

Goals and Objectives

Description	2021	2022	2023	Status Update
Oxford County Strategic Plan Ongoing implementation of the County's Strategic Plan.	●	●	●	Ongoing
Future Oxford Plan Ongoing support for, the implementation of the Future Oxford Plan through the Future Oxford Partnership and within Oxford County operations.	●	●	●	Zero Waste Oxford: 2022 priorities being chosen. Zero Poverty Oxford: 2022 priorities being chosen, new members being on-boarded.
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: finalist of Woodstock Chamber of Commerce's Energy and Innovation Excellence Award. Ongoing support provided for community partners (Smart Energy Oxford, Zero Waste Oxford).
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.	●	●	●	Housing Development efforts ongoing; staff collaborating with area municipalities; update provided to Council November 10.
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 for broadband advocacy.
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 Conference August 2021; topics included energy efficiency in the Ontario Building Code, Long-Term Care, tax appeal process, community paramedicine, and court security.
Southwestern Landfill Proposal EA County oversight and engagement in proposal Environmental Assessment process.	●	●	●	On hold; Ingersoll, Zorra, SouthWest Oxford and Oxford County formally opposed.

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 Paramedic Services Deployment review with Elgin and Perth Counties, Woodingford accreditation.
Joint Service Delivery Review Participate as per Council direction and Departmental support requirements	●			Review closed out in September.
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 Q4. Zero Poverty Plan refresh and priority setting ongoing Q3/4.
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	●	●	●	New partners welcomed in September; orientation throughout Fall 2021.
Housing and Poverty Support cross-Departmental housing and poverty initiatives	●	●	●	Housing Development efforts ongoing, consulting with area municipalities and internal partners. Ongoing engagement with community partners to advance poverty initiatives

Operations/Service Level Update

- Concentration on supporting administration in recovering from challenges required of all County services to ensure delivery of the best possible service levels during recovery from COVID-19
- Ensuring Council, staff, and the public are all informed of service level changes and protective measures taken to progress through the Provincial stages of reopening from COVID-19

- Housing Development working directly with CAO Office to advance housing initiatives
- Staff returning to the office, with a combination of working from home and meeting regularly by use of virtual collaboration technology
- Participating in regular meetings with County Council, Area Municipal Councils and CAOs

CAO OFFICE
FOR PERIOD ENDING SEPTEMBER 30, 2021

	2021 ACTUALS	2021 FORECAST	2021 BUDGET	VARIANCE \$	VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	(9,500)	(28,437)	-	28,437	-	-
TOTAL REVENUES	(9,500)	(28,437)	-	28,437	-	-
EXPENSES						
SALARIES AND BENEFITS	424,090	563,499	563,514	15	0.0%	75.3%
OPERATING EXPENSES	45,462	169,807	146,054	(23,753)	(16.3%)	31.1%
INTERDEPARTMENTAL CHARGES	40,836	54,823	54,826	3	0.0%	74.5%
TOTAL EXPENSES	510,388	788,129	764,394	(23,735)	(3.1%)	66.8%
TOTAL	500,888	759,692	764,394	4,702	0.6%	65.5%

COMMENTS

REVENUES/EXPENSES	No significant variances forecast
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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 is being monitored for results. Courthouse signage is designed will be installed in 2022. We are testing other signage models at several attractions.
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 active with the final campaign planned for November/December in partnership with Community Futures Oxford and Rural Oxford.
Experiential Tourism Development Support existing experiential tourism operators with marketing. Coach new businesses in crafting new visitor experiences.	●	●		Fall 2021, Thames River Melons and Wild Comfort Body care launched new experiences for visitors to book.
Ontario's Great Road Trip Participate in provincial culinary tourism campaign, submitting 3 travel itineraries for each season	●			Campaign is underway with staff updating and promoting content.
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 were hosted in 2021.

Operations/Service Level Update

- Tourism Oxford currently setting up software to assist in managing customer inquiries including visitors, businesses and sector contacts.

TOURISM
FOR PERIOD ENDING SEPTEMBER 30, 2021

	2021 ACTUALS	2021 FORECAST	2021 BUDGET	VARIANCE \$	VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	(47,012)	(57,013)	(93,658)	(36,645)	39.1%	50.2%
TOTAL REVENUES	(47,012)	(57,013)	(93,658)	(36,645)	39.1%	50.2%
EXPENSES						
SALARIES AND BENEFITS	208,531	267,164	267,164	-	-	78.1%
OPERATING EXPENSES	138,169	186,847	229,555	42,708	18.6%	60.2%
INTERDEPARTMENTAL CHARGES	30,969	41,295	41,295	-	-	75.0%
TOTAL EXPENSES	377,669	495,306	538,014	42,708	7.9%	70.2%
TOTAL	330,657	438,293	444,356	6,063	1.4%	74.4%

COMMENTS

REVENUES/EXPENSES	No significant variances forecast
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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 Oxford County Minute" video series for 2021 is at 50% completion. Communications for 2022 Budget process are underway. 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.	●			95% complete.
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.	●	●		Continuing to explore options to enhance "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 COMMUNICATION & ENGAGEMENT

FOR PERIOD ENDING SEPTEMBER 30, 2021

	2021 ACTUALS	2021 FORECAST	2021 BUDGET	VARIANCE \$	VARIANCE %	YTD %
REVENUES						
TOTAL REVENUES	-	-	-	-	-	-
EXPENSES						
SALARIES AND BENEFITS	250,887	336,173	359,502	23,329	6.5%	69.8%
OPERATING EXPENSES	30,186	52,344	51,569	(775)	(1.5%)	58.5%
INTERDEPARTMENTAL CHARGES	31,626	42,164	42,164	-	-	75.0%
TOTAL EXPENSES	312,699	430,681	453,235	22,554	5.0%	69.0%
TOTAL	312,699	430,681	453,235	22,554	5.0%	69.0%

COMMENTS

EXPENSES	Savings for staff vacancy
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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
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.	●			Complete

