

Goals and Objectives

Description	2021	2022	2023	Status Update
Oxford County Strategic Plan Ongoing implementation of the County's Strategic Plan.	●	●	●	2020-2022 Strategic Plan Update approved by Council
Future Oxford Plan 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
Strategic Commitments Working with community partners, stakeholders and businesses in the ongoing advancement of Oxford County's formal commitments: <ul style="list-style-type: none"> 100% Renewable Energy Zero Waste Zero Poverty 	●	●	●	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
Oxford Housing Crisis Continue working with Human Services, Planning and other departments in the development of a housing strategy to address the need, and increase opportunities, for housing that is affordable to the broader Oxford community, including the development of tangible implementation tools.	●	●	●	Ongoing; support for emerging initiatives from Community Safety and Wellbeing Plan consultations
Western Ontario Warden's Caucus Ongoing support and involvement with the WOWC initiatives: <ul style="list-style-type: none"> SWIFT SW Ontario Economic Development Plan 	●	●	●	Ongoing support as needed
Southwestern Ontario Transportation Ongoing advocacy for Southwestern Ontario Transportation enhancements: <ul style="list-style-type: none"> SouthwestLynx – integrated public transportation Freight Rail Short Line Rail 	●	●	●	Advocacy at ROMA 2021 conference on relevant transportation issues
Southwestern Ontario Advocacy 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
Southwestern Landfill Proposal EA County oversight and engagement in proposal Environmental Assessment process.	●	●	●	JMCC released Draft Peer Review Team Report

Description	2021	2022	2023	Status Update
Emergency Management Continue ongoing work with municipal partners in the enhancement of Emergency Preparedness communications to enhance community preparedness, emergency response and to ensure optimal citizen and community partner access to emergency information.	●	●	●	Role transitioned to Paramedic Services January 2021
Cross-Departmental Initiatives Support Departments on enterprise-wide initiatives	●	●		Ongoing: Cycling Master Plan, Cycling Tourism and Infrastructure, Human Services staff engagement, Community Safety and Wellbeing Plan
Continuous Improvement 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
Joint Service Delivery Review 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
Strategic Commitments Revisit 100%RE, Zero Waste, and Zero Poverty Plans by end of year to ensure they remain current Re-establish poverty action team by end of Q1	●	●	●	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
Future Oxford Support Partnership administration, facilitation, and budget management Ongoing community stakeholder engagement and coordination Recruit for Partnership and working groups to ensure broad community representation. Support action teams as needed	●	●	●	Ongoing; efforts focused on recruitment
Housing and Poverty 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

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	-	(14,231)	-	14,231	- %	- %
TOTAL REVENUES	-	(14,231)	-	14,231	-	-
EXPENSES						
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
TOTAL EXPENSES	180,430	775,551	764,394	(11,157)	(1.5)	23.6
TOTAL CAO OFFICE	180,430	761,320	764,394	3,074	0.4	23.6

Comments

No significant variances forecasted

Goals and Objectives

Description	2021	2022	2023	Status Update
Update website navigation to serve in market visitors Optimize the website to better serve and engage visitors.	●			Documentation is completed. Next step is implementation.
Develop an interim lure brochure Develop an interim lure brochure to replace the discontinued visitors guide.	●			Completed. Will begin distribution in May 2021.
Develop and implement a visitor signage program Develop and install visitor signage in communities and at attractions across Oxford County. Work with partners to implement tactics.	●	●		Cheese Trail Signage nearing completion and will be monitored as a test program. Work will then begin on further signage planning.
Continue COVID-19 Tourism Recovery 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.
Experiential Tourism Development 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.
Ontario's Great Road Trip 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.
Implement market readiness criteria Offer free listings on the Tourism Oxford website for businesses that meet Tourism's market readiness criteria. Work with small business supports to offer training to support businesses in becoming market ready. The goal is to have more market ready tourism businesses.	●			Completed. Tourism Partnership book was launched and is live online .
Implement a new marketing partnership opportunity Support tourism businesses in marketing through new digital opportunities. This includes fee based activities to help amplify marketing efforts.	●			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 %
REVENUES						
GENERAL REVENUES	(14,127)	(107,458)	(93,658)	13,800	(14.7%)	15.1%
TOTAL REVENUES	(14,127)	(107,458)	(93,658)	13,800	(14.7)	15.1
EXPENSES						
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
TOTAL EXPENSES	117,075	562,894	538,014	(24,880)	(4.6)	21.8
TOTAL TOURISM	102,948	455,436	444,356	(11,080)	(2.5)	23.2

