

Goals and Objectives

Description	2022	2023	2024	Status Update
<p>Oxford County Strategic Plan</p> <p>Ongoing implementation of the County's Strategic Plan including facilitation of, and support for, the implementation of the Future Oxford Community Sustainability Plan through the Future Oxford Partnership and within Oxford County operations. Inform the public about County programs, services and activities through planned communication.</p> <p>Preparation for a refresh of the Plan in 2023.</p>	●	●	●	Ongoing
<p>Strategic Commitments</p> <p>Working with community partners, stakeholders and businesses in the ongoing advancement of Oxford County's formal commitments: 100% Renewable Energy, Workforce Readiness, Zero Waste, Zero Poverty.</p>	●	●	●	Ongoing support provided for community partners (Smart Energy Oxford, Zero Waste Oxford).
<p>Continuous Improvement</p> <p>Enhanced client relations with residents, County Council, and area municipal staff.</p> <p>Improved business processes and efficiencies; innovative changes or improved timeliness in the delivery of County programs and services.</p> <p>Introduction of new or improved practices that support employee engagement, and enhance service delivery and relationships.</p>	●	●	●	Ongoing
<p>Oxford Housing Crisis</p> <p>Continue working with Human Services, Community Planning and other stakeholders 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.</p> <p>Working with community partners, stakeholders and businesses to address the housing crisis.</p>	●	●	●	<p>Housing Development efforts ongoing, consulting with area municipalities and internal partners.</p> <p>Ongoing engagement with community partners to advance poverty initiatives.</p>

Operations/Service Level Update

- Continue 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
- Housing Development working directly with CAO Office to advance housing initiatives
- Establishing of Community Safety & Well-being Steering Committee
- Participating in regular meetings with County Council, Area Municipal Councils and CAOs

Financial Update

	YTD			FORECAST	FORECAST	
	ACTUAL	FORECAST	BUDGET*	VARIANCE	VARIANCE	YTD
				\$	%	%
REVENUES						
GENERAL REVENUES	(2,357)	(46,270)	-	46,270	-	-
TOTAL REVENUES	(2,357)	(46,270)	-	46,270	-	-
EXPENSES						
SALARIES AND BENEFITS	301,123	576,470	696,945	120,475	17.3%	43.2%
OPERATING EXPENSES	29,262	141,257	93,880	(47,377)	(50.5%)	31.2%
CAPITAL	1,247	1,447	2,200	753	34.2%	56.7%
INTERDEPARTMENTAL CHARGES	36,408	48,386	48,296	(90)	(0.2%)	75.4%
TOTAL EXPENSES	368,040	767,560	841,321	73,761	8.8%	43.7%
TOTAL	365,683	721,290	841,321	120,031	14.3%	43.5%

COMMENTS

REVENUES/ EXPENSES	Federal Restart revenues for additional COVID-related expenditures.
EXPENSES	Staff vacancies.

* May include in-year approved transfers and account reclassifications in accordance with Purchasing Policy No. 6.07

Goals and Objectives

Description	2022	2023	2024	Status Update
<p>Sustainability Education and Collaboration</p> <p>Provide businesses with training to incorporate and celebrate sustainable business practices. Launch “Giving Back Days” for visitors participate in activities to support local environmental, food security and cultural attractions.</p>	●			Currently booking training dates. Giving back days has one event in partnership with Upper Thames Region Conservation Area. This will be expanded when new staff are in place.
<p>Increase Business Engagement with Tourism Oxford</p> <p>Increase the number of businesses taking advantage of Tourism Oxford’s business supports, collaborations and opportunities. Expand the Rural Routes partnership program to accommodate 10 business collaborations, increasing visitation to Oxford County.</p>	●	●		Outreach continuing. Currently scheduling training sessions to increase business engagement in Q3 & Q4. The rural routes program has 4 businesses signed on and two more in process.
<p>Modernize Visitor Services</p> <p>Identify and implement improvements to visitor services. This includes website improvements, technology and visitor signage across Oxford County.</p>	●	●		Website speed was significantly improved. Currently designing signage for Downtown Woodstock BIA. Work will accelerate with new staff in place.
<p>Develop a Tourism Oxford Award Program</p> <p>Launch an Oxford County tourism award program to raise the profile of local tourism businesses. Partner with Community Futures to create Tourism business grant for the development of new tourism products.</p>	●			Implemented in the first 2 quarters of 2022. View the Oxford Tourism Grants news release , Oxford Tourism Awards news release
<p>Oxford Fresh</p> <p>Partner with the Oxford County Federation of Agriculture on a new printing of the Oxford Fresh Map.</p>	●			Oxford Fresh map has been printed and circulated. View online.