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

FOR PERIOD ENDING SEPTEMBER 30, 2021

	2021 ACTUALS	2021 FORECAST	2021 BUDGET	VARIANCE \$	VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	-	(77,190)	(88,040)	(10,850)	12.3%	-
OTHER REVENUES	-	(82,000)	(131,424)	(49,424)	37.6%	-
INTERDEPARTMENTAL RECOVERIES	(854,343)	(1,139,117)	(1,139,117)	-	-	75.0%
CAPITAL REVENUES	(18,815)	(19,000)	-	19,000	-	-
TOTAL REVENUES	(873,158)	(1,317,307)	(1,358,581)	(41,274)	3.0%	64.3%
EXPENSES						
SALARIES AND BENEFITS	665,696	871,390	875,396	4,006	0.5%	76.0%
OPERATING EXPENSES	307,448	389,846	449,985	60,139	13.4%	68.3%
CAPITAL	18,815	19,000	-	(19,000)	-	-
INTERDEPARTMENTAL CHARGES	24,903	33,200	33,200	-	-	75.0%
TOTAL EXPENSES	1,016,862	1,313,436	1,358,581	45,145	3.3%	74.8%
TOTAL	143,704	(3,871)	-	3,871	-	-

COMMENTS

REVENUES/EXPENSES	Higher expenses for COVID related costs; COVID expenses are funded from Federal Restart Agreement grant
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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

- Archives building open by appointment
 - Visitors are required to wear a mask and are screened at entry
 - Physical distancing measures are in place
- 0.5 FTE Archives staff supporting Communications staff during COVID-19

CLERKS
FOR PERIOD ENDING SEPTEMBER 30, 2021

	2021 ACTUALS	2021 FORECAST	2021 BUDGET	VARIANCE \$	VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	(3,244)	(40,730)	(3,500)	37,230	(1,063.7%)	92.7%
CAPITAL REVENUES	-	-	(20,000)	(20,000)	100.0%	-
TOTAL REVENUES	(3,244)	(40,730)	(23,500)	17,230	(73.3%)	13.8%
EXPENSES						
SALARIES AND BENEFITS	291,063	388,505	385,268	(3,237)	(0.8%)	75.5%
OPERATING EXPENSES	8,553	12,405	18,837	6,432	34.1%	45.4%
CAPITAL	-	-	20,000	20,000	100.0%	-
INTERDEPARTMENTAL CHARGES	91,341	121,795	121,795	-	-	75.0%
TOTAL EXPENSES	390,957	522,705	545,900	23,195	4.2%	71.6%
TOTAL	387,713	481,975	522,400	40,425	7.7%	74.2%

COMMENTS

REVENUES/EXPENSES	Staffing reallocated to assist Communications with Pandemic response; COVID expenses are funded from Federal Restart Agreement grant
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Operations/Service Level Update

- County Administration Building is reopened to the public for walk-ins
 - regular business hours have resumed from 8:00 a.m. to 4:30 p.m. Monday to Friday
 - visitors are required to wear masks and are screened at the main door entry (west end of the building)
 - physical distancing measures are in place and occupancy is limited
- Main reception is shared with Human Services to limit exposure for serving visitors and clients within the entrance area

CUSTOMER SERVICE
FOR PERIOD ENDING SEPTEMBER 30, 2021

	2021 ACTUALS	2021 FORECAST	2021 BUDGET	VARIANCE \$	VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	(715)	(2,215)	(3,120)	(905)	29.0%	22.9%
INTERDEPARTMENTAL RECOVERIES	(444,312)	(592,402)	(592,402)	-	-	75.0%
TOTAL REVENUES	(445,027)	(594,617)	(595,522)	(905)	0.2%	74.7%
EXPENSES						
SALARIES AND BENEFITS	375,339	506,184	506,184	-	-	74.2%
OPERATING EXPENSES	58,467	64,949	53,738	(11,211)	(20.9%)	108.8%
INTERDEPARTMENTAL CHARGES	26,703	35,600	35,600	-	-	75.0%
TOTAL EXPENSES	460,509	606,733	595,522	(11,211)	(1.9%)	77.3%
TOTAL	15,482	12,116	-	(12,116)	-	-

COMMENTS

REVENUES/EXPENSES	No significant variances forecast
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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. 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.	●			Completed August 30 and reported to Council on September 22, 2021.

Operations/Service Level Update

- Additional funding and reporting requirements (50 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.

FINANCE

FOR PERIOD ENDING SEPTEMBER 30, 2021

	2021 ACTUALS	2021 FORECAST	2021 BUDGET	VARIANCE \$	VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	(1,991,014)	(2,044,024)	(34,565)	2,009,459	(5,813.6%)	5,760.2%
INTERDEPARTMENTAL RECOVERIES	(1,110,780)	(1,481,059)	(1,481,059)	-	-	75.0%
CAPITAL REVENUES	(306,251)	(800,000)	(1,211,786)	(411,786)	34.0%	25.3%
TOTAL REVENUES	(3,408,045)	(4,325,083)	(2,727,410)	1,597,673	(58.6%)	125.0%
EXPENSES						
SALARIES AND BENEFITS	866,348	1,144,619	1,174,484	29,865	2.5%	73.8%
OPERATING EXPENSES	249,521	351,775	307,040	(44,735)	(14.6%)	81.3%
CAPITAL	306,336	800,000	1,211,786	411,786	34.0%	25.3%
OTHER EXPENSES	1,950,422	1,956,716	-	(1,956,716)	-	-
INTERDEPARTMENTAL CHARGES	25,578	34,100	34,100	-	-	75.0%
TOTAL EXPENSES	3,398,205	4,287,210	2,727,410	(1,559,800)	(57.2%)	124.6%
TOTAL	(9,840)	(37,873)	-	37,873	-	-

COMMENTS

REVENUES/EXPENSES	Legal settlement revenue offset by reserve transfer.
EXPENSES	Savings for staff vacancy.

APPROVED CAO TRANSFER OF FUNDS

Project Name	Reference	Transfer to (from)	Account	Description
Accounts Payable digitization feasibility review	BT2021-10	10,565	Finance Modernization	To complete the AP digitization feasibility review. Funds transferred from Waste Management.

