

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 Mid-year Strategic Directions Update provided to Council
Future Oxford Plan Ongoing support for, the implementation of the Future Oxford Plan through the Future Oxford Partnership and within Oxford County operations.	●	●	●	Recruitment process complete; Partnership is reviewing applications
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 workshops (3) complete; summary being prepared
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 	●	●	●	Ongoing advocacy as needed
Southwestern Ontario Advocacy Continue to advocate for Oxford County and Southwestern Ontario.	●	●	●	Advocacy at AMO 2021
Southwestern Landfill Proposal EA County oversight and engagement in proposal Environmental Assessment process.	●	●	●	County Council resolved not to send a resolution of support for Walker Environmental Group's proposed Southwest Landfill

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: Human Services staff engagement; Community Safety and Wellbeing Plan; Indigenous Relations; Diversity, Equity, and Inclusion; Rural Recovery research
Continuous Improvement Complete three (3) continuous improvement projects (strategic plan priorities) completed by end of year.	●	●	●	Ongoing: Paramedic Services process mapping; Woodingford Lodge inventory process review
Joint Service Delivery Review Participate as per Council direction and Departmental support requirements	●			Final report provided to CAOs for discussion; incorporating Modernization Funding announcement into 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	●	●	●	Initial review of Zero Waste Plan complete Review of 100% RE Plan targeted for Q3 Zero Poverty Plan refresh targeted for Q3/Q4
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 will focus on onboarding new members in Q3 Review of Legacy Fund agreement
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

CAO OFFICE

Variance Reporting

For period ending June 30, 2021

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	-	(18,937)	-	18,937	- %	- %
TOTAL REVENUES	-	(18,937)	-	18,937	-	-
EXPENSES						
SALARIES AND BENEFITS	282,128	563,499	563,514	15	- %	50.1%
OPERATING EXPENSES	42,482	161,935	146,054	(15,881)	(10.9)	29.1
INTERDEPARTMENTAL CHARGES	27,243	54,823	54,826	3	-	49.7
TOTAL EXPENSES	351,853	780,257	764,394	(15,863)	(2.1)	46.0
TOTAL CAO OFFICE	351,853	761,320	764,394	3,074	0.4	46.0

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.	●			Website update has been completed. Staff are now working on new content.
Develop an interim lure brochure Develop an interim lure brochure to replace the discontinued visitors guide.	●			Completed and in market.
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 completed and being monitored for results. Planning underway for next phase of signage for installation in 2021-2022.
Continue COVID-19 Tourism Recovery Implement tourism recovery recommendations to support tourism businesses in recovery from COVID-19.	●	●		Ongoing business education and outreach. Marketing has been responsive to stages of opening, consumer, business and locals needs. Tourism has been actively promoting throughout the year with the primary campaign starting in July 2021
Experiential Tourism Development Support existing experiential tourism operators with marketing. Coach new businesses in crafting new visitor experiences.	●	●		Marketing partnership underway. Two new experiences have launched in 2021, 2 more are in production.
Ontario's Great Road Trip Participate in provincial culinary tourism campaign, submitting 3 travel itineraries for each season	●			Campaign underway. Currently expanding promotion of the passport program.
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 . Completing outreach to encourage more businesses to get a free listing.
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.	●			Twenty partners have purchased Enhanced Blogs, 5 are participating in video partnerships. Four Rural Routes partnerships are in market or planning for August/September.

Operations/Service Level Update

- A summer student joined the team and is providing support with the modernization project
- Staff are working a mix of in the office, on the road and home.

TOURISM

Variance Reporting

For period ending June 30, 2021

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	(30,349)	(116,573)	(93,658)	22,915	(24.5%)	32.4%
TOTAL REVENUES	(30,349)	(116,573)	(93,658)	22,915	(24.5)	32.4
EXPENSES						
SALARIES AND BENEFITS	132,962	267,164	267,164	-	- %	49.8%
OPERATING EXPENSES	69,019	252,893	229,555	(23,338)	(10.2)	30.1
INTERDEPARTMENTAL CHARGES	20,646	41,295	41,295	-	-	50.0
TOTAL EXPENSES	222,627	561,352	538,014	(23,338)	(4.3)	41.4
TOTAL TOURISM	192,278	444,779	444,356	(423)	(0.1)	43.3

Comments

No significant variances forecasted

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.	●	●		Staffing change (1 FTE short for a 2-month period) has pushed this work into Q3 & Q4 but work on the first expert video has begun. Continuing to work with departments to consider broader communication needs through the new-in-2021 "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.	●			New template and format developed with Web Team; content for 2020 being folded in for review.
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.	●	●		Short-list of tools has been established to enhance user interface and broaden employee access for "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.

