Oxford County
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CAO Office
September 2024 Council Update

Services:
Corporate Leadership
Initiative Implementation

Goals and Objectives

Description	2024	2025	2026	Status Update
Oxford County Strategic Plan Implement the new 2023-2026 Strategic Plan including updates to templates and the website. Develop annual reporting of plan indicators to be shared with Council and the community through planned communication. Ongoing implementation and oversight of initiatives within the plan.	🟢	🟢	🟢	Implementation is ongoing and will be reflected in the 2025 and 2026 Business Plan & Budget.
Strategic Commitments Review and assess the broader commitments including 100% RE, Zero Waste, Zero Poverty and 100% Housed to identify gaps and opportunities to realign priorities and offer additional support to achieve these initiatives.	🟢	🟢	🟢	Ongoing efforts to reflect the Strategic Plan. Work is ongoing for the Community Safety and Well-Being Steering Committee and the DEI Action Coalition.
Continuous Improvement Enhance client relations with residents, County Council and area municipal staff. Improved business processes and efficiencies; innovative changes or improved timelines in the delivery of County programs and services. Introduction of new or improved practices that enhance service delivery and relationships.	🟢	🟢	🟢	Ongoing County and area municipal meetings to identify challenges and improve service delivery and collaboration.
Advocacy Develop an intergovernmental advocacy strategy to champion evolving service priorities for the County and strategically lead advocacy initiatives for Oxford County in relation to the County's strategic priorities and various Southwestern Ontario and Rural issues.	🟢	🟢	🟢	Ongoing follow up post AMO delegations. Report to County Council introducing the Advocacy Framework in July 2024. Ongoing advocacy efforts through ROMA, WOWC, AMO, etc.
Safe & Well Oxford Support and facilitate the goals and objectives within the *Safe & Well Oxford: Community Safety & Well-Being Plan* and the activities of its Action Coalitions. Develop and improve capacity to measure community health, safety and well-being. Provide staff support and leadership to the Diversity, Equity and Inclusion action coalition. Explore Oxford's role in the "Calls to Action" contained within the *Truth and Reconciliation Report*.	🟢	🟢	🟢	Steering Committee updates provided to Area Municipal Councils through delegations in June and July 2024. Preliminary metrics established. DEI Inclusion Charter completed.

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Tourism
September 2024 Council Update

Services:
Tourism Industry Support
Tourism Visitor Support

Goals and Objectives

Description	2024	2025	2026	Status Update
Develop and begin implementation of Tourism Strategy Complete research and develop a five-year Tourism Strategy for Oxford County. Components include consultation (meetings, surveys) with tourism businesses and residents and a review of existing reports/strategies, and research.	🟢			The strategy will be presented to Oxford County Council in October.
Implement Sustainable Tourism Strategy Recommendations Start implementation of sustainability recommendations resulting from the *GreenStep 2023 Destination Assessment.*	🟢	🟢	🟢	Data collection has started but much of the other work has been delayed due to a job opening in the division.
Modernize Visitor Services Improve visitor information services with increased signage and improved online customer experience. Install visitor information signage in municipalities at key locations, where it has not yet been installed. Develop and implement a website content strategy with the goal to improve customer service and reduce staff time maintaining content	🟢			Signage is up at all participating sites and ad campaigns have been run with a high success rate. Further development is delayed until Winter 2024-2025.

Division Update

- **Management:**
  - Parliamentary Secretary to the Minister of Small Business and the Minister responsible for the Federal Economic Development Agency, Bryan May, visited Snyder's Farm to announce $3.2 million in funding for 20 organizations across southwestern Ontario to support tourism growth. This funding includes $90,000 to implement a five-year strategic tourism plan in Oxford County to improve inclusivity, community vitality and sustainability. View news update.
- **Product development:**
  - Three Your Next Stop routes were launched, featuring 19 businesses. The Your Next Stop program promotes visitation between nearby tourism attractions providing ready to go itineraries available online and through signage at the participating attractions.
  - Tourism Oxford, Downtown Woodstock and Ontario's Southwest have partnered to host Discover Dundas. A familiaration tour event for hospitality workers to get out and discover the great restaurants and retailers in downtown Woodstock. This is the second familiarization tour event hosted in 2024 with more planned in 2025.
  - Tourism Oxford partnered with eLearningU providing subsidized spaces to 30 local tourism businesses, partners and municipal staff to complete the the eLearningU Tourism Digital Marketing Essentials course. Through 11 comprehensive modules, featuring video lessons and real-world tourism examples, participants will gain actionable knowledge to put into practice.
- **Marketing: January - June 2024 results**
  - Tourism Oxford ran a summer digital campaign (July 1 – August 2) promoting small towns, experiences, Your Next Stop itineraries, relaxation, outdoors, newsletter subscription, and food and drink. Campaign results were: 1.23 million impressions and a 2.04% link click-thru rate (industry average link click-thru rate is .90%).
  - Travel media stories: Un itinerario por Ontario, Canadá, 2 Ontario's Southwest and Oxford County partnered with Destination Ontario to host two freelance travel writers from Mexico to explore all the amazing things the region has to offer.