Goals and Objectives

Description	2021	2022	2023	Status Update
VoIP Deployment Continued deployment of new system to end points	●			One remaining area municipality's systems deployment is ready for implementation
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 upgraded to enable hybrid meeting capability

INFORMATION TECHNOLOGY

FOR PERIOD ENDING SEPTEMBER 30, 2021

	2021 ACTUALS	2021 FORECAST	2021 BUDGET	VARIANCE \$	VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	(78,872)	(140,000)	(123,300)	16,700	(13.5%)	64.0%
OTHER REVENUES	-	(20,000)	(115,000)	(95,000)	82.6%	-
INTERDEPARTMENTAL RECOVERIES	(1,530,540)	(2,040,629)	(2,040,629)	-	-	75.0%
CAPITAL REVENUES	(58,756)	(257,554)	(185,970)	71,584	(38.5%)	31.6%
TOTAL REVENUES	(1,668,168)	(2,458,183)	(2,464,899)	(6,716)	0.3%	67.7%
EXPENSES						
SALARIES AND BENEFITS	836,535	1,112,114	1,112,114	-	-	75.2%
OPERATING EXPENSES	382,411	717,738	919,010	201,272	21.9%	41.6%
CAPITAL	52,366	261,554	190,970	(70,584)	(37.0%)	27.4%
OTHER EXPENSES	155,554	207,405	207,405	-	-	75.0%
INTERDEPARTMENTAL CHARGES	26,550	35,400	35,400	-	-	75.0%
TOTAL EXPENSES	1,453,416	2,334,211	2,464,899	130,688	5.3%	59.0%
TOTAL	(214,752)	(123,972)	-	123,972	-	-

COMMENTS

REVENUES/EXPENSES	COVID expenses are funded from Federal Restart Agreement grant
EXPENSES	Savings in telecommunication, insurance, supplies and training expenses

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 and underway in three
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

INFORMATION SERVICES
FOR PERIOD ENDING SEPTEMBER 30, 2021

	2021 ACTUALS	2021 FORECAST	2021 BUDGET	VARIANCE \$	VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	-	(397,226)	(285,300)	111,926	(39.2%)	-
OTHER REVENUES	-	(186,407)	(64,593)	121,814	(188.6%)	-
TOTAL REVENUES	-	(583,633)	(349,893)	233,740	(66.8%)	-
EXPENSES						
SALARIES AND BENEFITS	720,750	979,419	1,107,338	127,919	11.6%	65.1%
OPERATING EXPENSES	422,116	982,423	741,385	(241,038)	(32.5%)	56.9%
INTERDEPARTMENTAL CHARGES	90,738	120,983	120,983	-	-	75.0%
TOTAL EXPENSES	1,233,604	2,082,825	1,969,706	(113,119)	(5.7%)	62.6%
TOTAL	1,233,604	1,499,192	1,619,813	120,621	7.4%	76.2%

COMMENTS

REVENUES/EXPENSES	Modernization projects carried over to 2022
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. Once permission for in-person appearances is received, a hybrid model of in-person and remote appearances will occur.

Operations/Service Level Update

- Provincial Offences building has passed Ministry of Attorney General (MAG) Recovery Secretariat inspection for conducting virtual and in-person proceedings when deemed appropriate to do so by the Office of the Chief Justice and Regional Senior Justice of Peace for the West Region
- Remote appearances for all court matters, except Part III trials in absentia, is available at this time
- Administration office open by appointment only up to and including July 30, 2021
 - Reopened to walk-ins on August 3, 2021
- Part I ticket issuance increased slightly in Q3 over Q1 and Q2 averages

PROVINCIAL OFFENCES ADMINISTRATION
FOR PERIOD ENDING SEPTEMBER 30, 2021

	2021 ACTUALS	2021 FORECAST	2021 BUDGET	VARIANCE \$	VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	(808,845)	(1,014,431)	(1,000,000)	14,431	(1.4%)	80.9%
TOTAL REVENUES	(808,845)	(1,014,431)	(1,000,000)	14,431	(1.4%)	80.9%
EXPENSES						
SALARIES AND BENEFITS	246,200	342,137	381,364	39,227	10.3%	64.6%
OPERATING EXPENSES	217,549	358,101	467,859	109,758	23.5%	46.5%
INTERDEPARTMENTAL CHARGES	143,595	191,444	191,444	-	-	75.0%
TOTAL EXPENSES	607,344	891,682	1,040,667	148,985	14.3%	58.4%
TOTAL	(201,501)	(122,749)	40,667	163,416	401.8%	(495.5%)

COMMENTS

REVENUES	Additional grant for court security
EXPENSES	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 levels have been impacted in Q3 due to staffing shortages. These shortages have been filled and the division is expected to return to full staffing levels by middle of November.

ENGINEERING & CONSTRUCTION

FOR PERIOD ENDING SEPTEMBER 30, 2021

	2021 ACTUALS	2021 FORECAST	2021 BUDGET	VARIANCE \$	VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	(103,462)	(180,500)	(85,500)	95,000	(111.1%)	121.0%
INTERDEPARTMENTAL RECOVERIES	(187,506)	(250,000)	(250,000)	-	-	75.0%
TOTAL REVENUES	(290,968)	(430,500)	(335,500)	95,000	(28.3%)	86.7%
EXPENSES						
SALARIES AND BENEFITS	719,583	1,176,267	1,176,267	-	-	61.2%
OPERATING EXPENSES	102,722	108,218	118,185	9,967	8.4%	86.9%
CAPITAL	-	2,000	2,000	-	-	-
INTERDEPARTMENTAL CHARGES	287,702	385,831	380,991	(4,840)	(1.3%)	75.5%
TOTAL EXPENSES	1,110,007	1,672,316	1,677,443	5,127	0.3%	66.2%
TOTAL	819,039	1,241,816	1,341,943	100,127	7.5%	61.0%

COMMENTS

REVENUES	Additional development fee revenues
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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. Expected Q1 2022.
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

- Facilities service levels have been impacted in Q3 due to staffing shortages. These shortage are expected to last until the end of 2021.
- OCAB operational hours have returned to regular (pre-pandemic hours). 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. Enhanced contract bundling and vendor sole sourcing (lighting, asphalt, roofing, fencing projects) undertaken to offset delays with material and equipment supply chain.