Operations/Service Level Update

- Tourism had one staff leave for a new position and another for retirement. The Summer Marketing Assistant’s duties expanded to support customers and new staff joined the team on July 25 and August 2.
- As a result of receiving funding from Southwestern Ontario Tourism Corporation Tourism Oxford is:
 - hosting training and networking opportunities for businesses including:
 - introduction to experiential tourism
 - joining the Oxford County Cheese Trail
 - social media training
 - sustainable Tourism Training
 - diversity Equity and Inclusion training
 - networking event for chefs and producers
 - developing shoulder season travel
 - updating Cheese Trail visual assets (photography, video, print)

- creating new gravel road cycling routes
- installing bicycle repair stations and benches on the Trans Canada Trail
- supporting new tourism experiences with coaching, photography and video assets.

Financial Update

	YTD			FORECAST	FORECAST	
	ACTUAL	FORECAST	BUDGET*	VARIANCE	VARIANCE	YTD
				\$	%	%
REVENUES						
GENERAL REVENUES	(75,240)	(181,085)	(76,968)	104,117	(135.3%)	97.8%
TOTAL REVENUES	(75,240)	(181,085)	(76,968)	104,117	(135.3%)	97.8%
EXPENSES						
SALARIES AND BENEFITS	187,251	299,332	299,332	-	-	62.6%
OPERATING EXPENSES	97,651	338,138	233,835	(104,303)	(44.6%)	41.8%
INTERDEPARTMENTAL CHARGES	29,295	39,045	39,045	-	-	75.0%
TOTAL EXPENSES	314,197	676,515	572,212	(104,303)	(18.2%)	54.9%
TOTAL	238,957	495,430	495,244	(186)	(0.0%)	48.3%

COMMENTS

REVENUES/ EXPENSES	\$88,000 Grant from Southwest Ontario Tourism Corporation with offsetting increase in advertising expenses.
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* May include in-year approved transfers and account reclassifications in accordance with Purchasing Policy No. 6.07

Goals and Objectives

Description	2022	2023	2024	Status Update
<p>Support key, unique initiatives of CAO and Senior Management Team in 2022 (X)</p> <p>The CAO and Senior Management Team set out a number of key major initiatives beginning in 2022 that will require ongoing planning, attention and communication throughout the year: 1) implementation of a joint DEI function and support for the Community Safety & Wellbeing Plan; ii) Official Plan 5-Year Review; iii) modernization funding projects; iv) response to long-term care reform; and v) greater profiling of community paramedicine programs.</p>	●	●		<p>SCE supported the public announcement for the County's DEI Office and has provided comms briefings for the incumbent. In Q1 & Q2, SCE coordinated the public consultation campaign for both the Official Plan Review Agricultural Policies Update and the Environmental Policies Update. SCE worked with the Corporate Services Director to develop web content for Modernization Funding to meet the program's public information requirements and provide simple information and overview to residents. Discussion has taken place with the Director re: future options to share progress from Modernization projects. Community paramedicine was profiled during Paramedic Services Week and through pertinent social media posts, including recent investment in remote monitoring. SCE has begun supporting the Accreditation process at Woodingford Lodge, which addresses components of Ontario's long-term care reform.</p>
<p>Profile and educate residents about capital projects and their role in growth and development</p> <p>Raise awareness of County investment in major capital projects, and the Road Rationalization Strategy with a focus on benefits to community, their role in supporting growth, and their link to our Asset Management strategy.</p>	●	●		<p>Construction projects are highlighted through <i>Speak Up, Oxford!</i> and through "Community Updates" notices delivered to residents. Communications around capital projects funded by CCCB were paused during the provincial election blackout period; planning is underway for social media promotion for remainder of 2022. SCE provided a level of support to the Manager of Capital Projects for the recently updated Asset Management Plan.</p>
<p>Recruitment</p> <p>Support Human Resources Business Plan objective to attract high-quality staff and people who make a positive difference through expansion of recruitment materials (e.g., recruitment videos, enhanced social media tools).</p>	●	●		<p>SCE undertook an extensive recruiting campaign for Woodingford Lodge over Q1 & Q2 consisting of a creative campaign, digital advertising, and multi-media tactics for online and social media. There was also social media support for ECE recruitment in Q2. The team has been providing targeted social media advertising support for some priority positions.</p>