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Strategic Communications & Engagement
September 2024 Council Update

Services:
Communications and Engagement

Goals and Objectives

Description	2024	2025	2026	Status Update
Update communication and engagement strategy Update Oxford County's communication and engagement strategy ("Inform and Engage: A Guideline for Effective Communication & Public Participation at Oxford County," 2014) as per the 2023-2026 Strategic Plan: Goal 3.2 - *Update the County's Communication & Engagement Strategy to support & Engagement Strategy to support continuous civic engagement and ongoing communication.*	🟢	🟢		In progress. Initial review of 2014 "Inform and Engage" Plan undertaken to assess scope of changes, additions and dated content.
Expand use of short-form video to augment online engagement Broaden Oxford County's use of short-form video across social media platforms to increase number of engagements.	🟢			2024 short videos to date (5): water conservation, Pride Month, housing (Parkinson), shelter in place (emergency), winter waste set-out. 2024 launch of EarlyON "An Oxford Minute (made 2023)." 1 internal video: new employee onboarding
Exploring options for services to some area municipalities Develop service delivery framework for area municipalities interested in partnering with the County for delivery of these services.	🟢			Support services for communications not pursued at this point. Continue to seek opportunities to collaborate with area municipalities, including Warden/Mayor-led announcements for service agreements (Feb 2024) and engineering construction (Dec 2023)

Division Update

- Legacy oil and gas wells: Comprehensive rollout of public education campaign funded by Government of Ontario.

- Communications support for more than 20 EA studies and construction projects, spanning public notices, resident handouts, print and broadcast advertising, digital advertising and social media.

- Engagement campaigns on *Speak Up, Oxford!* for nine (9) projects: rural library service, upcoming changes to curbside collection, child and early years 5-year plan, tourism 5-year plan, development charges, 2025 budget, William Street SPS, Drumbo wastewater treatment plant and Tavistock wastewater treatment plant. Information hubs with two-way information established for Punkeydoodles Corners study and OR 59 (Vansittart Ave) bridge reconstruction.

- Issued 50 media releases and more than 20 news "updates" (smaller announcements) to online newsroom

- Woodingford Connections newsletter: Editing, copy writing and graphic design for monthly newsletter for Woodingford residents, family and staff.

Human Resources
September 2024 Council Update

Services:

Labour Relations	Employee Wellness and
Staffing	Safety
Total compensation	Staff Development

Goals and Objectives

Description	2024	2025	2026	Status Update
Employer Branding Work with Strategic Communications and Engagement to develop a variety of promotional materials to market the County as an attractive employer.	🟢			On track
Succession Planning & Leadership Development Review past succession planning and leadership development programs, make improvements based on current and projected needs, best practices, etc. and re-launch improved programs.	🟢	🟢		On track, leadership development program to be proposed as part of 2025 budget and business plan
Learning and Career Development Review overall learning and development programs/options available to all staff (example, Oxford Grows annual learning calendar) to see where gaps exist and plan/strategize accordingly.	🟢	🟢		On track
Ensure Competitive Compensation Complete a non-union compensation review. Analyze unionized compensation in preparation for future rounds of negotiations.	🟢	🟢		On track for recommendations to be presented to Council in Fall 2024, with any approved impacts budgeted in 2025
Diversity, Equity, and Inclusion Work with the County's DEI Officer and DEI Committee to implement the County's internal DEI action plan.	🟢	🟢		On track

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Clerks
September 2024 Council Update

Services:
Records Management
Risk Management
Council Support

Archives:
Outreach & Programming
Reference & Information
Collections & Resource
Management

Goals and Objectives

Description	2024	2025	2026	Status Update
Oxford Anniversaries Planning and coordinating of events and promotional materials celebrating 175 years since incorporation, 50 years since restructuring, and 25 years since the establishment of the Oxford County Archives; all in 2025; starting with the creation of three promotional banners highlighting the evolution and history of the Oxford County.	🟢	🟢		Event planning is progressing in collaboration with community partners
Online Exhibit Digital Museums Canada Online exhibit in collaboration with the Woodstock Art Gallery "Through Ella's Eyes: A Year in the life of a Victorian Canadian Woman" covering the 1860 diary of Ella Youmans, mother of artist, Florence Carlyle, while teaching in North Carolina at the brink of the American Civil War.	🟢	🟢	🟢	Collaborative project with Woodstock Art Gallery expected completion by end of 2024
Records Management Program review Review of the County's current records management program including physical holdings, retention schedules, EDRMS, and pertinent policies to improve service and efficiency, and implementation of new technologies, such as barcoding, to assist with the County's record management procedures.	🟢	🟢	🟢	Review is underway. Assisting with advising staff on purging non-vital physical records predominantly in OCAB as part of the ongoing Facility Space Optimization project.

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Customer Service
September 2024 Council Update

Services:
Administrative Support

Goals and Objectives

Description	2024	2025	2026	Status Update
CRM Software Implement a Customer Relationship Management software solution to optimize our operations, improve citizen satisfaction, and deliver efficient and responsive services to the community.	🟢	🟢	🟢	In final stages of evaluation.

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Finance
September 2024 Council Update

Services:
Accounting
Fiscal Management
Treasury

Payroll
Asset Management

Goals and Objectives

Description	2024	2025	2026	Status Update
2024 Asset Management Plan – All Assets Complete the 2024 Asset Management Plan update for all assets by the July 1, 2024 deadline as per Ontario Regulation 588/17.	🟢			Complete
2024 Development Charges Background Study Finalize the 2024 Development Charges (DC) Background Study, and pass new Development Charge By-Laws prior to expiry of existing DC By-Laws in June.	🟢			Complete

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Information Technology
September 2024 Council Update

Services:
IT Infrastructure

Goals and Objectives

Description	2024	2025	2026	Status Update
Continue deployment of wireless system County wide System deployment commenced in 2023	🟢			In progress expected completion by end of Q4
Cybersecurity Policy Develop, Implement, and maintain a Cybersecurity Policy	🟢	🟢		Development is ongoing

Goals and Objectives

Description	2024	2025	2026	Status Update
Support implementation on Asset Management Systems Enhancement project Mobile workforce - Increased visibility, compliance and streamlined workflow.	🟢	🟢		Integration with ERTH for water/wastewater service requests is currently being tested
NG911 and Road data transformation In 2022, Modernization funding was provided to upgrade required software and hardware for the implementation of an enterprise solution for roads and address data management. In 2023, we will continue to update processes and data schemas to ensure that the County is ready for Next Generation 911 (NG9-1-1) services.	🟢			Roads data update is complete NG911 is contingent on Bell's project timeline
Upgrade Water Utility data Implement the water utility network which leverages ArcGIS Enterprise to create a seamless Web GIS. This system enables data sharing across the entire organization, providing an authoritative view of water assets to everyone that needs it. It will provide advanced asset modeling capabilities, a modern web GIS architecture, and analysis tools that provide information gathering for better operational awareness and decision-making. The utility network will also serve as a centralized system of record. This results in increased efficiencies in daily operations, planning projects, and responding to emergencies.	🟢	🟢		Water infrastructure data standardization across the County has been completed, with wastewater data set to be finalized by the end of October. The implementation of the Water Utility Network is scheduled to begin in 2025.