FACILITIES

FOR PERIOD ENDING SEPTEMBER 30, 2021

	2021 ACTUALS	2021 FORECAST	2021 BUDGET	VARIANCE \$	VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	(1,672,462)	(2,489,257)	(2,057,080)	432,177	(21.0%)	81.3%
OTHER REVENUES	-	(96,379)	(74,015)	22,364	(30.2%)	-
INTERDEPARTMENTAL RECOVERIES	(4,684,565)	(6,994,877)	(7,365,916)	(371,039)	5.0%	63.6%
CAPITAL REVENUES	(1,129,663)	(1,692,708)	(2,692,100)	(999,392)	37.1%	42.0%
TOTAL REVENUES	(7,486,690)	(11,273,221)	(12,189,111)	(915,890)	7.5%	61.4%
EXPENSES						
SALARIES AND BENEFITS	843,448	1,169,072	1,159,862	(9,210)	(0.8%)	72.7%
OPERATING EXPENSES	5,089,168	7,012,990	7,074,783	61,793	0.9%	71.9%
DEBT REPAYMENT	1,225,302	1,384,296	1,458,636	74,340	5.1%	84.0%
CAPITAL	1,279,552	1,774,566	2,769,600	995,034	35.9%	46.2%
OTHER EXPENSES	550,407	1,031,000	849,304	(181,696)	(21.4%)	64.8%
INTERDEPARTMENTAL CHARGES	231,652	320,699	316,123	(4,576)	(1.4%)	73.3%
TOTAL EXPENSES	9,219,529	12,692,623	13,628,308	935,685	6.9%	67.6%
TOTAL	1,732,839	1,419,402	1,439,197	19,795	1.4%	120.4%

COMMENTS

REVENUES/EXPENSES	Higher expenses for COVID related costs; COVID expenses are funded from Federal Restart Agreement grant
EXPENSES	Savings in debt repayment costs due to term extension for solar energy debentures.

FLEET
FOR PERIOD ENDING SEPTEMBER 30, 2021

	2021 ACTUALS	2021 FORECAST	2021 BUDGET	VARIANCE \$	VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	(91,557)	(29,532)	(130,000)	(100,468)	77.3%	70.4%
OTHER REVENUES	(20,502)	(129,570)	(172,524)	(42,954)	24.9%	11.9%
INTERDEPARTMENTAL RECOVERIES	(2,798,555)	(3,853,417)	(3,781,545)	71,872	(1.9%)	74.0%
CAPITAL REVENUES	(11,628)	(1,495,631)	(1,556,500)	(60,869)	3.9%	0.7%
TOTAL REVENUES	(2,922,242)	(5,508,150)	(5,640,569)	(132,419)	2.3%	51.8%
EXPENSES						
SALARIES AND BENEFITS	69,859	105,194	102,749	(2,445)	(2.4%)	68.0%
OPERATING EXPENSES	1,376,845	1,957,125	1,856,270	(100,855)	(5.4%)	74.2%
CAPITAL	11,628	1,495,631	1,556,500	60,869	3.9%	0.7%
OTHER EXPENSES	1,471,400	1,950,200	2,125,050	174,850	8.2%	69.2%
TOTAL EXPENSES	2,929,732	5,508,150	5,640,569	132,419	2.3%	51.9%
TOTAL	7,490	-	-	-	-	-

COMMENTS

REVENUES/EXPENSES	No significant variances forecast
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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 adopted by County Council as per Report No. PW 2021-31. Completion of County-wide CSZ designations in 2022 will serve to inform ASE program feasibility/viability review and future potential 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, Beachville as per County Council Report No. PW 2021-01 and PW 2021-32, and Thamesford, Uniondale, Tavistock and Delmer as per County Council Report No. PW 2021-26. Various County Road network improvements have been implemented including installation of electronic speed feedback signs, school zone signage, signalized pedestrian crosswalks, adjustments to limits of speed zone locations, etc.
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) completed 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 Q3 2021 during the ongoing COVID-19 pandemic.
- Pavement marking (line painting) operations were successfully completed by County forces with support from contracted services after an initial delay due to equipment problems and supply chain issues for replacement parts.
- Procurement of road salt supply for next three year term through joint tender issued by City of Woodstock on behalf of County and Area Municipalities (excluding Town of Ingersoll).
- Procurement of de-icing liquid supply for next three year term through joint tender issued by County on behalf of City of Woodstock and Town of Tillsonburg.
- Intersection illumination completed at the intersections of Oxford Road 6/Clarke Road (SWOX Township) and Oxford Road 6/Oxford Road 33 (Zorra Township).
- Construction of Oxford Road 9 (from CN Railway to 200 m west of Anderson Street) deferred to 2022.

TRANSPORTATION SERVICES

FOR PERIOD ENDING SEPTEMBER 30, 2021

	2021 ACTUALS	2021 FORECAST	2021 BUDGET	VARIANCE \$	VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	(197,862)	(543,884)	(380,396)	163,488	(43.0%)	52.0%
CAPITAL REVENUES	(9,064,557)	(21,614,800)	(25,225,415)	(3,610,615)	14.3%	35.9%
TOTAL REVENUES	(9,262,419)	(22,158,684)	(25,605,811)	(3,447,127)	13.5%	36.2%
EXPENSES						
SALARIES AND BENEFITS	2,172,276	3,016,168	3,015,987	(181)	(0.0%)	72.0%
OPERATING EXPENSES	2,275,718	4,107,615	4,055,931	(51,684)	(1.3%)	56.1%
DEBT REPAYMENT	96,529	230,791	230,791	-	-	41.8%
CAPITAL	11,193,215	21,629,800	25,240,415	3,610,615	14.3%	44.3%
OTHER EXPENSES	7,852,833	10,649,000	10,374,000	(275,000)	(2.7%)	75.7%
INTERDEPARTMENTAL CHARGES	2,062,652	2,895,741	2,920,432	24,691	0.8%	70.6%
TOTAL EXPENSES	25,653,223	42,529,115	45,837,556	3,308,441	7.2%	56.0%
TOTAL	16,390,804	20,370,431	20,231,745	(138,686)	(0.7%)	81.0%

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.