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
EXPENSES						
SALARIES AND BENEFITS	164,622	336,173	359,502	23,329	6.5%	45.8%
OPERATING EXPENSES	26,703	52,258	51,569	(689)	(1.3)	51.8
INTERDEPARTMENTAL CHARGES	21,084	42,164	42,164	-	-	50.0
TOTAL EXPENSES	212,409	430,595	453,235	22,640	5.0	46.9
TOTAL STRATEGIC COMM & ENGAGEMENT	212,409	430,595	453,235	22,640	5.0	46.9

Comments

Expenses: Savings for staff vacancy

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.	●			Complete
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.		●		Complete 2021 Q2
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 June 30, 2021

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	-	(75,905)	(88,040)	(12,135)	13.8%	- %
OTHER REVENUES	-	(131,424)	(131,424)	-	-	-
INTERDEPARTMENTAL RECOVERIES	(569,562)	(1,139,117)	(1,139,117)	-	-	50.0
TOTAL REVENUES	(569,562)	(1,346,446)	(1,358,581)	(12,135)	0.9	41.9
EXPENSES						
SALARIES AND BENEFITS	431,249	850,648	875,396	24,748	2.8%	49.3%
OPERATING EXPENSES	189,510	445,875	449,985	4,110	0.9	42.1
INTERDEPARTMENTAL CHARGES	16,602	33,200	33,200	-	-	50.0
TOTAL EXPENSES	637,361	1,329,723	1,358,581	28,858	2.1	46.9
TOTAL HUMAN RESOURCES	67,799	(16,723)	-	16,723	-	-

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.	●			In progress for Q4 completion
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 attending the office as required
- 0.5 FTE Archives staff supporting Communications staff during COVID-19

CLERKS

Variance Reporting

For period ending June 30, 2021

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	(1,995)	(40,730)	(3,500)	37,230	(1,063.7%)	57.0%
CAPITAL REVENUES	(2,885)	-	(20,000)	(20,000)	100.0	14.4
TOTAL REVENUES	(4,880)	(40,730)	(23,500)	17,230	(73.3)	20.8
EXPENSES						
SALARIES AND BENEFITS	192,277	388,505	385,268	(3,237)	(0.8%)	49.9%
OPERATING EXPENSES	6,332	14,233	18,837	4,604	24.4	33.6
CAPITAL EXPENSES	1,336	-	20,000	20,000	100.0	6.7
INTERDEPARTMENTAL CHARGES	60,894	121,795	121,795	-	-	50.0
TOTAL EXPENSES	260,839	524,533	545,900	21,367	3.9	47.8
TOTAL CLERKS	255,959	483,803	522,400	38,597	7.4	49.0

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, planning to reopen to the public as we move to Step 3
- 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 June 30, 2021

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	(715)	(3,835)	(3,120)	715	(22.9%)	22.9%
INTERDEPARTMENTAL RECOVERIES	(296,208)	(592,402)	(592,402)	-	-	50.0
TOTAL REVENUES	(296,923)	(596,237)	(595,522)	715	(0.1)	49.9
EXPENSES						
SALARIES AND BENEFITS	249,747	506,184	506,184	-	- %	49.3%
OPERATING EXPENSES	32,693	55,398	53,738	(1,660)	(3.1)	60.8
INTERDEPARTMENTAL CHARGES	17,802	35,600	35,600	-	-	50.0
TOTAL EXPENSES	300,242	597,182	595,522	(1,660)	(0.3)	50.4
TOTAL CUSTOMER SERVICE	3,319	945	-	(945)	-	-

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 one year to July 1, 2022. Working to complete water and wastewater sections of the AMP by Q4 of 2021. The remainder of the assets will be updated to meet the Regulation deadline.
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 one 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.	●			In progress. Reporting results to Council in September.

Operations/Service Level Update

- Additional funding and reporting requirements (40 additional reports year-to-date) 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.
- Collaborative budget survey launched with all of Oxford County's area municipalities.

FINANCE

Variance Reporting

For period ending June 30, 2021

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	(1,988,831)	(2,033,459)	(24,000)	2,009,459	(8,372.7%)	8,286.8%
INTERDEPARTMENTAL RECOVERIES	(740,520)	(1,481,059)	(1,481,059)	-	-	50.0
CAPITAL REVENUES	(265)	-	-	-	-	-
TOTAL REVENUES	(2,729,616)	(3,514,518)	(1,505,059)	2,009,459	(133.5)	181.4
EXPENSES						
SALARIES AND BENEFITS	561,906	1,144,619	1,174,484	29,865	2.5%	47.8%
OPERATING EXPENSES	229,406	343,564	296,475	(47,089)	(15.9)	77.4
OTHER EXPENSES	1,947,916	1,947,916	-	(1,947,916)	-	-
INTERDEPARTMENTAL CHARGES	17,052	34,100	34,100	-	-	50.0
TOTAL EXPENSES	2,756,280	3,470,199	1,505,059	(1,965,140)	(130.6)	183.1
TOTAL FINANCE	26,664	(44,319)	-	44,319	-	-

Comments

Revenue/Expenses: Legal settlement revenue offset by reserve transfer. Savings for staff vacancy.