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Provincial Offences Administration
September 2024 Council Update

Services:
Court Administration and
Prosecution

Goals and Objectives

Description	2024	2025	2026	Status Update
Provincial Legislation Updates Administer changes to POA procedures as outlined in Bill 177 Stronger, Fairer Ontario Act (Budget Measures), including restructured Early Resolution model	🟢			Outstanding sections of Bills 177 and 197 were implemented in the Fall 2023 – Clerk of the Court responsibilities as it applies to Failure to Responds, extensions and re-openings. Early Resolution sections of Bill 177 were repealed and are undergoing further consultations
Prosecution Model Implement change to POA prosecution as detailed in provincial legislation, Bill 177 Stronger, Fairer Ontario Act, to include Part III prosecutions by the municipal prosecutor		🟢		Implementation will not be considered until the pandemic backlog is cleared; expect to take another year to complete backlog. Increase in Part III court dates will assist in clearing backlog and monitor court time. Start time of all courts changed to 9:30 a.m. from 10:00 a.m. which will allow the scheduling of additional matters
Digital Evidence Management System (DEMS) Streamline process of disclosure management with implementation of Digital Evidence Management System. Enforcement agencies will be able to seamlessly share evidence with the POA prosecution	🟢			Complete

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Engineering
September 2024 Council Update

Services:
Capital Works Design and Construction
Development Review

Goals and Objectives

Description	2024	2025	2026	Status Update
Design and Construction Engineering Standards for Linear Infrastructure Work to ensure a minimum standard of quality, consistency, and sustainability for the County's linear infrastructure during design and construction.	●			Ongoing, planned for Q4 2024 completion.
Implementing Project Management Documentation Guidelines for Capital Delivery Standardization and implementation of Project Management documentation for Capital projects, guided by *Project Management Institute* best practices.	●	●	●	Implementation of best practices is ongoing.
Service Level Standard (SLS) Development Review Work to streamline internal reviews of development files in order to establish clear procedures and assignment of responsibility in support of the *More Homes for Everyone Act* and its legislated review timelines.	●	●		After a delay due to staff resources to support the Development Charges Background Study, work is underway.
Enhancement of Development Review Services Enhance development review with expedited assessments, expanded collaboration and adaptable processes to address changing legislation.	●	●	●	Ongoing outreach to Area Municipalities continues.

Division Update

- Some operational savings as a result of staff turnover.
- Delivery of the capital budget for 2024 is on track with approximately 75% of Engineering Services' capital funds committed for 2024.

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Fleet, Facilities and Energy Managem[...]
September 2024 Council Update

Services:
Fleet and Equipment
Property, Facility, and
Energy Management

Goals and Objectives

Description	2024	2025	2026	Status Update
Green Fleet Plan Implementation Ongoing implementation of the 2021-2025 Green Fleet Plan to promote low carbon transportation and reduce greenhouse gas emissions, and initiate the next iteration of the plan.	🟢	🟢	🟢	Implementation ongoing, and on target for 2024.
Implementation of Renewable Energy Action Plan Ongoing implementation of the 2022-2032 Renewable Energy Action Plan (23 projects) including 2024 implementation of Solar PV systems (Thamesford Wastewater Treatment Plant (WWTP), Athlone Booster Station, 135 Carroll housing), Wood Pellet Boiler system (59 George Johnson) and Woodstock WWTP biogas combined heat and power system (regulatory approvals).	🟢	🟢	🟢	Solar PV and biogas design and construction progressing as planned. Wood Pellet Boiler system project has been cancelled as upon tender close, the project had unfavourable financial payback with the anticipated limited environmental performance.
Energy Management Plan Implementation Ongoing implementation of the 2019 Energy Management Plan (EMP) to reduce energy consumption and greenhouse gas emissions at County-owned and occupied buildings. Projects planned for 2024 include Woodingford Lodge HVAC optimization, energy assessments, GHG reduction measures design (70 Maria, 178 Earl, 16 George) and development of the 2024-2028 EMP.	🟢	🟢	🟢	Implementation of the 2019 EMP projects is continuing as planned. The EMP 2024-2028 was presented to Council July 10 for adoption and implementation is underway.
Electric Vehicle Charging Station Infrastructure Installation of 27 Electric Vehicle Charging Stations and associated infrastructure to support the ongoing deployment of the County's growing Electric Vehicle fleet.	🟢	🟢		Currently 6 out of 8 sites have been completed, with the final two waiting on electrical equipment with extremely long lead times.
Forestry Management Plan Implementation Ongoing implementation of the Forestry Management Plan focusing on tree planting and tall grass prairie establishment (Thames River Wetlands), invasive species and competition management (Hall Tract and Drumbo Tract), and plantation replacement (Hall Tract) for 2024.	🟢	🟢	🟢	Implementation ongoing, and on target for 2024.

Division Update

- The Repair and Maintenance for buildings has seen increased costs this year related to the implementation of the backflow prevention program and an elevated increase in internal work order requests.
- Repair and Maintenance for vehicles has increased due to repairs required to landfill equipment.
- Fuel costs have seen a decrease so far in 2024 due to fuel prices being lower than anticipated, as well as less fuel consumption mainly during winter operations.