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	
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	
Road Line Painting	BT2021-11	(80,000)	Springford Roads	To utilize a contractor to complete annual line painting operations as a result of delays due to equipment failure and weather conditions.
		80,000	Springford Roads	
Transportation Network O&M Service Delivery Review	BT2021-13	16,121	Roads Modernization	To complete the transportation network O&M service delivery review. Funds transferred from Waste Management.
Bell Clay Conduit Relocation	BT2021-14	(375,000)	Oxford Road 9	To relocate the bell clay conduit due to concerns with rebuilding the road granular around this material due to its age and fragility.
		375,000	Oxford Road 54	

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 implemented in September at South-West Oxford Beachville Firehall. As of Q3 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

- There have been no COVID-19 impacts to Level of Service in Q3 2021 with full public access to the Oxford County Waste Management Facility (OCWMF) since June 12, 2021.
- 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.
- New scale software Vendor was procured through competitive Request for Proposal process.
- Construction of OCWMF compost pad expansion deferred to 2022.

WASTE MANAGEMENT

FOR PERIOD ENDING SEPTEMBER 30, 2021

	2021 ACTUALS	2021 FORECAST	2021 BUDGET	VARIANCE \$	VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	(7,710,607)	(10,321,185)	(9,159,694)	1,161,491	(12.7%)	84.2%
OTHER REVENUES	-	(691,629)	(729,328)	(37,699)	5.2%	-
CAPITAL REVENUES	(63,570)	(164,000)	(209,000)	(45,000)	21.5%	30.4%
TOTAL REVENUES	(7,774,177)	(11,176,814)	(10,098,022)	1,078,792	(10.7%)	77.0%
EXPENSES						
SALARIES AND BENEFITS	940,115	1,303,214	1,283,641	(19,573)	(1.5%)	73.2%
OPERATING EXPENSES	6,638,858	11,617,538	10,566,901	(1,050,637)	(9.9%)	62.8%
CAPITAL	89,819	209,000	254,000	45,000	17.7%	35.4%
OTHER EXPENSES	781	3,500	-	(3,500)	-	-
INTERDEPARTMENTAL CHARGES	847,158	1,138,236	1,037,209	(101,027)	(9.7%)	81.7%
TOTAL EXPENSES	8,516,731	14,271,488	13,141,751	(1,129,737)	(8.6%)	64.8%
TOTAL	742,554	3,094,674	3,043,729	(50,945)	(1.7%)	24.4%

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.

APPROVED CAO TRANSFER OF FUNDS

Project Name	Reference	Transfer to (from)	Account	Description
Accounts Payable digitization feasibility review	BT2021-10	(10,565)	Waste Management Modernization	To complete the AP digitization feasibility review. Funds transferred to Finance.
OCWMF Geotech Investigation	BT2021-12	(30,000)	Landfill Reserve	Complete a geotechnical investigation to identify any abnormal subsurface soil and groundwater conditions.
		30,000	Landfill	
Transportation Network O&M Service Delivery Review	BT2021-13	(16,121)	Waste Management Modernization	To complete the transportation network O&M service delivery review. Funds transferred to Transportation Services.
Closed Landfill Fencing	BT2021-15	(9,000)	Landfill	To complete all the fencing at the closed landfills as identified as high priority in the Closed Landfill Report.
		9,000	Facilities - Waste Management	

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, 90.5% of active staff have received at least their first Covid-19 vaccination, 95% of all residents have been vaccinated and no positive cases of Covid 19 in any of the Woodingford Homes
- Committee of Management established between Woodingford Lodge and members of Council
- Infection Prevention and Control (IPAC) credentials received by on staff Nurse Practitioner.
- New physiotherapy vendor was awarded contract for service as a result of the Request for Proposal (RFP) for all three homes.
- Applied for *Institute for Safe Medication Practices Canada (ISMP) Best Practice Homes* – 10 Ontario homes to be chosen. Designation awarded to Ingersoll (Q4)

WOODINGFORD LODGE
FOR PERIOD ENDING SEPTEMBER 30, 2021

	2021 ACTUALS	2021 FORECAST	2021 BUDGET	VARIANCE \$	VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	(16,272,146)	(19,825,598)	(19,059,869)	765,729	(4.0%)	85.4%
CAPITAL REVENUES	(636,336)	(1,140,698)	(1,328,365)	(187,667)	14.1%	47.9%
TOTAL REVENUES	(16,908,482)	(20,966,296)	(20,388,234)	578,062	(2.8%)	82.9%
EXPENSES						
SALARIES AND BENEFITS	15,562,553	21,059,844	21,400,614	340,770	1.6%	72.7%
OPERATING EXPENSES	3,420,071	4,978,448	4,901,663	(76,785)	(1.6%)	69.8%
DEBT REPAYMENT	2,167,815	2,122,714	2,122,713	(1)	(0.0%)	102.1%
CAPITAL	672,681	1,156,098	1,338,335	182,237	13.6%	50.3%
OTHER EXPENSES	437,682	583,576	583,576	-	-	75.0%
INTERDEPARTMENTAL CHARGES	1,039,860	1,386,215	1,386,426	211	0.0%	75.0%
TOTAL EXPENSES	23,300,662	31,286,895	31,733,327	446,432	1.4%	73.4%
TOTAL	6,392,180	10,320,599	11,345,093	1,024,494	9.0%	56.3%

COMMENTS

REVENUES/EXPENSES	Higher salaries and benefit costs related to PSW Temporary Wage Enhancement - offset by provincial grant
REVENUES	Higher revenues received for both COVID recoveries and general operating

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. OPHI funding has been allocated to support the affordable housing project in Plattsville.
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 anticipated in December 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 by December 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. Partnership with Fanshawe College launched in October 2021 to address the shortage of Registered ECE's in Oxford County.
EarlyON Programs and Activities Ensure the effective delivery of EarlyON programs and activities.	●	●		Oxford County assumed the direct delivery of EarlyON Child and Family Centres programs and services in January 2021. Since that time, a new website and new social media platforms have been developed and continue to grow in reach. In February 2021, virtual programs were made available to families. In July 2021, outdoor, in-person programs with families launched across the county. Next steps include planning for and implementing indoor, in-person programming. Renovations at 75 Graham Street, the future home of the Oxford EarlyON programs in Woodstock, is underway
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.	●			The majority of Human Services programs, services and supports returned to in person on Aug 3/21.