Operations/Service Level Update

- SCE filled two vacant roles in Q2: one Communication Officer starting April 2022, and one Communication Officer starting in May 2022 in a position converted from Communication Advisor level (i.e., reduced one staff complement from a Grade 7 to a Grade 5). This leveraged the recent recruiting process for the first Officer role. The vacancies and reduced grade level show as a decrease in staffing expenses at end of Q2.

Financial Update

	YTD ACTUAL	FORECAST	BUDGET*	FORECAST VARIANCE \$	FORECAST VARIANCE %	YTD %
REVENUES						
INTERDEPARTMENTAL RECOVERIES	(54,108)	(72,148)	(72,148)	-	-	75.0%
TOTAL REVENUES	(54,108)	(72,148)	(72,148)	-	-	75.0%
EXPENSES						
SALARIES AND BENEFITS	256,708	439,190	452,287	13,097	2.9%	56.8%
OPERATING EXPENSES	32,482	55,234	57,767	2,533	4.4%	56.2%
CAPITAL	1,247	1,247	2,000	753	37.7%	62.4%
INTERDEPARTMENTAL CHARGES	31,131	41,491	41,491	-	-	75.0%
TOTAL EXPENSES	321,568	537,162	553,545	16,383	3.0%	58.1%
TOTAL	267,460	465,014	481,397	16,383	3.4%	55.6%

COMMENTS

EXPENSES	Staff vacancies.
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Goals and Objectives

Description	2022	2023	2024	Status Update
<p>Employee Engagement Survey</p> <p>Complete employee engagement survey to measure progress made from last survey (2017) and determine new goals and objectives based on survey results. Update Our People, Our Strength Plan as a result of survey outcomes.</p>	●			Survey completed Q3; results projected to be received in Q4, with new goals and objectives to be set in early 2023
<p>Employee Attraction</p> <p>Continue to focus on tools to attract the highest quality staff, including refreshing HR section of County website, and developing a variety of marketing materials promoting the County as an attractive Employer.</p>	●			Ongoing
<p>Diversity, Equity and Inclusion</p> <p>Support newly formed corporate diversity, equity and inclusion committee, including arranging for leadership and corporate training.</p>	●	●	●	Ongoing; training being proposed in 2023 budget
<p>Learning & Development Framework Implementation</p> <p>Continue implementing learning and development framework, including:</p> <ul style="list-style-type: none"> Strengthen the onboarding and orientation process Continue the transition to competency based job profiles Using our human resources information system, create onboarding checklists and learning paths by job classification Continue to expand virtual training options 	●	●	●	Ongoing
<p>Succession Planning & Leadership Development</p> <p>Continue to undertake specific activities related to succession planning, partnering with our area municipalities and other community partners, including:</p> <ul style="list-style-type: none"> Acting leadership assignments where appropriate Leadership development opportunities for current and emerging leaders Creation and implementation of a mentoring program 	●	●	●	Ongoing

Operations/Service Level Update

- COVID related work has decreased; however, corporate staff turnover rate and vacancies filled at end of Q2 are trending higher than ever, putting added pressure on Human Resources and leaving little time for other strategic workforce priorities, which are crucial as the labour market becomes increasingly competitive

Financial Update

	YTD			FORECAST	FORECAST	
	ACTUAL	FORECAST	BUDGET*	VARIANCE	VARIANCE	YTD
				\$	%	%
REVENUES						
GENERAL REVENUES	(18,983)	(32,438)	(27,850)	4,588	(16.5%)	68.2%
OTHER REVENUES	-	(65,000)	(87,908)	(22,908)	26.1%	-
INTERDEPARTMENTAL RECOVERIES	(1,023,282)	(1,364,330)	(1,364,330)	-	-	75.0%
TOTAL REVENUES	(1,042,265)	(1,461,768)	(1,480,088)	(18,320)	1.2%	70.4%
EXPENSES						
SALARIES AND BENEFITS	598,287	957,606	1,021,975	64,369	6.3%	58.5%
OPERATING EXPENSES	171,460	375,587	421,913	46,326	11.0%	40.6%
CAPITAL	1,247	1,247	2,000	753	37.7%	62.4%
INTERDEPARTMENTAL CHARGES	25,650	34,200	34,200	-	-	75.0%
TOTAL EXPENSES	796,644	1,368,640	1,480,088	111,448	7.5%	53.8%
TOTAL	(245,621)	(93,128)	-	93,128	-	-

COMMENTS

REVENUES/ EXPENSES	Decrease in corporate training with offsetting decrease in reserve funding.
EXPENSES	Staff vacancies.