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Transportation Services
September 2024 Council Update

Services:
Transportation System
Planning, Management and
Maintenance

Goals and Objectives

Description	2024	2025	2026	Status Update
Ongoing Implementation of County-wide Traffic Calming/Speed Management Measures County-wide implementation of evidence based speed management, traffic calming and road safety measures.	●	●	●	Approved traffic calming measures (PW 2023-45) in Woodstock (OR 17, OR 15) and Tillsonburg (OR 20) to be implemented in Q4 2024.
Transportation Master Plan Implementation Ongoing strategic capital and program implementation of the 2024 Transportation Master Plan to promote sustainable multi-modal transportation infrastructure to move people and goods into and throughout the County, with enhancements to overall transportation network connectivity and mobility choices.	●	●	●	The 2024 Transportation Capital Plan aligns with the Transportation Master Plan (TMP) implementation program and infrastructure renewal, AODA compliance, improved pedestrian facilities (PXOs) and Cycling Master Plan implementation.
Review of Potential Development of County-wide Automated Speed Enforcement (ASE) Program County-wide municipal planning for the potential ASE implementation (photo radar) in school zones and community safety zones.	●			Strategy for ASE program development presented to Council in Report PW 2024-36.
Cycling Master Plan Implementation Ongoing strategic implementation of the 2021 Cycling Master Plan to construct cycling infrastructure within the primary cycling network that will afford greater connectivity between urban/rural settlement areas, neighbouring municipalities, local cycling/trail networks, tourist destinations and employment areas.	●	●	●	Implementation of cycling infrastructure (paved shoulders) on Oxford Road 24, east of Tavistock, is complete as part of road resurfacing project.

Division Update

- Gravel shouldering operations are complete.
- Roadside weed spraying is complete.
- Annual bridge washing program is complete
- Annual ditching program is ongoing.
- Line painting and asphalt padding/patching activities are ongoing

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Waste Management
September 2024 Council Update

Services:
Curbside Waste and Recycling Collection
Waste Diversion and Disposal

Goals and Objectives

Description	2024	2025	2026	Status Update
Transition of Municipal Blue Box Program to Full Producer Responsibility (FPR) Ongoing consultation, liaison, and reporting with municipal partners, stakeholders, and Provincial regulating authorities as part of Province-wide Blue Box transition to FPR from 2023 to 2025 and the County's December 31, 2025 transition date.	🟢	🟢		Contract award for catchment area that includes Oxford County has been finalized by Circular Materials Ontario with program details to follow in 2025.
Agricultural Plastic Diversion Program Ongoing implementation of pilot project for the collection (drop-off depot) and recycling of plastic agricultural bale/silage/wrap and plastic feed bags at the OCWMF.	🟢			Program is ongoing and has resulted in diversion of approximately 5 tonnes in 2023 and 6.4 tonnes to date in 2024 of agricultural plastics.
Procurement of Curbside Collection Contract Preparation and release of terms of reference for the County's curbside waste collection contract for implementation in 2026 for garbage, large article and potentially non-eligible recyclables and County organics (green-bin).	🟢			Proposals for procurement of curbside collection services have been received and are currently being evaluated with award recommendation to be presented to County Council in Q4 2024.
Expansion of Landfill Gas Collection and Flaring System Design and installation of additional landfill gas extraction wells and horizontal collection piping to control landfill gas emissions and reduce associated climate change impacts.	🟢	🟢	🟢	Design for wellfield expansion has been submitted to MECP for approval, for construction in 2025.

Division Update

- Annual County-wide curbside large article collection program was completed on schedule.
- Markets rates for blue box material remain steady in 2024. It is expected that 2024 budget amount for the sale of blue box materials will be met.

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Woodingford Lodge
September 2024 Council Update

Services:
Long Term Care

Goals and Objectives

Description	2024	2025	2026	Status Update
Continual Assessment of Long Term Care Needs Review number of municipal long term care beds against the community need for long term care placement and ensure adequate beds and/or services are offered to the community.	🟢	🟢	🟢	Review has commenced including current operational efficiencies to be released Q4 to council. Woodingford Lodge received continued funding ending March 31, 2025 from provincial government to facilitate a transitional senior's day program serving community members awaiting long term care placement with goal of decreasing emergency room visits. Woodingford Lodge Woodstock operates one respite bed providing overnight respite support to the community. A review of the efficiencies and effectiveness of operating this as a respite vs a full time bed is being conducted in Q4 to ensure community needs are being met.
Promote Quality Excellence through Accreditation Woodingford Lodge will receive and maintain full accreditation through Accreditation Canada in 2024. Areas of review include governance and leadership, delivery of care, emergency preparedness, infection prevention and control, medication management and resident experience.	🟢	🟢	🟢	Woodingford Lodge continues to prepare for our formal accreditation visit scheduled to occur Q4 2024. This process includes the update on internal policies and procedures.
Effective Infection Prevention and Control Management (IPAC) The home will implement a robust IPAC program resulting in prevention or reduction of the spread of infection, ensuring the safety of our Woodingford Lodge community.	🟢	🟢	🟢	Woodingford Lodge has developed a strong IPAC program consisting of 2 IPAC team members and a supervisor to oversee the three locations. The team has built strong partnerships with public health and ministry of health working to implement strategies to reduce the spread of infections and minimize the impacts of those that occur. Currently in 2024 the organization has had 9 outbreaks in total all managed effectively and lasting under 30 days. This quarter the team will be focusing on our annual flu vaccine campaign for staff attempting to increase staff participation over 2023 rate of 85%.