Goals and Objectives

Description	2021	2022	2023	Status Update
VoIP Deployment Continued deployment of new system to end points	●			Two area municipalities' systems deployment 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.		●	●	Planning in progress, implementation 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	(56,808)	(194,884)	(123,300)	71,584	(58.1%)	46.1%
OTHER REVENUES	-	(115,000)	(115,000)	-	-	-
INTERDEPARTMENTAL RECOVERIES	(1,020,360)	(2,040,629)	(2,040,629)	-	-	50.0
CAPITAL REVENUES	(22,422)	(185,970)	(185,970)	-	-	12.1
TOTAL REVENUES	(1,099,590)	(2,536,483)	(2,464,899)	71,584	(2.9)	44.6
EXPENSES						
SALARIES AND BENEFITS	544,605	1,112,114	1,112,114	-	- %	49.0%
OPERATING EXPENSES	273,599	925,622	919,010	(6,612)	(0.7)	29.8
CAPITAL EXPENSES	23,971	262,554	190,970	(71,584)	(37.5)	12.6
OTHER EXPENSES	103,703	207,405	207,405	-	-	50.0
INTERDEPARTMENTAL CHARGES	17,700	35,400	35,400	-	-	50.0
TOTAL EXPENSES	963,578	2,543,095	2,464,899	(78,196)	(3.2)	39.1
TOTAL INFORMATION TECHNOLOGY	(136,012)	6,612	-	(6,612)	-	-

Comments

Revenue/Expenses: COVID expenses are funded from Federal Restart Agreement grant

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 two municipalities
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.	●			Complete

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
- Aerial photography updated with 2020 imaging

	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	466,271	973,927	1,107,338	133,411	12.0%	42.1%
OPERATING EXPENSES	346,627	749,571	741,385	(8,186)	(1.1)	46.8
INTERDEPARTMENTAL CHARGES	60,492	120,983	120,983	-	-	50.0
TOTAL EXPENSES	873,390	1,844,481	1,969,706	125,225	6.4	44.3
TOTAL INFORMATION SERVICES	873,390	1,494,588	1,619,813	125,225	7.7	53.9

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.	●			Legislative requirements will be effective November 1, 2021
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 Part III trials available at this time
- Administration office open by appointment only, planning to open to the public as we move into Step 3
- Part I ticket issuance continues to decline

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	(527,246)	(1,030,431)	(1,000,000)	30,431	(3.0%)	52.7%
TOTAL REVENUES	(527,246)	(1,030,431)	(1,000,000)	30,431	(3.0)	52.7
EXPENSES						
SALARIES AND BENEFITS	158,859	342,137	381,364	39,227	10.3%	41.7%
OPERATING EXPENSES	146,398	467,168	467,859	691	0.1	31.3
INTERDEPARTMENTAL CHARGES	95,730	191,444	191,444	-	-	50.0
TOTAL EXPENSES	400,987	1,000,749	1,040,667	39,918	3.8	38.5
TOTAL POA	(126,259)	(29,682)	40,667	70,349	173.0	(310.5)

Comments

Revenues: Additional 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.	●			Project delayed due to staffing shortages.
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 service level has been impacted in Q2 due to staffing shortages. These shortages are expected to continue into Q3 until a contract employee can be retained to fill the vacancy.

ENGINEERING

Variance Reporting

For period ending June 30, 2021

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	(72,375)	(115,500)	(85,500)	30,000	(35.1%)	84.6%
INTERDEPARTMENTAL RECOVERIES	(125,004)	(250,000)	(250,000)	-	-	50.0
TOTAL REVENUES	(197,379)	(365,500)	(335,500)	30,000	(8.9)	58.8
EXPENSES						
SALARIES AND BENEFITS	476,373	1,176,267	1,176,267	-	- %	40.5%
OPERATING EXPENSES	85,984	113,479	118,185	4,706	4.0	72.8
CAPITAL EXPENSES	-	2,000	2,000	-	-	-
INTERDEPARTMENTAL CHARGES	184,722	382,678	380,991	(1,687)	(0.4)	48.5
TOTAL EXPENSES	747,079	1,674,424	1,677,443	3,019	0.2	44.5
TOTAL ENGINEERING	549,700	1,308,924	1,341,943	33,019	2.5	41.0

Comments

Revenues: Additional development fee revenues

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.	●			Completed.
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.	●	●	●	Long Term Renewable Energy Plan (Facilities) project evaluation criteria and weighting system approved through County Council Report No. PW 2021-11. Criteria application ongoing to derive multi-year capital plan. 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.
- Flooring replacement project at Woodingford Lodge (Ingersoll) has been deferred due to COVID-19 and the inability to access this site.
- All forms of building maintenance and repair, including preventative maintenance, are being undertaken at all County facilities. Undertaking planning for enhanced contract bundling and vendor sole sourcing (lighting, asphalt, roofing, fencing projects) to offset delays with material and equipment supply chain.

FACILITIES

Variance Reporting

For period ending June 30, 2021

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	(935,925)	(2,799,398)	(2,344,761)	454,637	(19.4%)	39.9%
OTHER REVENUES	-	(74,543)	(74,015)	528	(0.7)	-
INTERDEPARTMENTAL RECOVERIES	(3,201,066)	(7,422,385)	(7,365,916)	56,469	(0.8)	43.5
CAPITAL REVENUES	(1,189,403)	(3,881,994)	(4,213,297)	(331,303)	7.9	28.2
TOTAL REVENUES	(5,326,394)	(14,178,320)	(13,997,989)	180,331	(1.3)	38.1
EXPENSES						
SALARIES AND BENEFITS	537,720	1,131,350	1,159,862	28,512	2.5%	46.4%
OPERATING EXPENSES	3,650,663	7,554,237	7,074,783	(479,454)	(6.8)	51.6
DEBT REPAYMENT	688,969	1,384,296	1,458,636	74,340	5.1	47.2
CAPITAL EXPENSES	1,202,344	4,250,133	4,578,478	328,345	7.2	26.3
OTHER EXPENSES	366,939	896,825	849,304	(47,521)	(5.6)	43.2
INTERDEPARTMENTAL CHARGES	153,161	319,018	316,123	(2,895)	(0.9)	48.4
TOTAL EXPENSES	6,599,796	15,535,859	15,437,186	(98,673)	(0.6)	42.8
TOTAL FACILITIES	1,273,402	1,357,539	1,439,197	81,658	5.7	88.5