* May include in-year approved transfers and account reclassifications in accordance with Purchasing Policy No. 6.07

Goals and Objectives

Description	2022	2023	2024	Status Update
<p>Records Management</p> <p>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.</p>	●	●	●	Ongoing
<p>Outreach Program</p> <p>Family History Memory Book for Woodingford Lodge residents.</p>	●			Completed. Books provided to all Woodingford Lodge residents and are available for sale.
<p>Online Exhibit</p> <p>The History of Tillsonburg in honour of its 150th Anniversary.</p>	●			Completed in March 2022
<p>Electronic File, E-mail and Data Storage & Security Policy</p> <p>Update corporate guidelines for management of electronic documents and communication, for best practices and compliance with legislation pertinent to County operations.</p>	●			Review in progress
<p>Digitizing Archival and Corporate Records</p> <p>Modernizing access to archival holdings and corporate records through digitization.</p>	●	●		2022's digitization projects are complete.

Operations/Service Level Update

- Archives building public access by appointment only

Financial Update

	YTD			FORECAST	FORECAST	
	ACTUAL	FORECAST	BUDGET*	VARIANCE	VARIANCE	YTD
				\$	%	%
REVENUES						
GENERAL REVENUES	(35,410)	(42,500)	(42,500)	-	-	83.3%
OTHER REVENUES	-	(21,000)	(21,000)	-	-	-
CAPITAL REVENUES	(10,405)	(10,405)	(10,700)	(295)	2.8%	97.2%
TOTAL REVENUES	(45,815)	(73,905)	(74,200)	(295)	0.4%	61.7%
EXPENSES						
SALARIES AND BENEFITS	259,681	427,270	420,898	(6,372)	(1.5%)	61.7%
OPERATING EXPENSES	60,189	79,936	112,055	32,119	28.7%	53.7%
CAPITAL	10,405	10,741	10,700	(41)	(0.4%)	97.2%
INTERDEPARTMENTAL CHARGES	96,507	128,669	128,669	-	-	75.0%
TOTAL EXPENSES	426,782	646,616	672,322	25,706	3.8%	63.5%
TOTAL	380,967	572,711	598,122	25,411	4.2%	63.7%

COMMENTS

EXPENSES	Savings in software costs as full year costs will occur in 2023
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* May include in-year approved transfers and account reclassifications in accordance with Purchasing Policy No. 6.07

Operations/Service Level Update

- Open to the public 8:00 a.m. to 4:30 p.m.

Financial Update

	YTD			FORECAST	FORECAST	
	ACTUAL	FORECAST	BUDGET*	VARIANCE	VARIANCE	YTD
				\$	%	%
REVENUES						
GENERAL REVENUES	(187)	(217)	(120)	97	(80.8%)	155.8%
INTERDEPARTMENTAL RECOVERIES	(475,767)	(634,349)	(634,349)	-	-	75.0%
CAPITAL REVENUES	-	(2,389)	-	2,389	-	-
TOTAL REVENUES	(475,954)	(636,955)	(634,469)	2,486	(0.4%)	75.0%
EXPENSES						
SALARIES AND BENEFITS	321,660	529,613	531,002	1,389	0.3%	60.6%
OPERATING EXPENSES	40,074	63,458	66,767	3,309	5.0%	60.0%
CAPITAL	-	2,389	-	(2,389)	-	-
INTERDEPARTMENTAL CHARGES	27,522	36,700	36,700	-	-	75.0%
TOTAL EXPENSES	389,256	632,160	634,469	2,309	0.4%	61.4%
TOTAL	(86,698)	(4,795)	-	4,795	-	-

COMMENTS

REVENUES/ EXPENSES	No significant variances.
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Goals and Objectives