Description	2024	2025	2026	Status Update
Development of Continuous Quality Improvement Initiatives (CQI) The Woodingford Lodge CQI program will effectively provide continual improvement of operations, outcomes, systems processes, improved work environment and regulatory compliance.	🟢	🟢	🟢	Progressing well. 100% of required quality teams are structured and meeting in all three sites. Organization has improved its focus on reportable quality indicators seeing an improvement in falls prevention and pain management. All three sites have completed strategic planning exercise with goals of improving resident engagement, pleasurable dining, improved communication and employee orientation. Satisfaction surveys have been completed for residents, staff and employees with department specific action plans created.
Develop a thorough Emergency Preparedness Program Determine and develop capabilities required to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose risk through collaboration with our community partners.	🟢	🟢	🟢	Woodingford Lodge is currently updating all emergency preparedness processes and conducting monthly education for staff. Q4 annual in person education has strong emergency management component including fire extinguisher training.

Division Update

- Master Plan Operational Review was approved by Council resulting in organizational restructuring. Plan has been communicated to all staff, residents and family members. Q4 will see hiring and onboarding of identified positions to improve operational effectiveness.

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Community Services
September 2024 Council Update

Services:
Ontario Works
Housing with Related Supports
Discretionary Benefits

Goals and Objectives

Description	2024	2025	2026	Status Update
Implement Employment Services Transformation As part of the Province of Ontario's Social Assistance Modernization Initiative Employment Services Transformation will be implemented in Oxford County starting in 2024. With an emphasis on employment readiness and enhanced collaboration with Employment Ontario Partners Human Services will be tasked with service delivery targets and intense case management using the Common Assessment Tool. Building upon current practices the goal will be to successfully and seamlessly transition to the new framework for Employment Ontario services with a client centered approach.	🟢	🟢		The Employment Services Transformation (EST) went live in January 2024 and staff are adjusting to new workflows, as well as navigating the coordination of benefits with Employment Ontario Service Providers as a result of funding changes. Staff are adjusting to the new EST technology, which is designed to track all outcomes using a client centred approach. The County is on track to meet all Performance Outcome Targets outlined by the Ministry.
Advancing Use of Technology Integrated Human Services staff will implement use of technology to enhance service delivery and reduce the administrative burden for staff. The advances in the use of technology include implementation of new housing wait list software and tenant management software. Building on current systems the goal will be to streamline processes for clients and staff with digitization for more efficient use of resources.	🟢			The new housing waitlist software, as well as the new tenant management software are now in effect. Business processes and workflows of these new systems is currently being navigated in order to streamline processes for staff and enhance service delivery.
Advancing Integration Human Services operates with an integrated approach to the delivery of programs and services. The objective is to further the pathway to integration in Human Services by working collaboratively with positions in the department that currently are more siloed. Working to optimize intersections where a collaborative approach to case management to benefit and support clients in achieving positive outcomes.	🟢	🟢	🟢	Human Services continuously looks for ways to improve service delivery, the client experience and to find efficiencies. Human Services Caseworker and Clerical teams are fully integrated. Next steps include looking into opportunities for integration with other positions within the department to ensure optimal efficiency.
Community Awareness Improve access to information pertaining to services available by developing resources and improving on the use of the County website and social media platforms to share information with communities related to services, programs and events. The goal is to be more proactive in pushing information out to the community.	🟢	🟢	🟢	Staff continue to participate in community meetings and share information as it relates to housing and homelessness programs, as well as facilitate improvements to the County website. This includes the sharing of information as part of the consultation process for both the Housing for All Plan and Homelessness Response Strategy.

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Community Services
September 2024 Council Update

Services:
Ontario Works
Housing with Related Supports
Discretionary Benefits

Division Update

- The new housing waitlist software, as well as the new tenant management software are now in effect.
- The County is on track to meet all Performance Outcome Targets outlined by the Ministry as a result of the Employment Services Transformation (EST).

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Child Care and EarlyON
September 2024 Council Update

Services:
Service System Manager – Child Care and Early Years
Child Care Fee Subsidy
EarlyON Child and Family Centres
Special Needs Resourcing (SNR)

Goals and Objectives

Description	2024	2025	2026	Status Update
Growing the EarlyON Program Building on the current EarlyON programming, the goal is to increase the number of programs offered to meet the needs of communities across Oxford County. The County has been responsible for the delivery of EarlyON Child and Family Centre programming since January 2021 and has developed the programming over the past 3 years. 230 programming hours have been delivered on average each month across 13 communities, seeing an average of 96 visits per day by parents/caregivers and children.	🟢	🟢	🟢	At midyear 2024, EarlyON Child and Family Centres have provided an average of 310 hours of programming each month to 3109 unique parents/caregivers and children for over 17,000 visits to programs across 13 communities.
Child Care Space Expansion In 2022 the Province entered into an Agreement with the Federal Government for the delivery of the Canada-Wide-Early-Learning and Childcare Program. Part of the implementation is to expand the number of childcare spaces in Oxford County to increase access to affordable childcare for families. The Provincial target is 37% of the children aged 0-5 have access to a childcare space. Our current rate of access for children aged 0-5 years is 16% (2021 Census). The goal is for Oxford County to reach 25% or an additional 800 spaces by 2026. In December 2022 the Province released their Access and Inclusion Framework to support service managers in the development and implementation of local service plans with increased focus on access as it relates to inclusion.	🟢	🟢	🟢	Staff continue to work on the expansion of child care in Oxford County working closely with child care and community partners, municipalities and developers. Currently an additional 153 Licensed Home child care spaces and an 88 space community based child care centre have opened, 176 spaces are planned to open in new schools in the next 2 years and staff are working with other partners to identify locations suitable for child care to be able to increase the number of spaces. Ourtwo2 Licensed Home Child Care agencies continue to expand the number of licensed homes.
Child Care and Early Years Five Year Service Plan Oxford County is the designated child care and early years service system manager responsible for planning and managing licensed child care services and EarlyON Child and Family Centres in our community. As part of our responsibility under the Child Care and Early Years Act, we will implement an updated service plan that will strengthen the quality of child care and early years experiences and enhance system integration, with updated targets and objectives.	🟢			An in-person session with nearly 300 educators and leaders in the child care and early years sector kicked off a comprehensive community engagement strategy, including focus groups with local child and family support services, school boards, libraries, child care operators and municipal leaders, and a parent/caregiver survey that received 900 responses from the community. This feedback, paired with a jurisdictional scan of comparable regions, will be used in upcoming planning sessions to draft the five-year service plan for Council approval in December.