Comments

Expenses: Savings in debt repayment costs due to 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 June 30, 2021

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	(531)	(130,532)	(130,000)	532	(0.4%)	0.4%
OTHER REVENUES	(20,502)	(29,099)	(174,524)	(145,425)	83.3	11.7
INTERDEPARTMENTAL RECOVERIES	(1,936,797)	(3,972,846)	(3,781,545)	191,301	(5.1)	51.2
CAPITAL REVENUES	(10,431)	(1,573,631)	(1,554,500)	19,131	(1.2)	0.7
TOTAL REVENUES	(1,968,261)	(5,706,108)	(5,640,569)	65,539	(1.2)	34.9
EXPENSES						
SALARIES AND BENEFITS	41,737	105,194	102,749	(2,445)	(2.4%)	40.6%
OPERATING EXPENSES	992,996	2,030,233	1,856,270	(173,963)	(9.4)	53.5
CAPITAL EXPENSES	10,431	1,575,631	1,556,500	(19,131)	(1.2)	0.7
OTHER EXPENSES	978,300	1,995,050	2,125,050	130,000	6.1	46.0
TOTAL EXPENSES	2,023,464	5,706,108	5,640,569	(65,539)	(1.2)	35.9
TOTAL FLEET	55,203	-	-	-	-	-

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 (CSZ).	●	●	●	Guideline Criteria for identification and implementation of CSZ was presented to County Council on June 23, 2021, but recommendations were deferred until August 11, 2021 County Council meeting. Oxford County ASE program feasibility/viability review will be deferred in order to evaluate CSZ designations, which will inform priority site for ASE implementation.
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 Kintore, Norwich, Otterville, Woodstock/EZT as per County Council Report No. PW 2021-10. Road network improvements recently implemented: <ul style="list-style-type: none"> • Electronic Speed Feedback signs in Kintore (OR 16), OR 17/OR 30, Otterville (OR19) • School Zone with reduced speed and flashing amber lights during prescribed times in Kintore (OR 119) • Speed zone adjustments to align with built environment in Otterville (OR 19) and OR 17 west of OR 30
Roadside Phragmites (Invasive Species) Control Multi-year cutting and weed spraying plan to control excessive phragmites growth along County road network.	●	●	●	Touch-up weed spraying in 2021 (Year 3) planned in August 2021 for all areas treated in 2019 and 2020.
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 existing and proposed intercommunity bus transit systems.

Operations/Service Level Update

- There has been no impact to Level of Service in Q2 2021 during the ongoing COVID-19 pandemic.
- Start of pavement marking (line painting) operations has been delayed due to equipment problems and supply chain issues for replacement parts, which is attributed to the COVID pandemic. Contracted services will be considered to supplement Operations as required.
- Construction of Oxford Road 9 (from CN Railway to 200 m west of Anderson Street) deferred to 2022.

TRANSPORTATION SERVICES

Variance Reporting

For period ending June 30, 2021

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	(120,588)	(567,611)	(349,275)	218,336	(62.5%)	34.5%
OTHER REVENUES	-	-	-	-	-	-
CAPITAL REVENUES	(1,925,009)	(25,243,871)	(25,343,816)	(99,945)	0.4	7.6
TOTAL REVENUES	(2,045,597)	(25,811,482)	(25,693,091)	118,391	(0.5)	8.0
EXPENSES						
SALARIES AND BENEFITS	1,505,636	3,016,168	3,015,987	(181)	- %	49.9%
OPERATING EXPENSES	1,785,012	4,231,599	4,024,810	(206,789)	(5.1)	44.4
DEBT REPAYMENT	96,529	230,791	230,791	-	-	41.8
CAPITAL EXPENSES	1,925,010	25,258,871	25,358,816	99,945	0.4	7.6
OTHER EXPENSES	5,187,000	10,374,000	10,374,000	-	-	50.0
INTERDEPARTMENTAL CHARGES	1,426,817	2,993,476	2,920,432	(73,044)	(2.5)	48.9
TOTAL EXPENSES	11,926,004	46,104,905	45,924,836	(180,069)	(0.4)	26.0
TOTAL TRANSPORTATION SERVICES	9,880,407	20,293,423	20,231,745	(61,678)	(0.3)	48.8

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.

