PERFORMS &amp; DELIVERS</b>	<b>POSITIVE IMPACT</b>
1.i.	2.i.	3.iii.			

## DISCUSSION

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### Background

The tender for the Oxford Road 51 (John Pound Road) Storm Sewer and Slope Stabilization project in Tillsonburg was awarded to Gedco Excavating Ltd. in 2020 for new storm sewer installation, rehabilitation of slope failures and full-depth road restoration, as shown in Attachment 1.

Prior to the 2020 construction contract, drainage along Oxford Road 51 was primarily accommodated by roadside ditches and storm sewers which would outlet over a slope to the Otter Creek. The existing storm sewers were corrugated metal pipe (CMP) ranging in diameter from 200mm to 300mm and were installed before mid-1980's. As a result of the age and material of the pipe, these sewers had experienced moderate to severe levels of corrosion, leading to erosion of pipe bedding material, undermining of the sewer and slope failure at outlet locations.

In general, the scope of work for the original construction contract, which was undertaken from September 2020 to December 2020, consisted of:

- Storm sewer removals and/or abandonment;
- Installation of storm sewer and appurtenances;
- Pavement structure including granular road base, curb and gutter, and asphalt pavement;
- Existing outlets will be abandoned and the areas of slope failure will be repaired; and
- Re-grading/restoration/landscaping where required.

As construction progressed and the extent of the underlying slope failure problem became more clearly defined, it was apparent that the underlying impact extended far beyond the site of the original slope failure causing additional slope instability, failure in the surface of the roadway and unsafe road conditions for vehicles.

### Comments

In response to the problems identified with the slope and structural integrity of the road, an emergency site meeting was held on December 13, 2020 and, with the assistance of an engineering consultant (Vallee Consulting Engineers), an estimated scope of work was established with the General Contractor (Gedco Excavating Ltd.) as outlined below:

- Removal and disposal of over-thickened asphalt pavement structure;
- Specialized construction equipment to remove existing concrete blocks from bottom of slope in order to place stabilization materials;
- Excavate the slope much deeper and wider (than was originally designed) due to unforeseen soil conditions and install stabilization materials;
- Additional engineering design and specialty contractor to install sheet-pile in order to save existing road embankment and stabilize newly installed storm sewer; and
- Additional slope restoration measures included: structural granular fill material; low strength flowable fill; gabion baskets; slope re-grading; re-instate guiderails and localized base asphalt placement.

**Report No: PW 2021-20**  
**PUBLIC WORKS**  
**Council Date: May 12, 2021**

This emergency work was completed on March 24, 2021 and the road has since been re-opened for public use.

Remaining roadside works include seed restoration and topcoat surface asphalt restoration, which will be completed when weather conditions are favourable in spring/summer 2021.

## **Conclusions**

Unforeseen circumstances at the Oxford Road 51 (John Pound Road) project site in Tillsonburg required additional design and construction, safety provisions, specialized equipment and immediate action in order to rehabilitate the slope and reinstate the structural integrity of the road.

## **SIGNATURES**

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### **Report Author:**

Original signed by

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Heather Van, P.Eng., PMP  
Project Engineer

### **Departmental Approval:**

Original signed by

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David Simpson, P.Eng., PMP  
Director of Public Works