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Child Care and EarlyON
September 2024 Council Update

Services:
Service System Manager – Child Care and Early Years
Child Care Fee Subsidy
EarlyON Child and Family Centres
Special Needs Resourcing (SNR)

Description	2024	2025	2026	Status Update
Community Partnerships and Awareness Establish and strengthen collaborative partnerships to improve outcomes for children and families and increase access to information related to children's services by developing tools and resources for families, improving the use of the County website and social media platforms and making connections to the broader community. The Community Planning Network is made up of community partners to lead the planning, design and monitoring of initiatives in the community for children aged 0-12 years. The work of the Community Planning Network was paused during the Pandemic and as co-lead the County will support re-establishing the work of the Network starting in 2024.	🟢	🟢	🟢	The renewed Children's Services Planning Table is committed to working together to strategically plan, share and coordinate services, as well as facilitate collaboration across providers with an understanding of the unique needs of families in Oxford County. Representation across 14 child and family service agencies provides a valuable opportunity to establish clear service pathways, identify opportunities to support early intervention initiatives, and to collaborate to support children and families across Oxford County.

Division Update

- The Child Care and Early Years five year service plan is currently underway, with adoption by County Council anticipated for the end of 2024.
- Staff continue to work with child care partners and Area Municipalities to increase the number of child care spaces that are available throughout the County.

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Housing
September 2024 Council Update

Services:
Shelter (Direct Delivered)
Shelter (Subsidy)

Goals and Objectives

Description	2024	2025	2026	Status Update
Support Affordable Housing Projects / Programs and Community Housing Redevelopment ➢ Support the completion of the following affordable housing projects: • 52 unit housing project, including 29 affordable units, at 785 Southwood Way, Woodstock. • 43 unit housing project, including 23 affordable units, at 175 Springbank Avenue North, Woodstock. ➢ Expend up to $3 million in County Funding in support of future affordable housing projects, including partnerships with Area Municipalities. ➢ Continue to implement the priority projects identified in the Master Housing Strategy. ➢ Advocate for additional funding and explore additional opportunities to provide more affordable housing units. ➢ Continue to monitor and evaluate the successfulness of the 'My Second Unit' Program, 'Housing Repair' and 'Home Ownership' programs, with the intent of promoting continued effectiveness. ➢ Explore redevelopment opportunities with Housing Providers and within the Oxford County housing portfolio	🟢	🟢	🟢	The projects at 785 Southwood Way, Woodstock and 175 Springbank Avenue North, Woodstock, are currently underway, with substantial completion anticipated for each by the end of the year. $3 million in County funding has been allocated to two prospective projects. One in the Township of Zorra and the other in the Town of Tillsonburg. Staff continue to work on getting sites shovel ready in support of the Master Housing Strategy. Staff are actively working with housing providers as they approach end of mortgage/ agreement, with the intent of following the Strategy that was adopted by County Council in May 2024. This includes consideration for redevelopment.
By Name List and Coordinated Access System Continue to build the Coordinated Access and By Name List system (BNL) as a means to assist individuals experiencing homelessness to gain access to the right supports at the right time including access to housing options that meet an individual's needs. Building the Coordinated Access system with community partners to maximize access to community supports for those experiencing homelessness. Utilize the BNL system to reduce chronic homelessness in Oxford County.	🟢	🟢	🟢	Staff continue to actively support individuals on the by-name list, with an RFP issued and awarded to three organziations proposing to create transitional homes throughout the County.
Community Awareness Provide factual information pertaining to the Housing Continuum, homelessness programs and housing stability programs funded and facilitated by the Department of Human Services.	🟢	🟢	🟢	Staff continue to participate in community meetings and share information as it relates to housing and homelessness programs, as well as facilitate improvements to the County website. This includes the sharing of information as part of the consultation process for the Homelessness Response Strategy.

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Housing
September 2024 Council Update

Services:
Shelter (Direct Delivered)
Shelter (Subsidy)

Description	2024	2025	2026	Status Update
Improve access to information pertaining to services available by developing resources and improving on the use of the County website and social media platforms to share information with communities related to services, programs and events.				
Update 10-Year Shelter Plan Oxford County is the designated housing and homelessness system manager responsible for administration and oversight of the housing and homelessness system for our communities. As part of our responsibility the County must have a 10-Year Shelter Plan that includes updated targets and goals for housing and homelessness. The 10-Year Shelter Plan was implemented in 2014. The revised plan will be informed by community input and will include goals and targets to address housing and homelessness in a more strategic direction focused on achieving positive housing outcomes.	🟢			The new 10-Year Housing and Homelessness Plan ('Housing for All') was adopted by County Council in August 2024.
Review Existing Operating Agreements and Collaborate with Community Partners on Housing Opportunities Review existing Agreements with Housing Providers with the intent of negotiating new Agreements in alignment with current legislative requirements and in the best interest of the community for the continued delivery of deeply affordable rental units. Explore opportunities to provide additional support services to those in need and explore potential collaborations that seek to combine both supports, shelter and affordable housing.	🟢	🟢	🟢	Staff are actively working with housing providers as they approach end of mortgage/ agreement, with the intent of following the Strategy that was adopted by County Council in May 2024.