Comments

Revenues: Lockdowns impacting business interest in enhanced web listing fees

Goals and Objectives

Description	2021	2022	2023	Status Update
Building public interest in County Council business Support CAO's Office in increasing public interest in and awareness of County Council business, with the aim of better informing the public about Oxford County services and Council decisions. To be assessed through increased access to Council materials and Council this Week updates; social media engagement; and new public reporting tool(s) as pursued by CAO.	●	●		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.
Refresh online annual report Work with Finance and Information Services to adapt the County's online annual report template, developed in 2012, to facilitate more in-depth storytelling, for instance, through feature stories and multi-media.	●			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.
Enhancing leadership and employee communications Work with CAO's Office and Human Resources to use new media tools to re-establish regular communication with the Extended Management Team and all employees. This will encompass a strategy to connect with the County's 800+ employees at their various sites and facilities across the County and, with COVID-19, those who are working remotely from home.	●	●		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 %
EXPENSES						
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
TOTAL EXPENSES	123,298	454,029	453,235	(794)	(0.2)	27.2
TOTAL STRATEGIC COMM & ENGAGEMENT	123,298	454,029	453,235	(794)	(0.2)	27.2

Comments

No significant variances forecasted

Goals and Objectives

Description	2021	2022	2023	Status Update
Employee & Family Assistance Program Complete the Request for Proposal (RFP) process for our Employee & Family Assistance Program.	●			On track for completion by Q2 2021
Learning & Development Framework Implementation Continue implementing learning and development framework, including: <ul style="list-style-type: none"> Revamp and strengthen the onboarding and orientation process Finalize transition to competency based job profiles Using our human resources information system, create learning paths by job classification Continue to expand virtual training options 	●	●	●	On track for multiyear work
Succession Planning & Leadership Development <ul style="list-style-type: none"> Launch revised succession planning program Facilitate leadership development program Explore feasibility of additional leadership development opportunities, such as a mentoring program 	●			On track, currently working through succession planning and leadership development opportunities
Ergonomics / Body Mechanics Training In support of the County's Workplace Ergonomics Policy, provide ergonomics/body mechanics training to employees where workplace risks exist for manual material handling.	●	●		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
Flexible Work Arrangement Policy & Program As a result of experiences to date, including those during the COVID-19 pandemic, review flexible work arrangement policy and program, updating where necessary.		●		On track to review earlier - 2021
Non-Union Job Evaluation & Salary Administration Policy Update and Market Review Update corporate policy, review job evaluations if necessary and complete a non-union market review to ensure salary competitiveness.	●			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 %
REVENUES						
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
TOTAL REVENUES	(284,781)	(1,331,874)	(1,330,803)	1,071	(0.1)	21.4
EXPENSES						
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
TOTAL EXPENSES	299,948	1,334,290	1,330,803	(3,487)	(0.3)	22.5
TOTAL HUMAN RESOURCES	15,167	2,416	-	(2,416)	-	-

Comments

No significant variances forecasted

Goals and Objectives

Description	2021	2022	2023	Status Update
Update Public Notice Policy Include Public Notice procedures for emergency situations.	●			On track to be completed in Q2
Records Management Where Corporate Records are not otherwise stored in an application (such as Cartegraph, Kronos etc.) work with departments across the organization to utilize Laserfiche as the primary Electronic Document Management System. Develop training and provide support and work plans.	●	●		In progress, to continue throughout the year
Online exhibit The History of Tillsonburg in honour of its 125 th 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 %
REVENUES						
GENERAL REVENUES	(711)	(40,200)	(3,500)	36,700	(1,048.6%)	20.3%
CAPITAL REVENUES	(1,336)	(20,000)	(20,000)	-	-	6.7
TOTAL REVENUES	(2,047)	(60,200)	(23,500)	36,700	(156.2)	8.7
EXPENSES						
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
TOTAL EXPENSES	130,966	541,595	545,900	4,305	0.8	24.0
TOTAL CLERKS	128,919	481,395	522,400	41,005	7.8	24.7