2021 Approved CAO Transfer of Fund

Project Name	Reference	Transfer to (from)	Account	Description
Guiderail Capital Works	BT2021-04	(30,000)	Oxford Road 9	To complete the proposed guiderail work including provisional work.
		30,000	Guiderails	
Intersection Illumination	BT2021-06	(25,000)	Traffic Signals	To complete the intersection illumination at three rural intersections.
		25,000	Intersection Illumination	

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.	●	●	●	Ongoing utilization of established film plastic drop-off depots at the Oxford County Waste Management Facility, Tillsonburg Transfer Station, and Woodstock Transfer Station (Enviro-Depot), with additional drop-off site planned at South-West Oxford Beachville Firehall. As of May 14, 2021, 2.6 tonnes of film plastic was processed for end market and diverted from landfill.
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 completed as per County Council Report PW 2021-21. Cost projections show that bag tag fees at \$2.00/tag will fully fund residential garbage collection and maintain minimum reserve balance to 2025, while continuing to promote waste diversion.

Operations/Service Level Update

- Public access to the Oxford County Waste Management Facility (OCWMF) was restricted during the Provincial Emergency Brake (April 3, 2021) and subsequent Stay-at-home Order (April 8, 2021), from April 3, 2021 to June 11, 2021, to commercial customers only Monday to Friday (closed Saturdays). The Tillsonburg Transfer Station and the Woodstock Transfer Station (Enviro-Depot) remained open during this time.
- Essential residential waste management services were provided through weekly curbside collection of garbage and recycling and the annual Large Article Collection (LAC) program (except Woodstock and Tillsonburg).
- 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.
- Construction of OCWMF compost pad expansion deferred to 2022.

WASTE MANAGEMENT

Variance Reporting

For period ending June 30, 2021

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	(4,230,869)	(9,752,449)	(9,186,380)	566,069	(6.2%)	46.1%
OTHER REVENUES	-	(570,530)	(699,328)	(128,798)	18.4	-
CAPITAL REVENUES	-	(34,000)	(34,000)	-	-	-
TOTAL REVENUES	(4,230,869)	(10,356,979)	(9,919,708)	437,271	(4.4)	42.7
EXPENSES						
SALARIES AND BENEFITS	611,512	1,283,641	1,283,641	-	- %	47.6%
OPERATING EXPENSES	4,063,513	11,248,153	10,563,587	(684,566)	(6.5)	38.5
CAPITAL EXPENSES	48,806	79,000	79,000	-	-	61.8
INTERDEPARTMENTAL CHARGES	603,198	1,118,486	1,037,209	(81,277)	(7.8)	58.2
TOTAL EXPENSES	5,327,029	13,729,280	12,963,437	(765,843)	(5.9)	41.1
TOTAL WASTE MANAGEMENT	1,096,160	3,372,301	3,043,729	(328,572)	(10.8)	36.0

Comments

Revenues/Expenses Higher bag tag revenues forecasted offset by reduced reserve funding. Additional costs for biosolid disposal related to the Tavistock biosolid capital project. Revenue/Surplus from 2020 to offset the additional costs.

Expenses: Unanticipated closed landfill costs and fleet repairs. Higher fuel and replacement cost for the compactor.

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
- No positive cases of Covid 19 in any of the Woodingford Homes
- 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 June 30, 2021

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	(11,123,807)	(20,146,973)	(19,118,529)	1,028,444	(5.4%)	58.2%
CAPITAL REVENUES	(244,620)	(757,563)	(869,705)	(112,142)	12.9	28.1
TOTAL REVENUES	(11,368,427)	(20,904,536)	(19,988,234)	916,302	(4.6)	56.9
EXPENSES						
SALARIES AND BENEFITS	10,352,203	21,857,955	21,400,614	(457,341)	(2.1%)	48.4%
OPERATING EXPENSES	2,306,082	5,056,377	4,901,663	(154,714)	(3.2)	47.0
DEBT REPAYMENT	1,089,229	2,122,714	2,122,713	(1)	-	51.3
CAPITAL EXPENSES	403,408	1,131,971	938,335	(193,636)	(20.6)	43.0
OTHER EXPENSES	291,788	583,576	583,576	-	-	50.0
INTERDEPARTMENTAL CHARGES	693,240	1,411,500	1,386,426	(25,074)	(1.8)	50.0
TOTAL EXPENSES	15,135,950	32,164,093	31,333,327	(830,766)	(2.7)	48.3
TOTAL WOODINGFORD LODGE	3,767,523	11,259,557	11,345,093	85,536	0.8	33.2

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	
DomesticWaterPump Failure	BT2021-03	(100,000)	Maintenance (parking lot)	To determine a long term solution for the domestic water pump failure.
		100,000	Maintenance (water pump)	
Woodingford Lodge Garden Project	BT2021-07	(30,595)	Maintenance (HVAC)	To revitalize and enhance the landscape at the south-west corner of Woodingford Lodge Woodstock.
		30,595	Maintenance (Garden)	

* Revised budget includes approved in year transfers

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 continues.
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 late July 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 continues.
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. Construction is scheduled to commence at 738 Parkinson Road in August 2021.

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.	●			Discussions are taking place to look into other opportunities for additional child care spaces in Oxford. Wonder Years opened in Norwich in January 2021. A promotional campaign for Licensed home child care launched in spring 2021.
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. Programs Plans are in place to offer outdoor programs effective July 7, 2021.
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, while planning is happening for in person services effective August 3, 2021.
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.	●	●		Continue to support Oxford County community partners through various means to maintain their viability. Support will be continued 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. The monthly newsletter is also sent out to families who have indicated a desire to receive them.