Division Update

- Staff continue to actively pursue affordable housing projects, as supported by the Master Housing Strategy. This includes the initiation of two new projects in the Township of Zorra and Town of Tillsonburg, as well as the purchase of lands in the Town of Tillsonburg in support of three new future projects.
- County Council adopted a strategy to support the negotiation of new agreements with Housing Providers that approach the end of mortgage/agreement, which provides staff with a consistent approach to maintaining deeply affordable units in our community.
- The new 10-year Housing and Homelessness Plan was approved by County Council in August 2024 and is now being implemented.
- Staff continue to actively support individuals on the by-name list, with an RFP issued and awarded to three organziations proposing to create transitional homes throughout the County.

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Paramedic Services
September 2024 Council Update

Services:
911 Call Taking and Dispatch
Paramedic Services
Emergency Management

Goals and Objectives

Description	2024	2025	2026	Status Update
911 Alternate Models of Care Alternate patient care models will provide eligible patients with appropriate community-based care options to improve patients' timely access to care needed, and to reduce pressures on hospital emergency departments and ambulance services.	🟢	🟢	🟢	Initial environmental review and stakeholder engagement, and data analysis has begun.
Local Community Health Care Integration Advance opportunities to deliver more comprehensive community health care through partnerships with other local health care and social service providers/institutions	🟢	🟢	🟢	OCPS continues to hold multiple roles with the Oxford OHT and is an active partner with many community healthcare providers.
Emergency Management Program Review Identify opportunities for program improvement through gap analysis compared to CSA Z-7100 standard. Engage area municipalities interested in Emergency Management program alignment and shared resources.	🟢	🟢		A shared, hazard-specific plan for Oil and Gas Well emergencies was developed and shared with area municipalities. The EM Coordinator has been working with area CEMC's on other program-alignment opportunities.
Paramedic Services Roadmap Develop a roadmap plan for Paramedic Services that supports the Oxford County Strategic Plan, projects service growth, and informs departmental operations and planning.	🟢	🟢		10 year projections are complete. Staff are working with Corporate Service and Public Works staff to develop a more comprehensive master plan that will help inform future budgets.

Division Update

Operational Enhancements:
- Frontline ambulance resources, as approved in the 2024 budget, have been operational since June 1, 2024.
- Recruitment for the Superintendent - Models of Care position has been successfully completed.

Reports and Planning:
- The 2023 Land Ambulance Response Time Performance Report, along with the proposed plan for 2025, was presented to the council in September.

Emerging Issues:
- We are closely monitoring the abrupt departure of several primary care physicians in the Tillsonburg area. This development is likely to significantly impact 911 call volume and Emergency Department utilization within the municipality.
- OCPS is collaborating intensively with our OHT partners to develop solutions aimed at mitigating the impact on Oxford County residents and our emergency services.

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Community Planning
September 2024 Council Update

Services:
Development Review
Land Use Policy and Strategic Planning

Goals and Objectives

Description	2024	2025	2026	Status Update
Official Plan Review Review and update OP policies as necessary to ensure consistency with Provincial legislation; including extensive municipal, public and stakeholder consultation. Current/upcoming phases and amendments will focus on: • Planning for growth (i.e. secondary planning); • Initial policy updates to support increased density/height and unit mix; • Policies pertaining to natural environment and environmental sustainability; and • Develop workplan for new Official Plan.	🟢	🟢		Planning for growth (see updates below). Agricultural policies approved by Province in February – implementation now underway (e.g. zoning, guidelines). Consultation on first phase of height/density policy/zoning updates and draft environmental policies expected to begin Q4. Delay in release of final 2024 PPS (comes into force Oct. 20, 2024) has delayed some OPR components. Further, the date of release for finalized PPS implementation guidelines (currently pending, but unknown) could also impact timing.
Planning for Growth 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, and identify land needs. A number of such studies are underway/nearing completion (i.e. Ing, EZT) and the need to initiate a number of others will likely need to be considered in 2024 and beyond. CP staff will continue to acquire, improve and track growth and housing data/information necessary to inform various growth and housing related initiatives, including undertaking updates to the County's growth forecasts and land needs analysis. Also see Housing Initiatives below.	🟢	🟢		Secondary planning for Ingersoll completed and implementing OPA approved. Secondary planning for East Zorra-Tavistock in final phases. Development and land supply data updates completed Q2 – with ongoing maintenance. Updates to County's growth forecasts initiated in Q1 and are ongoing, with completion expected by Q1 2025. Review of density/intensification potential added as component of this project to inform Phase 2 height/density policy updates (noted under OPR above).
Planning for Infrastructure Continue to work with Public Works to develop data and processes to ensure servicing capacity information is current and accurate to support timely responses to development inquiries with respect to servicing and timely identification of potential future infrastructure needs. This joint initiative is expected to be completed in early 2024, but will require on-going CP staffing resources to support/maintain. Further, initiate a study/review to assess the long-term environmental sustainability of development on individual on-site sewage services (i.e. septic systems) and ensure appropriate review processes (e.g. study requirements) and standards (e.g., minimum lot areas) are in place for development on such systems.	🟢	🟢		Planning related data updates completed Q1 2024 – with ongoing maintenance. Study to assess development on private services – background work underway to inform related OP policies and processes. Need for formal study TBD, may be rolled into development of new OP in 2025.