Comments

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

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 %
REVENUES						
GENERAL REVENUES	(715)	(3,873)	(3,120)	753	(24.1%)	22.9%
INTERDEPARTMENTAL RECOVERIES	(148,104)	(592,402)	(592,402)	-	-	25.0
TOTAL REVENUES	(148,819)	(596,275)	(595,522)	753	(0.1)	25.0
EXPENSES						
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
TOTAL EXPENSES	147,503	594,763	595,522	759	0.1	24.8
TOTAL CUSTOMER SERVICE	(1,316)	(1,512)	-	1,512	-	-

Comments

No significant variances forecasted

Goals and Objectives

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

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
REVENUES						
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	-	-	-	-	-	-
TOTAL REVENUES	(2,348,594)	(3,482,794)	(1,505,059)	1,977,735	(131.4)	156.0
EXPENSES						
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
TOTAL EXPENSES	2,325,597	3,472,803	1,505,059	(1,967,744)	(130.7)	154.5
TOTAL FINANCE	(22,997)	(9,991)	-	9,991	-	-

Comments

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

Goals and Objectives

Description	2021	2022	2023	Status Update
VoIP Deployment Continued deployment of new system to end points	●			Two area municipalities' systems to be deployed – one currently in progress
Cyber Security Policy Concurrent development and implementation	●	●	●	Cybersecurity Phase 1 of the SCADA Masterplan is underway
Upgrade Cisco Wireless Controller and Access Points 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

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
REVENUES						
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
TOTAL REVENUES	(525,625)	(2,464,899)	(2,464,899)	-	-	21.3
EXPENSES						
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
TOTAL EXPENSES	469,000	2,471,511	2,464,899	(6,612)	(0.3)	19.0
TOTAL INFORMATION TECHNOLOGY	(56,625)	6,612	-	(6,612)	-	-

Comments

No significant variances forecasted

Goals and Objectives

Description	2021	2022	2023	Status Update
Support implementation on Asset Management Systems Enhancement project Mobile workforce - Increased visibility, compliance and streamlined workflow.	●	●	●	Progressing as planned
Implementation of mobile solution for AMANDA 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
AMANDA – Community Planning requirements 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
Tourism website upgrades 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

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	-	(285,300)	(285,300)	-	- %	- %
OTHER REVENUES	-	(64,593)	(64,593)	-	-	-
TOTAL REVENUES	-	(349,893)	(349,893)	-	-	-
EXPENSES						
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
TOTAL EXPENSES	366,294	1,926,376	1,969,706	43,330	2.2	18.6
TOTAL INFORMATION SERVICES	366,294	1,576,483	1,619,813	43,330	2.7	22.6

Comments

Expenses: Salaries and benefits savings due to staff vacancies

Goals and Objectives

Description	2021	2022	2023	Status Update
Provincial Legislation Updates 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.
Prosecution Model 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.
Technology in the Courtroom 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

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	(254,222)	(1,078,818)	(1,000,000)	78,818	(7.9%)	25.4%
TOTAL REVENUES	(254,222)	(1,078,818)	(1,000,000)	78,818	(7.9)	25.4
EXPENSES						
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
TOTAL EXPENSES	195,748	1,018,676	1,040,667	21,991	2.1	18.8
TOTAL POA	(58,474)	(60,142)	40,667	100,809	247.9	(143.8)

Comments

Revenues: Grant for court security

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

Goals and Objectives

Description	2021	2022	2023	Status Update
Design and Construction Standards for Roads, Bridges and Facilities Development of enhanced guidelines and best management practices pertaining to the design and construction of County infrastructure.	●			Progressing well, on target.
Research and Implement more Sustainable Construction Practices into the Capital Plan Projects 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.