Description	2021	2022	2023	Status Update
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.
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.

COMMUNITY SERVICES
FOR PERIOD ENDING SEPTEMBER 30, 2021

	2021 ACTUALS	2021 FORECAST	2021 BUDGET	VARIANCE \$	VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	(10,697,384)	(16,621,015)	(16,621,015)	-	-	64.4%
TOTAL REVENUES	(10,697,384)	(16,621,015)	(16,621,015)	-	-	64.4%
EXPENSES						
SALARIES AND BENEFITS	2,491,944	3,294,556	3,294,556	-	-	75.6%
OPERATING EXPENSES	8,280,193	14,591,280	14,570,668	(20,612)	(0.1%)	56.8%
INTERDEPARTMENTAL CHARGES	556,884	742,439	742,456	17	0.0%	75.0%
TOTAL EXPENSES	11,329,021	18,628,275	18,607,680	(20,595)	(0.1%)	60.9%
TOTAL	631,637	2,007,260	1,986,665	(20,595)	(1.0%)	31.8%

COMMENTS

REVENUES/EXPENSES	No significant variances forecast
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CHILD CARE
FOR PERIOD ENDING SEPTEMBER 30, 2021

	2021 ACTUALS	2021 FORECAST	2021 BUDGET	VARIANCE \$	VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	(7,652,166)	(10,133,271)	(9,362,940)	770,331	(8.2%)	81.7%
CAPITAL REVENUES	(41,099)	(1,019,000)	(1,024,733)	(5,733)	0.6%	4.0%
TOTAL REVENUES	(7,693,265)	(11,152,271)	(10,387,673)	764,598	(7.4%)	74.1%
EXPENSES						
SALARIES AND BENEFITS	670,885	1,003,896	1,178,524	174,628	14.8%	56.9%
OPERATING EXPENSES	4,508,308	9,976,944	9,089,340	(887,604)	(9.8%)	49.6%
CAPITAL	41,099	1,019,000	1,024,733	5,733	0.6%	4.0%
INTERDEPARTMENTAL CHARGES	82,836	114,043	110,217	(3,826)	(3.5%)	75.2%
TOTAL EXPENSES	5,303,128	12,113,883	11,402,814	(711,069)	(6.2%)	46.5%
TOTAL	(2,390,137)	961,612	1,015,141	53,529	5.3%	(235.4%)

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.
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HOUSING

FOR PERIOD ENDING SEPTEMBER 30, 2021

	2021 ACTUALS	2021 FORECAST	2021 BUDGET	VARIANCE \$	VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	(7,015,793)	(12,102,252)	(7,966,524)	4,135,728	(51.9%)	88.1%
OTHER REVENUES	-	(4,462,160)	(6,667,788)	(2,205,628)	33.1%	-
CAPITAL REVENUES	(213,813)	(2,786,047)	(2,799,745)	(13,698)	0.5%	7.6%
TOTAL REVENUES	(7,229,606)	(19,350,459)	(17,434,057)	1,916,402	(11.0%)	41.5%
EXPENSES						
OPERATING EXPENSES	9,471,412	19,369,946	17,858,375	(1,511,571)	(8.5%)	53.0%
DEBT REPAYMENT	-	294,183	294,183	-	-	-
CAPITAL	714,615	2,819,847	2,833,545	13,698	0.5%	25.2%
OTHER EXPENSES	937,500	1,730,129	1,250,000	(480,129)	(38.4%)	75.0%
INTERDEPARTMENTAL CHARGES	243,824	214,250	275,850	61,600	22.3%	88.4%
TOTAL EXPENSES	11,367,351	24,428,355	22,511,953	(1,916,402)	(8.5%)	50.5%
TOTAL	4,137,745	5,077,896	5,077,896	-	-	81.5%

COMMENTS

REVENUES/EXPENSES	Additional Social Services Relief Funding. Insurance recovery for fire at Housing location. Offset by external transfers
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APPROVED CAO TRANSFER OF FUNDS

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	
Privacy Fencing	BT2021-16	(14,748)	135 Carroll St	To complete replacement of the privacy fencing.
		(19,600)	16 George St	
		(25,000)	738 Parkinson Rd	
		59,348	329 Tunis St	

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 commenced review Q3 2021 with expected completion of January 2022
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 New Initiative business case included in 2022 Budget

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 19,458 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. Community paramedics have made over 150 visits each month.
- Paramedic Services initiated a mobile team to provide COVID-19 vaccinations to over 3,890 individuals at long-term care homes, retirement homes, shelters and congregate living settings as well as for residents of Oxford County who are unable to attend an immunization centre.
- Additionally, Paramedic services administered 380 immunizations through three 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 ran until the end of August. At peak, this clinic administered 800 vaccinations per day, 5 days a week for a total of 39,729 COVID-19 vaccine doses.