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Community Planning
September 2024 Council Update

Services:
Development Review
Land Use Policy and Strategic Planning

Description	2024	2025	2026	Status Update
Housing Initiatives Continue to work with Human Services, other departments and Area Municipalities to develop implementation tools to assist in addressing the need, and increasing opportunities, for housing that is affordable and attainable for Oxford residents. Current projects include: assisting HS with updates to the County Housing Needs Study; initiating interim updates to the Official Plan and Zoning By-laws to support increased density, height and/or unit mix; and working with the Area Municipalities to identify potential areas for the establishment of specific density targets and policies and any studies/reviews that would be necessary to support such changes.	🟢	🟢	🟢	Ongoing. Updates on status of residential density policy/zoning review provided under OPR and Planning for Growth above.
Zoning By-Law and Development Process Updates Work with the Area Municipalities to coordinate and undertake regular review and updates of their Zoning By-laws (e.g. to ensure timely conformity with current legislation, regulations, policies and address any municipal implementation concerns). Work with County Departments and Area Municipal partners to expand the implementation of a development application tracking solution with a view to improving development review processes and creating efficiencies.	🟢	🟢		Required zoning updates for most area municipalities completed in Q2/Q3, with ongoing monitoring. Application tracking solution has been paused see if functionality gaps can be addressed by vendor, but work to improve development review processes and data sharing remains ongoing.

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Water and Wastewater
September 2024 Council Update

Services:
Drinking Water Supply, Treatment & Distribution
Wastewater Collection & Treatment

Goals and Objectives

Description	2024	2025	2026	Status Update
Water and Wastewater Master Plan Implementation Ongoing strategic capital and program implementation of the 2024 Water and Wastewater Master Plan to service existing serviced settlement and future growth areas.	🟢	🟢	🟢	All capital projects phased and entered into 10-year Capital plan and further reviewed as part of DC study.
Sanitary Sewer Infiltration and Inflow Reduction Program Multi-year implementation project to inspect sanitary sewer condition, identify asset repair/replacement needs and reduce rain-derived (storm water) inflow and/or groundwater infiltration into the wastewater collection system.	🟢	🟢	🟢	Consultant retained for strategy development and report completed. Staff reviewing as basis of strategy for I&I implementation.
Wastewater System Modeling Development Development of a wastewater hydraulic model to more fully assess potential capacity limitation(s) throughout the wastewater collection systems and identify any associated capital / operational improvements to ensure wastewater capacity is efficiently and optimally afforded within existing and future service areas.	🟢	🟢	🟢	Software purchased and installed with Town of Ingersoll selected as pilot project. Flow monitors installed and calibration underway Q4 2024.
Implementation of Water Capacity Buy Back Program Cost offset (rebate) program to encourage and reward industrial, commercial, institutional, and multi-residential organizations to undertake various technological upgrades to reduce water consumption. This program allows the County to 'buy back' water system capacity which can be reallocated to service growth.	🟢	🟢	🟢	Kickoff meeting completed regarding upcoming submission from major automotive industry in County.
County-Wide Implementation of Backflow Prevention Program Multi-year implementation of user-pay Backflow Prevention Program for installation, inspection, maintenance, and testing of backflow prevention devices at applicable industrial, commercial, institutional, multi-residential properties which are connected to the County's municipal drinking water system.	🟢	🟢	🟢	All backflow/cross connection survey request letters have been issued County wide. All existing devices that need testing are 80% completed.
SCADA Masterplan Implementation Multi-year enhancement project to upgrade, replace and standardize aging and obsolete hardware and software systems; allow for interconnection of remote sites; improve cyber-security; and improve data collection, storage and reporting for water and wastewater systems.	🟢	🟢	🟢	Water Pilot SCADA projects are under implementation.

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Water and Wastewater
September 2024 Council Update

Services:
Drinking Water Supply, Treatment & Distribution
Wastewater Collection & Treatment

Division Update

- Backflow and cross connection program has been implemented according to schedule across County with good success. The devices that exist and needed testing are 80% completed and survey requests have 60% response rate to date.
- SCADA Water Pilot in Beachville went well and Operators are satisfied with performance; the other three Pilots are rolling out currently. Remote access and control from the network has been achieved with the central servers located at the OCAB.
- Master Plan Capital Projects are currently phased into the ten-year Capital plan according to the DC growth projections which will be further refined by the growth review underway through Community Planning.

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Library
September 2024 Council Update

Services:
Collections
Programming
References & Information

Public Space Access
Technology & Coaching

Goals and Objectives

Description	2024	2025	2026	Status Update
Library Facilities Plan Develop a Library Facilities Plan (LFP) to meet the changing demands and create enjoyable and dynamic spaces for our communities. The review should help inform Oxford County Library and its existing partners of how much library space is required to meet community needs to the year 2034. The LFP will look at existing spaces and partnerships to provide required actions, while also looking at potential opportunities to work with partners on potential shared facilities in future locations. Project would start in Q3 with expected finalized report in 2025.	🟢	🟢		RFP released in September
Library Technology Review Engage a Technology Consultant to work with County IS & IT teams, as well as Library staff, to develop a future focused roadmap for library technology needs. The review should look at current state and recommend changes to both County and Library infrastructure to meet current and future needs of library staff and customers. Project should be completed by June for impacts on 2025 budget.	🟢			Final Library Technology Review presented to the Library Board at August Meeting
Rural Branch Customer Engagement Engage residents in catchment areas of Village and Regional Branches through surveys, mailings and focus groups to better serve the communities through review of operating hours, programming opportunities, and collections.	🟢	🟢		SpeakUpOxford! Public engagement campaign resulted in 630 responses, over 70 volunteers interested in participating in focus groups. Response data used for Village Branch Hours increase as included in 2024 budget.
Enriched Membership Engagement Through Patron Point Develop and implement new enriched membership engagement strategy with the addition of Patron Point, a marketing automation platform to onboard, inform and engage library customers. The platform will provide segmented data on members to provide more targeted email information; streamlined processes of renewal and registration of memberships via an online portal; as well as regular survey opportunities of customers for better feedback. Implementation should be complete by end of Q2 with survey data on member satisfaction data available by Q3. KPI – Increase in membership renewals / Increased attendance at library programs and events.	🟢	🟢		PatronPoint implementation completed in early Q3.