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	(32,400)	(85,500)	(85,500)	-	- %	37.9%
INTERDEPARTMENTAL RECOVERIES	(62,502)	(250,000)	(250,000)	-	-	25.0
TOTAL REVENUES	(94,902)	(335,500)	(335,500)	-	-	28.3
EXPENSES						
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
TOTAL EXPENSES	366,976	1,612,039	1,677,443	65,404	3.9	21.9
TOTAL ENGINEERING	272,074	1,276,539	1,341,943	65,404	4.9	20.3

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
Update Green Fleet Plan 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.
Ongoing Implementation of Long Term Energy Plan 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.
Implement Fleet Utilization and Rationalization Plan 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 %
REVENUES						
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
TOTAL REVENUES	(2,486,361)	(13,073,397)	(13,032,989)	40,408	(0.3)	19.1
EXPENSES						
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
TOTAL EXPENSES	3,283,132	14,436,556	14,472,186	35,630	0.2	22.7
TOTAL FACILITIES	796,771	1,363,159	1,439,197	76,038	5.3	55.4

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	

FLEET

Variance Reporting

For period ending March 31, 2021

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
REVENUES						
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
TOTAL REVENUES	(1,006,025)	(5,631,771)	(5,640,569)	(8,798)	0.2	17.8
EXPENSES						
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
TOTAL EXPENSES	1,046,243	5,631,771	5,640,569	8,798	0.2	18.5
TOTAL FLEET	40,218	-	-	-	-	-

Comments

No significant variances forecasted

Goals and Objectives

Description	2021	2022	2023	Status Update
Advocate and Support the Municipal Development of Automated Speed Enforcement (ASE) 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.
Ongoing Implementation of County-wide Traffic Calming / Speed Management Measures 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"> - Kintore (Oxford Rd 119, Oxford Rd 16) - Norwich (Oxford Rd 59, Oxford Rd 18) - Otterville (Oxford Rd 19) - Woodstock/East Zorra-Tavistock (Oxford Rd 17, Oxford Rd 30). 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"> - Tavistock (Oxford Rd 59, Oxford Rd 24) - Delmer (Oxford Rd 20) - Thamesford (Oxford Rd 119) - Uniondale (Oxford Rd 119)
Roadside Phragmites (Invasive Species) Control 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
Support Implementation of Intercommunity Bus Network System as part of People and Goods Movement Strategy. 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 %
REVENUES						
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
TOTAL REVENUES	(812,135)	(25,250,566)	(25,218,091)	32,475	(0.1)	3.2
EXPENSES						
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
TOTAL EXPENSES	5,866,635	45,609,379	45,449,836	(159,543)	(0.4)	12.9
TOTAL TRANSPORTATION SERVICES	5,054,500	20,358,813	20,231,745	(127,068)	(0.6)	25.0

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
Plastic Film Recycling Pilot Program 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).
Assess and Evaluate Garbage Bag Tag Structure 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 %
REVENUES						
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)	-	-	-
TOTAL REVENUES	(1,786,588)	(10,135,279)	(9,919,708)	215,571	(2.2)	18.0
EXPENSES						
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
TOTAL EXPENSES	2,364,935	13,514,744	12,963,437	(551,307)	(4.3)	18.2
TOTAL WASTE MANAGEMENT	578,347	3,379,465	3,043,729	(335,736)	(11.0)	19.0

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
Policy Changes to Increase Flexibility and Funding 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
Environmental Sustainability Initiatives 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
Paramedic and Human Services Partnership Identify and build on opportunities to formulate a partnership in the development of enhanced mobile healthcare services to the County of Oxford. Improve connectivity to developing Ontario Health Team	●	●		Continue to review services provided within Oxford County, in collaboration and discussions with Ontario Health Teams
Logistics and Fiscal Responsibility Implement and maintain an enhanced system of monitoring, distribution and procurement of all operational needs with support from the Manager of Strategic Initiative Advancement for departmental collaboration.	●	●		Continue to pursue options to monitor, procure and distribute logistical supplies amongst all Woodingford Lodge sites.
Address Hallway Medicine in Geriatric Care Reduce avoidable emergency department visits by increased facility collaboration with the multi-disciplinary team inclusive of Medical Director and Nurse Practitioner.	●	●	●	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.
Long Term Care Bed Allocation in Oxford County Review the current number of Long Term Care Home beds in Oxford County inclusive of the Woodingford Lodge homes to ensure the needs of the community are met and the location of beds service well.	●	●	●	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 %
REVENUES						
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
TOTAL REVENUES	(6,150,970)	(20,540,458)	(19,988,234)	552,224	(2.8)	30.8
EXPENSES						
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
TOTAL EXPENSES	7,913,310	31,853,443	31,333,327	(520,116)	(1.7)	25.3
TOTAL WOODINGFORD LODGE	1,762,340	11,312,985	11,345,093	32,108	0.3	15.5