HOUSING

Variance Reporting

For period ending June 30, 2021

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	(5,399,187)	(10,534,752)	(8,221,524)	2,313,228	(28.1%)	65.7%
OTHER REVENUES	-	(6,053,161)	(5,929,643)	123,518	(2.1)	-
CAPITAL REVENUES	(159,494)	(2,591,945)	(2,580,245)	11,700	(0.5)	6.2
TOTAL REVENUES	(5,558,681)	(19,179,858)	(16,731,412)	2,448,446	(14.6)	33.2
EXPENSES						
OPERATING EXPENSES	7,071,492	19,524,269	17,120,230	(2,404,039)	(14.0%)	41.3%
DEBT REPAYMENT	-	294,183	294,183	-	-	-
CAPITAL EXPENSES	162,140	2,880,745	2,869,045	(11,700)	(0.4)	5.7
OTHER EXPENSES	625,000	1,346,206	1,250,000	(96,206)	(7.7)	50.0
INTERDEPARTMENTAL CHARGES	183,746	212,351	275,850	63,499	23.0	66.6
TOTAL EXPENSES	8,042,378	24,257,754	21,809,308	(2,448,446)	(11.2)	36.9
TOTAL HOUSING	2,483,697	5,077,896	5,077,896	-	-	48.9

Comments

Revenues/Expenses: Additional Social Services Relief Funding. Insurance recovery for fire at Housing location. Offset by external transfers

2021 Approved CAO Transfer of Fund

Project Name	Reference	Transfer to (from)	Account	Description
272 Harris Street Retaining Wall	BT2021-08	(3,970)	16 George St	To complete the replacement of the block retaining wall, existing walkway, as well as to install proper drainage and water proofing.
		(2,943)	70 Maria St	
		(7,070)	111 Brock Street	
		(2,000)	738 Parkinson	
		(8,980)	742 Pavey	
		(40,000)	742 Pavey	
		(19,493)	178 Earl St	
		(20,000)	178 Earl St	
		(45,000)	51-61 Earle	
		(8,000)	47-49 Earl	
		(24,000)	51-61 Earle	
		181,456	272 Harris	

* Revised budget includes approved in year transfers

COMMUNITY SERVICES

Variance Reporting

For period ending June 30, 2021

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	(6,812,315)	(16,621,015)	(16,621,015)	-	- %	41.0%
TOTAL REVENUES	(6,812,315)	(16,621,015)	(16,621,015)	-	-	41.0
EXPENSES						
SALARIES AND BENEFITS	1,660,963	3,294,556	3,294,556	-	- %	50.4%
OPERATING EXPENSES	5,554,107	14,570,356	14,570,668	312	-	38.1
INTERDEPARTMENTAL CHARGES	371,448	742,442	742,456	14	-	50.0
TOTAL EXPENSES	7,586,518	18,607,354	18,607,680	326	-	40.8
TOTAL COMMUNITY SERVICES	774,203	1,986,339	1,986,665	326	-	39.0

Comments

No significant variances forecasted

CHILD CARE

Variance Reporting

For period ending June 30, 2021

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	(5,341,449)	(10,066,742)	(9,362,940)	703,802	(7.5%)	57.0%
TOTAL REVENUES	(5,341,449)	(10,066,742)	(9,362,940)	703,802	(7.5)	57.0
EXPENSES						
SALARIES AND BENEFITS	437,263	1,178,524	1,178,524	-	- %	37.1%
OPERATING EXPENSES	3,080,924	9,793,142	9,089,340	(703,802)	(7.7)	33.9
INTERDEPARTMENTAL CHARGES	55,110	110,217	110,217	-	-	50.0
TOTAL EXPENSES	3,573,297	11,081,883	10,378,081	(703,802)	(6.8)	34.4
TOTAL CHILD CARE	(1,768,152)	1,015,141	1,015,141	-	-	(174.2)

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 approval. Consultant 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 18,300 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 1,200 visits for 329 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. Additionally, Paramedic services administered 330 immunizations through two Oxford County workplace immunization clinics that were also available to local municipal staff and families.
- At the request of SWPH, Paramedic Services led the opening and operation of the Mass Vaccination Clinic (MIC) in Tillsonburg. This clinic opened at the end of April and will close at the end of September. At peak, this clinic administered 800 vaccinations per day, 5 days a week for a total of 34,797 COVID-19 vaccine doses.

PARAMEDIC SERVICES

Variance Reporting

For period ending June 30, 2021

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	(4,416,312)	(9,559,699)	(7,677,861)	1,881,838	(24.5%)	57.5%
OTHER REVENUES	-	(137,149)	(137,149)	-	-	-
CAPITAL REVENUES	(386,667)	(1,258,733)	(1,287,975)	(29,242)	2.3	30.0
TOTAL REVENUES	(4,802,979)	(10,955,581)	(9,102,985)	1,852,596	(20.4)	52.8
EXPENSES						
SALARIES AND BENEFITS	6,248,995	13,584,252	11,910,575	(1,673,677)	(14.1%)	52.5%
OPERATING EXPENSES	676,736	1,911,529	1,636,731	(274,798)	(16.8)	41.3
DEBT REPAYMENT	98,623	194,243	194,243	-	-	50.8
CAPITAL EXPENSES	443,078	1,320,732	1,351,975	31,243	2.3	32.8
OTHER EXPENSES	417,500	835,000	835,000	-	-	50.0
INTERDEPARTMENTAL CHARGES	365,112	863,713	858,288	(5,425)	(0.6)	42.5
TOTAL EXPENSES	8,250,044	18,709,469	16,786,812	(1,922,657)	(11.5)	49.1
TOTAL PARAMEDIC SERVICES	3,447,065	7,753,888	7,683,827	(70,061)	(0.9)	44.9

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.