PARAMEDIC SERVICES

FOR PERIOD ENDING SEPTEMBER 30, 2021

	2021 ACTUALS	2021 FORECAST	2021 BUDGET	VARIANCE \$	VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	(7,295,972)	(9,533,218)	(7,613,861)	1,919,357	(25.2%)	95.8%
OTHER REVENUES	-	(137,149)	(137,149)	-	-	-
CAPITAL REVENUES	(536,781)	(1,233,832)	(1,351,975)	(118,143)	8.7%	39.7%
TOTAL REVENUES	(7,832,753)	(10,904,199)	(9,102,985)	1,801,214	(19.8%)	86.0%
EXPENSES						
SALARIES AND BENEFITS	9,642,668	13,464,096	11,910,575	(1,553,521)	(13.0%)	81.0%
OPERATING EXPENSES	964,578	1,880,221	1,636,731	(243,490)	(14.9%)	58.9%
DEBT REPAYMENT	195,927	194,243	194,243	-	-	100.9%
CAPITAL	592,927	1,233,832	1,351,975	118,143	8.7%	43.9%
OTHER EXPENSES	634,340	865,000	835,000	(30,000)	(3.6%)	76.0%
INTERDEPARTMENTAL CHARGES	517,837	844,502	858,288	13,786	1.6%	60.3%
TOTAL EXPENSES	12,548,277	18,481,894	16,786,812	(1,695,082)	(10.1%)	74.8%
TOTAL	4,715,524	7,577,695	7,683,827	106,132	1.4%	61.4%

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.	●	●		Pre-consultation with a number of Area Municipalities on Additional Residential Unit policy/implementation options and initiated OPA for Woodstock; completed consultation with rural AM Council's on draft agricultural policy directions. Staff review of commercial uses/areas initiated.
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 Woodstock nearing completion, Drumbo – background review completed, EZT – RFP released; Ingersoll draft RFP being prepared. 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 for all rural systems completed; updates to urban systems nearing completion.
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; Pre-consultation underway with a number of AMs on ARU implementation options. Woodstock OPA initiated.
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); Pre-consultation underway with a number of AMs on ARU implementation options. Woodstock OPA initiated.
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 initiate implementation of preferred tracking solution.
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 Q3 is 415; this is in comparison to 305 in 2020 (pandemic-affected) and 369 in 2019; the current volumes are the highest they have been in the past 6 years
- Staff compliment has stabilized in 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 (following the retirement of the incumbent AA) 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 achieved going forward with the return of a policy planner from maternity leave in September 2021, bringing the Office to full staff compliment
- Regularized office hours have resumed to some extent; generally, staff are working from OCAB and assigned Area Municipal (AM) offices, while integrating work-from-home hours; in person meetings (primarily in AM offices) have resumed while maintaining health and safety protocols; regular planning service delivery continues to be provided, including attendance at AM Council meetings (in-person and/or virtual) and using virtual means (and limited in-person meetings) to meet with development interests and applicants

COMMUNITY PLANNING
FOR PERIOD ENDING SEPTEMBER 30, 2021

	2021 ACTUALS	2021 FORECAST	2021 BUDGET	VARIANCE \$	VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	(305,177)	(287,227)	(287,227)	-	-	106.2%
OTHER REVENUES	-	(19,090)	(411,210)	(392,120)	95.4%	-
TOTAL REVENUES	(305,177)	(306,317)	(698,437)	(392,120)	56.1%	43.7%
EXPENSES						
SALARIES AND BENEFITS	1,198,427	1,672,083	1,672,083	-	-	71.7%
OPERATING EXPENSES	123,841	134,316	534,006	399,690	74.8%	23.2%
CAPITAL	387	2,000	2,000	-	-	19.4%
INTERDEPARTMENTAL CHARGES	132,300	176,415	176,415	-	-	75.0%
TOTAL EXPENSES	1,454,955	1,984,814	2,384,504	399,690	16.8%	61.0%
TOTAL	1,149,778	1,678,497	1,686,067	7,570	0.4%	68.2%

COMMENTS

REVENUES/EXPENSES	Official plan carried over to 2022. Offset by reserves and development charges
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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.
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 field work complete. Final report being prepared.
Drumbo WWTP Expansion Construction of the expanded treatment facility to accommodate growth and improve effluent quality.	●	●		Contractor has mobilized to site and commenced construction.
Groundwater Water Modelling Completion of updated groundwater modelling of existing supply wells that utilize outdated wellhead protection area (WHPA) delineations.	●	●		Updated WHPA models for Thamesford, Embro, Mount Elgin and Innerkip have been sent to MECP and Thames-Sydenham SPA for review. Contract for installation of monitoring wells within Ingersoll WHPAs has been awarded and drilling has commenced.
Tillsonburg WWTP Upgrades – Phase 1 Upgrading both primary and secondary clarifiers and head works to eliminate bottlenecks and optimize performance.	●	●	●	Contractor has commenced construction (multi-year project).
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.	●	●		Obtained MECP approval and pilot study has commenced.
Tavistock New Well Supply Class EA Study Schedule C Class Environmental Assessment Study to locate a new well in Tavistock for security of supply.	●	●	●	In progress.

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 in 2022 due to lower market demand. Tree marking and preparation for harvest at Tavistock Lagoons has begun.
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).	●	●		Initial survival assessment completed showing 86% survival of seedlings. Final wetland construction mapped out and scheduled for December 2021/January 2022.
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

- County of Oxford Vaccine policy in effect and followed by staff.
- Staff are entering a customer's private dwelling only if needed and doing so with proper PPE. There has been no impact to the Level of Service in Q3 2021 during the ongoing COVID-19 pandemic.
- Additional 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.