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
Housing				
Complete 24 Affordable Housing Units Complete 24 affordable housing units at 786 Southwood Way, Woodstock (formerly known as 300 Juliana Drive) Parcel A.	●			Project is complete.
Support Affordable Housing Development at Nellis Street Continue to support the development of 90 affordable housing units at 1235 Nellis Street, Woodstock.	●	●		Ongoing support continues to be provided as construction commences.
Plan for Parcel B at Woodingford Lodge Develop a housing plan for the Parcel B lands at Woodingford Lodge.	●			Plan is complete.
County Wide RFP 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.
Support Habitat for Humanity 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.
Support Plattsville Affordable Housing Project 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.
Rent Supplement Budget Increase rent supplement budget by an additional \$25,000.	●	●		In progress.
Social Housing Regeneration Initiate Social Housing Regeneration Pilot.	●			In progress.
Explore Redevelopment Opportunities 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
Foster Community Partnerships 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.
Support Emergency Housing Continue to support the Emergency Housing system in Oxford County.	●			Continued support for The Inn and short-term accommodations in hotels throughout the County.
Housing Initiative 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.
Community Services				
Development of Child Care 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
EarlyON Programs and Activities 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.
Full Time Shelter Options Explore all full time shelter options for Oxford County	●			Ongoing review of shelter opportunities.
Virtual Service Delivery 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.
Local Community Health Care Integration 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.
Post-COVID Support/Service 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.

Description	2021	2022	2023	Status Update
Support the Development of the Community Safety and Well Being Plan Advance and support the multi-sectoral collaboration to create a safe and well community through this plan as legislated under the Police Services Act.	●			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 %
REVENUES						
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
TOTAL REVENUES	(3,217,132)	(17,148,621)	(16,569,557)	579,064	(3.5)	19.4
EXPENSES						
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
TOTAL EXPENSES	3,585,297	22,226,517	21,647,453	(579,064)	(2.7)	16.6
TOTAL HOUSING	368,165	5,077,896	5,077,896	-	-	7.3

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 %
REVENUES						
GENERAL REVENUES	(3,577,815)	(16,621,015)	(16,621,015)	-	- %	21.5%
TOTAL REVENUES	(3,577,815)	(16,621,015)	(16,621,015)	-	-	21.5
EXPENSES						
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
TOTAL EXPENSES	3,986,291	18,607,354	18,607,680	326	-	21.4
TOTAL COMMUNITY SERVICES	408,476	1,986,339	1,986,665	326	-	20.6

Comments

No significant variances forecasted

CHILD CARE

Variance Reporting

For period ending March 31, 2021

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	(1,889,296)	(10,066,742)	(9,362,940)	703,802	(7.5%)	20.2%
TOTAL REVENUES	(1,889,296)	(10,066,742)	(9,362,940)	703,802	(7.5)	20.2
EXPENSES						
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
TOTAL EXPENSES	2,214,091	11,081,883	10,378,081	(703,802)	(6.8)	21.3
TOTAL CHILD CARE	324,795	1,015,141	1,015,141	-	-	32.0

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
10 year Master Plan Phased in implementation of the 10 Year Master Plan	●	●		Ongoing
Deployment Review Comprehensive response areas analysis for optimized Rural and Urban deployment.	●			Modernization proposal pending approval. Expected to start review Q3 2021
Capital Facilities Review Comprehensive review of existing capital facility upgrade and replacement needs based on deployment optimization, operational capacity and function.	●	●		Expected to start Q4 2021
Ambulance Act Legislation Changes Planning and implementation of proposed legislation changes for alternative models of care.	●	●		Ongoing
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.	●	●	●	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 %
REVENUES						
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
TOTAL REVENUES	(2,311,571)	(10,623,768)	(9,102,985)	1,520,783	(16.7)	25.4
EXPENSES						
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
TOTAL EXPENSES	4,160,527	18,327,978	16,786,812	(1,541,166)	(9.2)	24.8
TOTAL PARAMEDIC SERVICES	1,848,956	7,704,210	7,683,827	(20,383)	(0.3)	24.1