Expenses: Higher legal costs for arbitrations and tribunals and escalated prices for fuel.

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; completed consultation with AM staff on draft agricultural policy direction and initial consultation with APAC
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).	●	●		Secondary Planning – SE Wdsk nearing completion, Drumbo ongoing, EZT RFP completed; Ingersoll background review underway and several privately initiated plans are 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 for all rural systems completed; updates to urban systems in progress
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; SWOX review in progress; continue to review options going forward with several AMs for housekeeping and/or more extensive updates

Operations/Service Level Update

- Total volume of applications processed or otherwise involving Community Planning staff time to the end of Q2 is 274; excluding 2020's reduced figures (related to the pandemic and the virtual shutdown of the building industry in March/April of that year), the current volumes are the highest they have been in the past 6 years
- Staff compliment has stabilized in the first 6 months of 2021 resulting in improvements in processing development applications; the addition of a new Land Division Committee Secretary-Treasurer, the promotion of the Planning Secretary to Administrative Assistant and the hiring of a new Planning Secretary has provided needed relief and efficiencies with respect to processing development applications
- Progress continues on a number of policy-oriented initiatives, as described in 'Goals and Objectives' above and it is anticipated that further progress will be made at such time as the policy planner currently on maternity leave returns in September 2021
- Generally, staff continue to work both from home and at OCAB access; in person meetings with clients 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 June 30, 2021

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	(178,094)	(287,227)	(287,227)	-	- %	62.0%
OTHER REVENUES	-	(411,210)	(411,210)	-	-	-
TOTAL REVENUES	(178,094)	(698,437)	(698,437)	-	-	25.5
EXPENSES						
SALARIES AND BENEFITS	761,035	1,672,083	1,672,083	-	- %	45.5%
OPERATING EXPENSES	64,670	534,396	534,006	(390)	(0.1)	12.1
CAPITAL EXPENSES	-	2,000	2,000	-	-	-
INTERDEPARTMENTAL CHARGES	88,200	176,415	176,415	-	-	50.0
TOTAL EXPENSES	913,905	2,384,894	2,384,504	(390)	-	38.3
TOTAL PLANNING	735,811	1,686,457	1,686,067	(390)	-	43.6

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.	●	●	●	Multi-year implementation in progress. Cybersecurity Standards currently being developed.
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.	●	●	●	Performing annual preventative maintenance activities. KPI's and Level of Service 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 in progress with completion of field work estimated for Q4 2021. Plattsville Study on water hardness (including manganese, strontium) has been completed.
Drumbo WWTP Expansion Construction of the expanded treatment facility to accommodate growth and improve effluent quality.	●	●		Environmental Certificate of Approval issued by MECP. Construction tender closed with planned award in Q3, 2021.
Groundwater Water Modelling Completion of updated groundwater modelling of existing supply wells that utilize outdated wellhead protection area (WHPA) delineations.	●	●		Updated WHPA models being developed for Thamesford, Embro, Innerkip, Mount Elgin, and Innerkip. Contract for installation of monitoring wells within Ingersoll WHPAs has been awarded.
Tillsonburg WWTP Upgrades – Phase 1 Upgrading both primary and secondary clarifiers and head works to eliminate bottlenecks and optimize performance.	●	●	●	Environmental Certificate of Approval issued by MECP. Construction tender awarded to Stone Town Construction Ltd.
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.	●			Ongoing liaison with MECP regarding project approach, awaiting MECP approval to proceed.
Tavistock New Well Supply Class EA Study Schedule C Class Environmental Assessment Study to locate a new well in Tavistock for security of supply.	●	●	●	Undertaking pumping tests at preferred field site. Public consultation meetings being planned for Q4, 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.	●	●	●	Ongoing implementation, including commercial harvest at Zenda Tract.
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 stage of trail development underway. Cool season grasses sprayed with herbicide in April. Tree planting completed in early May (9500 seedling trees planted).
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

- Staff are entering a customer's private dwelling only if needed and doing so with proper PPE between January to June, 2021. There has been no impact to the Level of Service in Q2 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 June 30, 2021