### **Approved for submission:**

Original signed by

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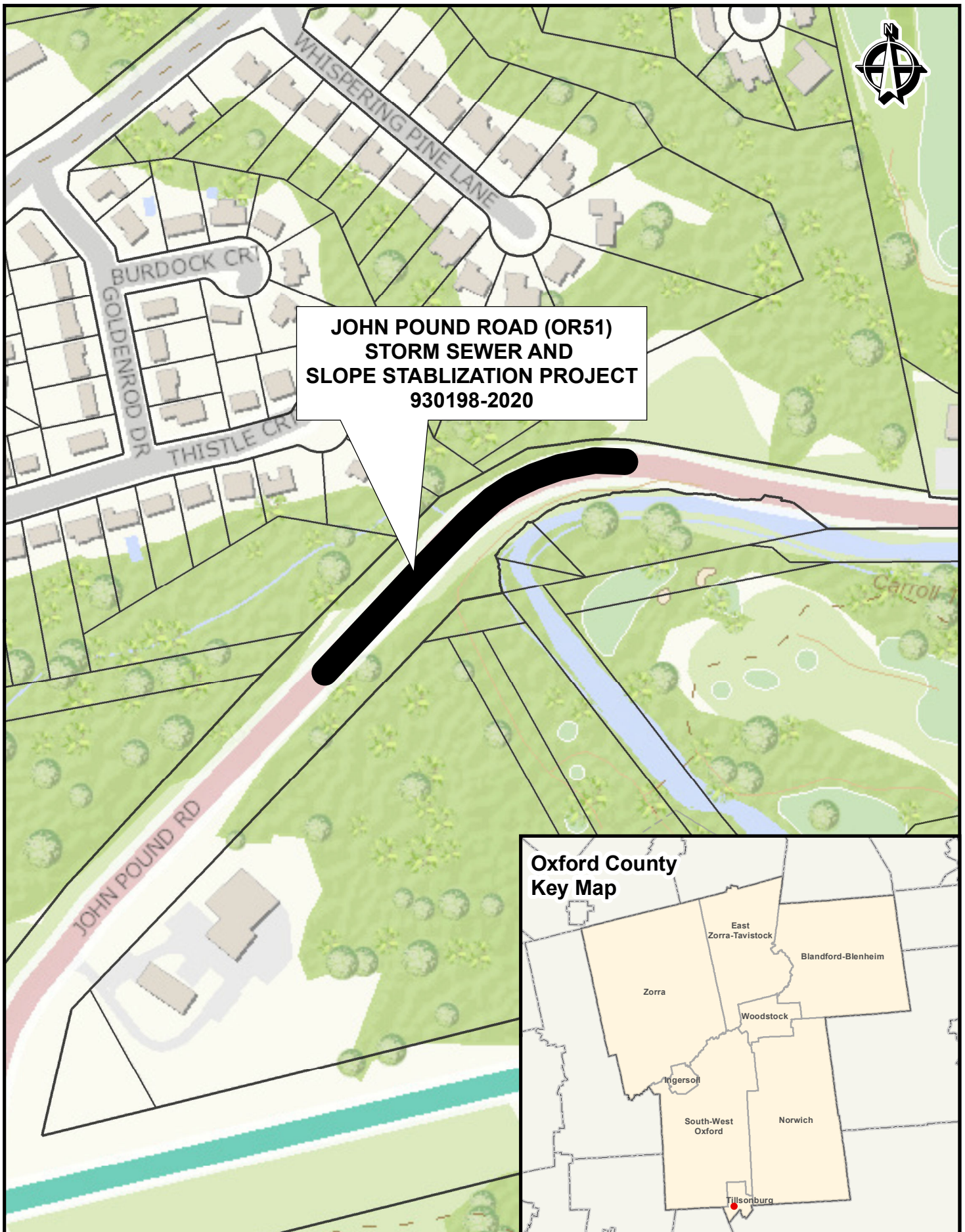
Michael Duben, B.A., LL.B.  
Chief Administrative Officer

## **ATTACHMENT**

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Attachment 1: Oxford Road 51 (John Pound Road) Construction Location Map