Description	2022	2023	2024	Status Update
<p>Update Asset Management Plan</p> <p>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, 2022.</p>	●			Approved on June 8, 2022 – Report No. CS 2022-13
<p>Accounts Payable Digitization Implementation Project</p> <p>In effort to modernize the current accounts payable paper based process, implementation of the recommendations contained in the third party accounts payable report to gain efficiencies and cost savings for the County. The implemented solution will determine the ideal flow of the procurement process, achieve efficiencies, and reduce duplication. This project is being submitted through the provincial modernization funding – Intake 3 stream, and is subject to funding approval in early 2022.</p>	●			Testing application in progress
<p>Asset Retirement Obligations</p> <p>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.</p>	●	●		Accounting standard delayed one year to April 1, 2023 – working on a draft policy On target for inclusion in 2023 Financial Statements

Operations/Service Level Update

- Significant time and effort spent on reporting COVID related funding
- Working with Human Services on the roll-out of Canada-wide Early Learning and Child Care Agreement
- Collaborating and supporting other departments with their implementation of modernization funding projects

Financial Update

	YTD			FORECAST	FORECAST	
	ACTUAL	FORECAST	BUDGET*	VARIANCE	VARIANCE	YTD
				\$	%	%
REVENUES						
GENERAL REVENUES	(142,854)	(267,309)	(268,500)	(1,191)	0.4%	53.2%
OTHER REVENUES	(18,953)	(31,500)	(31,500)	-	-	60.2%
INTERDEPARTMENTAL RECOVERIES	(1,324,152)	(1,765,521)	(1,765,520)	1	(0.0%)	75.0%
CAPITAL REVENUES	(55,646)	(766,000)	(1,093,816)	(327,816)	30.0%	5.1%
TOTAL REVENUES	(1,541,605)	(2,830,330)	(3,159,336)	(329,006)	10.4%	48.8%
EXPENSES						
SALARIES AND BENEFITS	841,983	1,426,033	1,485,515	59,482	4.0%	56.7%
OPERATING EXPENSES	167,309	518,105	532,805	14,700	2.8%	31.4%
CAPITAL	97,333	769,671	1,097,816	328,145	29.9%	8.9%
OTHER EXPENSES	-	30,000	8,000	(22,000)	(275.0%)	-
INTERDEPARTMENTAL CHARGES	26,397	35,200	35,200	-	-	75.0%
TOTAL EXPENSES	1,133,022	2,779,009	3,159,336	380,327	12.0%	35.9%
TOTAL	(408,583)	(51,321)	-	51,321	-	-

COMMENTS

REVENUES/ CAPITAL	Asset management system enhancement project expected to continue into 2023.
EXPENSES	Salaries and benefits savings due to position vacancies.

* May include in-year approved transfers and account reclassifications in accordance with Purchasing Policy No. 6.07

Goals and Objectives

Description	2022	2023	2024	Status Update
Replace Current Wireless System County Wide Current Cisco wireless system has reached end of life.	●	●		In progress with expected completion in 2023
Replace Council Delegate Microphone System Current microphones and associated hardware have reached end of life.	●			Complete
Cyber Security Policy Develop and implement of a Cyber Security Policy.	●	●	●	In progress

Operations/Service Level Update

- Supporting area municipal server upgrades, equipment role out for new employee hires and employee position changes

Financial Update

	YTD			FORECAST	FORECAST	
	ACTUAL	FORECAST	BUDGET*	VARIANCE	VARIANCE	YTD
				\$	%	%
REVENUES						
GENERAL REVENUES	(82,143)	(149,500)	(140,000)	9,500	(6.8%)	58.7%
OTHER REVENUES	(91,546)	(41,546)	(95,000)	(53,454)	56.3%	96.4%
INTERDEPARTMENTAL RECOVERIES	(1,586,232)	(2,114,912)	(2,114,912)	-	-	75.0%
CAPITAL REVENUES	(131,049)	(560,737)	(405,610)	155,127	(38.2%)	32.3%
TOTAL REVENUES	(1,890,970)	(2,866,695)	(2,755,522)	111,173	(4.0%)	68.6%
EXPENSES						
SALARIES AND BENEFITS	736,460	1,192,900	1,167,796	(25,104)	(2.1%)	63.1%
OPERATING EXPENSES	426,179	777,090	928,251	151,161	16.3%	45.9%
CAPITAL	153,727	560,737	410,610	(150,127)	(36.6%)	37.4%
OTHER EXPENSES	159,274	212,232	212,365	133	0.1%	75.0%
INTERDEPARTMENTAL CHARGES	27,378	36,500	36,500	-	-	75.0%
TOTAL EXPENSES	1,503,018	2,779,459	2,755,522	(23,937)	(0.9%)	54.5%
TOTAL	(387,952)	(87,236)	-	87,236	-	-