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
Official Plan Review 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
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 (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
Planning for Infrastructure 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
Implement New Legislation 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
Housing Initiatives 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
Development Tracking System 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
Zoning By-law Updates and Housekeeping Amendments 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 %
REVENUES						
GENERAL REVENUES	(75,932)	(287,227)	(287,227)	-	- %	26.4%
OTHER REVENUES	-	(411,210)	(411,210)	-	-	-
TOTAL REVENUES	(75,932)	(698,437)	(698,437)	-	-	10.9
EXPENSES						
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
TOTAL EXPENSES	438,884	2,384,894	2,384,504	(390)	-	18.4
TOTAL PLANNING	362,952	1,686,457	1,686,067	(390)	-	21.5

Comments

No significant variances forecasted

Goals and Objectives

Description	2021	2022	2023	Status Update
Water and Wastewater				
SCADA Master Plan Implementation 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.
Continuation of the Preventative Maintenance Water System Valve Turning Program 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.
Drinking Water Quality Improvements 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.
Drumbo WWTP Expansion 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.
Groundwater Water Modelling 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.
Tillsonburg WWTP Upgrades – Phase 1 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.
Ingersoll WWTP Digester Pilot Project 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.
Tavistock New Well Supply Class EA Study 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
Woodlands				
Ongoing Implementation of Forestry Management Plan 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.
Hodges Wetland Complex (Phase 4) 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.
Wetland Creation 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 %
REVENUES						
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
TOTAL REVENUES	(5,351,861)	(45,233,393)	(44,740,436)	492,957	(1.1)	12.0
EXPENSES						
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
TOTAL EXPENSES	5,898,177	45,233,391	44,740,434	(492,957)	(1.1)	13.2
TOTAL WASTEWATER	546,316	(2)	(2)	-	-	-

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

WATER

Variance Reporting

For period ending March 31, 2021

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
REVENUES						
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
TOTAL REVENUES	(5,692,766)	(35,432,204)	(35,380,871)	51,333	(0.1)	16.1
EXPENSES						
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
TOTAL EXPENSES	5,009,973	35,432,205	35,380,872	(51,333)	(0.1)	14.2
TOTAL WATER	(682,793)	1	1	-	-	-

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 %
REVENUES						
GENERAL REVENUES	-	(15,000)	(15,000)	-	- %	- %
OTHER REVENUES	-	(16,250)	(16,250)	-	-	-
TOTAL REVENUES	-	(31,250)	(31,250)	-	-	-
EXPENSES						
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
TOTAL EXPENSES	34,813	205,913	205,839	(74)	-	16.9
TOTAL WOODLANDS CONSERVATION	34,813	174,663	174,589	(74)	-	19.9

Comments

No significant variances forecasted

Goals and Objectives

Description	2021	2022	2023	Status Update
Undertake community and stakeholder consultations Articulate the value and impacts of existing library services. Understand community needs and service gaps. Identify community-driven program and service opportunities.	●	●		Conducting surveys, engaging consultant later in the year to assist with survey data analysis
Comprehensive review and inventory of technology resources and services Conduct a thorough assessment of IT resources. Study best practices, new material formats, accessibility issues, and advances in information technology. Develop an IT Plan.	●	●		Completed technology survey, awaiting results of application to participate in the Toronto Public Library Bridge Project regarding impact of technology services
Technology Leadership – develop staff expertise Establish technology core competencies. Identify staff training needs and opportunities. Develop staff training program.	●	●		In development using the SOLS core competencies as guidance
Development of a Communications and Awareness Plan based on the Library Brand: Connect. Discover. Share. Become. Will build on the efforts of Goal #1 (community and stakeholder consultations). Patron stories and value statements will form the basis of marketing efforts.	●	●		Developing ICONS to enhance Brand identity, communications improvement with Area Municipalities
Pursue Provincial Reaccreditation Ontario Public Library Guidelines 7 th ed. Deadline Q4 2021	●			Ongoing – planned to have it complete by end of the year
Policy Review Adopt the Turning Outward approach to policy review. Review policies through a variety of lenses. Engage with public and staff. Identify and discuss policies, practices, services and attitudes that inhibit inclusion.	●	●		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 %
REVENUES						
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
TOTAL REVENUES	(30,477)	(857,306)	(847,002)	10,304	(1.2)	3.6
EXPENSES						
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
TOTAL EXPENSES	1,098,660	4,626,609	4,841,010	214,401	4.4	22.7
TOTAL LIBRARY	1,068,183	3,769,303	3,994,008	224,705	5.6	26.7

Comments

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