## PENDING ITEMS

Copied for Council Meeting of May 12, 2021

Council Meeting Date	Issue	Pending Action	Lead Dept.	Time Frame
26-Sep-18	Resolution No. 9: "Resolved that the recommendation contained in Report No. CP 2018-269, titled "Application for Official Plan Amendment OP 18-05-3 – Michael and Violetta Bell (Evan Van Moerkerke)", be deferred to allow Norwich Township Council to consider new information that may impact the zoning application."		CP	Q1 2019
27-Nov-19	Request from by Councillor Mayberry for staff report on plans to further reduce GHG emissions	Report	PW	2020
8-Jan-20	Correspondence from Minister Steve Clark (MMAH) re Canada-Ontario Housing Benefit Program Allocations - referred to staff for inclusion in Housing Strategy Council report	Report	HS	Q1 2020
12-Feb-20	"Resolved that Council adopt in principle CAO 2020-01 and that the plan be circulated to all Oxford Area Municipalities for input before adoption.	CAO 2020-01 - Leading Oxford County to "100% Housed" Future	CAO	22-Apr
12-Aug-20	Correspondence from WDDS for grant funding	received and referred to Human Services for a report	HS	14-Oct
12-Nov-20	Oxford Joint Service Delivery Review - That Council direct staff to continue discussions with area municipal partners; And further, that the Warden convene a special meeting of Council for the purpose of conducting a public session forum where members of Oxford County Council and lower tier councils will participate in a professional formulated and facilitated workshop to draw consensus and conclusions on: 1. what about our municipalities is important to protect; 2. critical success factors and key desired outcomes; 3. the evaluation of the current two-tier or any modified two-tier option; 4. any concluding recommendations.	That County Council hereby receives a verbal report from the CAO regarding results of the Service Delivery Review – Area Municipal Council Consultation Process Request for Quotations; And further, that Council approves the Request for Quotation from Strategy Corp Inc. in the amount of \$15,920 plus HST and related expenses, funded from the General Reserve.	CAO	2021
13-Jan	PW 2021-01: Resolved that the recommendations contained in Report No. PW 2021-01, titled "Implementation of Speed Management and Road Safety Review Recommendations", be adopted; And further, that County Public Works re-install the 80 km/h zone in Beachville on County Road 9 as it was prior to the recent change, and that the 50 km/h zone be extended to the 80 km/h zone on both the east and west end of the village; And further that the recently installed speed indicating signs remain as they currently are; And further that at the Township of South West Oxford's expense, that South West Oxford Public Works will do a minimum of three 7-day trials in each direction at different locations along Beachville Road over the next 6 months with all results provided to the OPP, the County of Oxford Public Works and Council, and the Township of South West Oxford Council by the first week of July 2021, to help determine if the Speed Indicating Signs have had any significant difference to the speeds of the traffic; And further that County Public Works prepare a report by August 30, 2021 if possible, (with potential support/cooperation of the OPP) subsequent to receiving the results of the speed monitoring done by South West Oxford to: 1. Provide their advice as to the effectiveness of the speed signs; 2. Other alternate speed influencing steps that could be taken to reduce the incidences of speeding (which may include but are not limited to bump outs, village entrance road width restrictions, three way stop at the corner of Zorra Line and Beachville Road and other environmental options) and; 3. The opportunities for utilization of Automatic Speed Enforcement system throughout the county which would include the potential for provincial acceptance, And further, that upon acceptance and implementation of effective speed reduction measures, that County Council would then consider potentially increasing the posted speed limit in Beachville; And further, if the similar changes made in Embro are not supported by evidence in Q1 that they also be returned to their previous state.	Staff report by August, 2021	PW	11-Aug
10-Mar	Council Composition	Extension granted by the Minister of Municipal Affairs and Housing	Council	letter sent to MMAH March 11, 2021. Awaiting response from Minister
24-Mar	Councillor Birtch request for a Human Services delegation to City of Woodstock Council for an update on strategies regarding homelessness and emergency housing initiatives		HS	TBA



COUNTY OF OXFORD

BY-LAW NO. 6344-2021

**BEING** a By-law to confirm all actions and proceedings of the Council of the County of Oxford at the meeting at which this By-law is passed.

The Council of the County of Oxford enacts as follows:

1. That all decisions made by Council at the meeting at which this By-law is passed, in respect of each report, resolution or other action passed and taken by the Council at this meeting, are hereby adopted, ratified and confirmed.
2. That the Warden and/or the proper officers of the County are hereby authorized and directed to do all things necessary to give effect to the said decisions referred to in Section 1 of this By-law, to obtain approvals where required, and except where otherwise provided, to execute all necessary documents and the Clerk is hereby authorized and directed to affix the corporate seal where necessary.
3. That nothing in this By-law has the effect of giving to any decision the status of a By-law where any legal prerequisite to the enactment of a specific By-law has not been satisfied.
4. That all decisions, as referred to in Section 1 of this By-law, supersede any prior decisions of Council to the contrary.

**READ** a first and second time this 12<sup>th</sup> day of May, 2021.

**READ** a third time and finally passed this 12<sup>th</sup> day of May, 2021.

\_\_\_\_\_  
LARRY G. MARTIN, WARDEN

\_\_\_\_\_  
CHLOÉ J. SENIOR, CLERK