WOODLANDS
FOR PERIOD ENDING SEPTEMBER 30, 2021

	2021 ACTUALS	2021 FORECAST	2021 BUDGET	VARIANCE \$	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	78,376	108,204	106,916	(1,288)	(1.2%)	73.3%
OPERATING EXPENSES	41,897	86,098	86,010	(88)	(0.1%)	48.7%
INTERDEPARTMENTAL CHARGES	8,764	12,396	12,913	517	4.0%	67.9%
TOTAL EXPENSES	129,037	206,698	205,839	(859)	(0.4%)	62.7%
TOTAL	129,037	175,448	174,589	(859)	(0.5%)	73.9%

COMMENTS

REVENUES/EXPENSES	No significant variances forecast
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WASTEWATER

FOR PERIOD ENDING SEPTEMBER 30, 2021

	2021 ACTUALS	2021 FORECAST	2021 BUDGET	VARIANCE \$	VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	(16,717,601)	(21,096,188)	(20,955,717)	140,471	(0.7%)	79.8%
OTHER REVENUES	(167,171)	(1,291,610)	(532,896)	758,714	(142.4%)	31.4%
CAPITAL REVENUES	(6,779,110)	(19,151,052)	(24,491,540)	(5,340,488)	21.8%	27.7%
TOTAL REVENUES	(23,663,882)	(41,538,850)	(45,980,153)	(4,441,303)	9.7%	51.5%
EXPENSES						
SALARIES AND BENEFITS	2,117,612	2,790,836	3,021,592	230,756	7.6%	70.1%
OPERATING EXPENSES	3,046,510	5,016,079	4,552,075	(464,004)	(10.2%)	66.9%
DEBT REPAYMENT	2,121,416	3,153,129	2,948,316	(204,813)	(6.9%)	72.0%
CAPITAL	7,924,999	19,151,052	24,491,540	5,340,488	21.8%	32.4%
OTHER EXPENSES	5,659,877	7,917,343	7,363,279	(554,064)	(7.5%)	76.9%
INTERDEPARTMENTAL CHARGES	2,382,821	3,510,411	3,603,349	92,938	2.6%	66.1%
TOTAL EXPENSES	23,253,235	41,538,850	45,980,151	4,441,301	9.7%	50.6%
TOTAL	(410,647)	-	(2)	(2)	100.0%	-

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.

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. Funded from Tillsonburg Wastewater Reserve.

WATER

FOR PERIOD ENDING SEPTEMBER 30, 2021

	2021 ACTUALS	2021 FORECAST	2021 BUDGET	VARIANCE \$	VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	(14,981,204)	(19,116,177)	(19,269,733)	(153,556)	0.8%	77.7%
OTHER REVENUES	-	(589,205)	(347,275)	241,930	(69.7%)	-
CAPITAL REVENUES	(2,463,683)	(8,668,174)	(14,907,004)	(6,238,830)	41.9%	16.5%
TOTAL REVENUES	(17,444,887)	(28,373,556)	(34,524,012)	(6,150,456)	17.8%	50.5%
EXPENSES						
SALARIES AND BENEFITS	2,485,496	3,379,172	3,438,599	59,427	1.7%	72.3%
OPERATING EXPENSES	3,459,651	5,731,834	5,685,300	(46,534)	(0.8%)	60.9%
DEBT REPAYMENT	229,239	529,740	529,740	-	-	43.3%
CAPITAL	3,015,475	8,668,174	14,907,004	6,238,830	41.9%	20.2%
OTHER EXPENSES	5,045,969	6,923,785	6,593,261	(330,524)	(5.0%)	76.5%
INTERDEPARTMENTAL CHARGES	2,165,591	3,140,851	3,370,109	229,258	6.8%	64.3%
TOTAL EXPENSES	16,401,421	28,373,556	34,524,013	6,150,457	17.8%	47.5%
TOTAL	(1,043,466)	-	1	1	100.0%	-

COMMENTS

REVENUES

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

APPROVED CAO TRANSFER OF FUNDS

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 Feedermain
		170,000	Thornton Feedermain	

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 – Community Service Needs and Open Hours Survey concluded September 30
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 – also researching maker user spaces
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.	●	●		ICONS developed to enhance Brand identity, communications improvement with Area Municipalities; video annual report for 2020/2021 will be available in November
Pursue Provincial Reaccreditation Ontario Public Library Guidelines 7 th ed. Deadline Q4 2021	●			Ongoing – planned to have it complete by end of 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

- All OCL library branches are now open for in-person browsing
 - masks are required and physical distancing measures are in place
 - curbside service is available to anyone unable to wear a mask
- As occupancy rates are currently limited, visitors to the Library are encourage to plan ahead and limit their time in the branch so that all wishing to do so may have an opportunity to enter within the limited available open times
- Public computer use is available at some library branches by appointment

LIBRARY
FOR PERIOD ENDING SEPTEMBER 30, 2021

	2021 ACTUALS	2021 FORECAST	2021 BUDGET	VARIANCE \$	VARIANCE %	YTD %
REVENUES						
GENERAL REVENUES	(17,788)	(184,920)	(197,224)	(12,304)	6.2%	9.0%
OTHER REVENUES	(136,126)	(296,793)	(296,793)	-	-	45.9%
CAPITAL REVENUES	(61,733)	(430,865)	(448,965)	(18,100)	4.0%	13.8%
TOTAL REVENUES	(215,647)	(912,578)	(942,982)	(30,404)	3.2%	22.9%
EXPENSES						
SALARIES AND BENEFITS	1,651,732	2,306,182	2,545,783	239,601	9.4%	64.9%
OPERATING EXPENSES	441,750	607,560	695,689	88,129	12.7%	63.5%
DEBT REPAYMENT	147,977	147,197	147,197	-	-	100.5%
CAPITAL	62,163	440,865	458,965	18,100	3.9%	13.5%
OTHER EXPENSES	50,659	378,546	67,000	(311,546)	(465.0%)	75.6%
INTERDEPARTMENTAL CHARGES	709,012	1,026,236	1,022,356	(3,880)	(0.4%)	69.4%
TOTAL EXPENSES	3,063,293	4,906,586	4,936,990	30,404	0.6%	62.0%
TOTAL	2,847,646	3,994,008	3,994,008	-	-	71.3%

COMMENTS

EXPENSES	Salaries and benefits savings are due to lockdowns which resulted in branch closures and reduced hours. Surplus of \$308,346 forecasted to be transferred to reserve
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APPROVED CAO TRANSFER OF FUNDS

Project Name	Reference	Transfer to (from)	Account	Description
Ingersoll Town Hall and Library Masonry	BT2021-09	(80,000)	Library Facilities Reserve	To complete emergency repairs to the concrete banding and other masonry degradation around the exterior walls of the Town Hall building.
		80,000	Ingersoll Library	