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	(10,379,871)	(20,995,248)	(20,955,717)	39,531	(0.2%)	49.5%
OTHER REVENUES	-	(1,358,370)	(532,896)	825,474	(154.9)	-
CAPITAL REVENUES	(4,336,834)	(24,227,554)	(24,193,043)	34,511	(0.1)	17.9
TOTAL REVENUES	(14,716,705)	(46,581,172)	(45,681,656)	899,516	(2.0)	32.2
EXPENSES						
SALARIES AND BENEFITS	1,369,805	3,021,737	3,021,592	(145)	- %	45.3%
OPERATING EXPENSES	2,006,458	4,961,231	4,552,075	(409,156)	(9.0)	44.1
DEBT REPAYMENT	1,865,182	3,153,129	2,948,316	(204,813)	(6.9)	63.3
CAPITAL EXPENSES	4,366,650	24,230,779	24,193,043	(37,736)	(0.2)	18.0
OTHER EXPENSES	3,744,902	7,484,104	7,363,279	(120,825)	(1.6)	50.9
INTERDEPARTMENTAL CHARGES	1,580,167	3,730,192	3,603,349	(126,843)	(3.5)	43.9
TOTAL EXPENSES	14,933,164	46,581,172	45,681,654	(899,518)	(2.0)	32.7
TOTAL WASTEWATER	216,459	-	(2)	(2)	100.0	(10,822,5)

Comments

Revenues: Increased transfer from reserve to offset expenses. Decreased revenues in due to large commercial user shut-down approximately \$200,000. 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. Nitrification Study in Thamesford. 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. Costs to be funded from the Tillsonburg Wastewater Reserve.

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	(9,690,825)	(18,987,453)	(19,269,733)	(282,280)	1.5%	50.3%
OTHER REVENUES	-	(798,348)	(347,275)	451,073	(129.9)	-
CAPITAL REVENUES	(1,844,477)	(15,517,357)	(15,763,863)	(246,506)	1.6	11.7
TOTAL REVENUES	(11,535,302)	(35,303,158)	(35,380,871)	(77,713)	0.2	32.6
EXPENSES						
SALARIES AND BENEFITS	1,643,857	3,438,599	3,438,599	-	- %	47.8%
OPERATING EXPENSES	2,239,493	5,734,737	5,685,300	(49,437)	(0.9)	39.4
DEBT REPAYMENT	199,758	529,739	529,740	1	-	37.7
CAPITAL EXPENSES	1,834,813	15,520,107	15,763,863	243,756	1.5	11.6
OTHER EXPENSES	3,371,328	6,677,096	6,593,261	(83,835)	(1.3)	51.1
INTERDEPARTMENTAL CHARGES	1,472,312	3,402,880	3,370,109	(32,771)	(1.0)	43.7
TOTAL EXPENSES	10,761,561	35,303,158	35,380,872	77,714	0.2	30.4
TOTAL WATER	(773,741)	-	1	1	100.0	(77,374,1)

Comments

Revenues: Decreased commercial revenues. Increased transfer from reserve to offset expenses.
No other significant changes.

2021 Approved CAO Transfer of Fund

Project Name	Reference	Transfer to (from)	Account	Description
Thornton Feedermain Condition Assessment	BT2021-05	(170,000)	Woodstock Linear R/R CR Project	To complete the condition assessment of the Thornton WTF Feeder mains
		170,000	Thornton Feeder mains	

WOODLANDS CONSERVATION

Variance Reporting

For period ending June 30, 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	52,071	106,916	106,916	-	- %	48.7%
OPERATING EXPENSES	27,363	86,098	86,010	(88)	(0.1)	31.8
INTERDEPARTMENTAL CHARGES	6,251	12,899	12,913	14	0.1	48.4
TOTAL EXPENSES	85,685	205,913	205,839	(74)	-	41.6
TOTAL WOODLANDS CONSERVATION	85,685	174,663	174,589	(74)	-	49.1

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, currently participating 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; video annual report will be prepared for 2020
Pursue Provincial Reaccreditation Ontario Public Library Guidelines 7 th ed. Deadline Q4 2021	●			Ongoing – planned to have it complete by end of this year or early 2022
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
- Lock down effective April 8 – restricted to outdoor curbside pickup at all branches
- Tillsonburg and Ingersoll branches re-opening to book browsing, check out and computer use on July 5 with opening in Stage 2

LIBRARY

Variance Reporting

For period ending June 30, 2021

	YTD ACTUAL	FORECAST	REVISED BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	(10,802)	(186,340)	(197,224)	(10,884)	5.5%	5.5%
OTHER REVENUES	-	(280,813)	(280,813)	-	-	-
CAPITAL REVENUES	(33,102)	(364,500)	(368,965)	(4,465)	1.2	9.0
TOTAL REVENUES	(43,904)	(831,653)	(847,002)	(15,349)	1.8	5.2
EXPENSES						
SALARIES AND BENEFITS	1,084,920	2,311,024	2,545,783	234,759	9.2%	42.6%
OPERATING EXPENSES	313,939	658,926	679,709	20,783	3.1	46.2
DEBT REPAYMENT	74,595	147,197	147,197	-	-	50.7
CAPITAL EXPENSES	33,532	374,500	378,965	4,465	1.2	8.8
OTHER EXPENSES	33,500	67,000	67,000	-	-	50.0
INTERDEPARTMENTAL CHARGES	486,733	1,027,072	1,022,356	(4,716)	(0.5)	47.6
TOTAL EXPENSES	2,027,219	4,585,719	4,841,010	255,291	5.3	41.9
TOTAL LIBRARY	1,983,315	3,754,066	3,994,008	239,942	6.0	49.7

Comments

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