COMMENTS

EXPENSES	Job evaluation changes to salaries offset by cost savings in insurance, shared municipal network Internet backup and network connections.
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Goals and Objectives

Description	2022	2023	2024	Status Update
<p>Upgrade Website Content Management System</p> <p>Utilize modernization funding to upgrade the Content Management System and design of websites.</p> <p>More and more citizens today expect services that they would normally receive over the counter to be delivered online, and in a way that is citizen-centric, and not based on the structure of the organization. Upgrading CMS allows us to transition to e-government services, allowing us to leverage the technology to modernize our operations and processes, all using an easy to use website administration tools.</p>	●	●		Complete in September
<p>Road and Address Data Transformation</p> <p>Modernization funding will provide the funds in order to upgrade required software and hardware that is required for the implementation of an enterprise solution for roads and address data management. Processes and data schema's have to be updated to ensure that the County is ready for Next Generation 911 (NG9-1-1) services. The County needs to ensure data is in format and maintained in such a way, that it can be integrated with NG9-1-1 systems as well as be used more effectively within the County and Area Municipalities.</p>	●	●		<p>NG911 final Readiness Assessment Report was completed in April</p> <p>Roads management solution is being tested with completion expected in December 2022</p>
<p>Support implementation on Asset Management Systems Enhancement Project</p> <p>Mobile workforce - Increased visibility, compliance and streamlined workflow.</p>	●	●	●	Progressing - project continues into 2024
<p>Community Planning</p> <p>Implement software to allow online application submission, manage pre-consultations, conduct approvals, collaborate with, and circulate to, third-party agencies.</p>	●	●		Software (CloudPermit) procurement is complete; implementation in progress – expected completion by end of Q1-2023

Operations/Service Level Update

- Supporting electronic meetings for Council, Library Board, Land Division Committee and virtual public engagement.

Financial Update

	YTD			FORECAST	FORECAST	
	ACTUAL	FORECAST	BUDGET*	VARIANCE	VARIANCE	YTD
				\$	%	%
REVENUES						
GENERAL REVENUES	(79,180)	(332,570)	(389,403)	(56,833)	14.6%	20.3%
OTHER REVENUES	-	(121,814)	(121,814)	-	-	-
TOTAL REVENUES	(79,180)	(454,384)	(511,217)	(56,833)	11.1%	15.5%
EXPENSES						
SALARIES AND BENEFITS	672,721	1,152,934	1,152,934	-	-	58.3%
OPERATING EXPENSES	491,212	879,503	973,371	93,868	9.6%	50.5%
INTERDEPARTMENTAL CHARGES	95,814	127,748	127,748	-	-	75.0%
TOTAL EXPENSES	1,259,747	2,160,185	2,254,053	93,868	4.2%	55.9%
TOTAL	1,180,567	1,705,801	1,742,836	37,035	2.1%	67.7%

COMMENTS

EXPENSES	Software savings from modernization projects.
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Goals and Objectives

Description	2022	2023	2024	Status Update
<p>Provincial Legislation Updates Administer changes to POA procedures as outlined in Bill 177 Stronger, Fairer Ontario Act (Budget Measures) and Bill 197 COVID-19 Economic Recovery Act that addresses POA streamlining measures.</p>	●			<p>Legislative requirements including ticket changes and Clerk of the Court duties have been implemented as of December 2021</p> <p>Early Resolution Model and expanded Clerk of the Court responsibilities are being reviewed by Ministry of Attorney General and Municipal Court Managers Association</p>
<p>Prosecution Model Implement change to POA prosecution as detailed in provincial legislation to include Part III prosecutions by the municipal prosecutor.</p>	●	●		<p>Implementation of legislation is delayed due to backlog of court cases that resulted from COVID related closures</p>
<p>Technology in the Courtroom Implement the use of video conference technology in the courtroom to allow for remote appearances as outlined in Bill 197 COVID-19 Economic Recovery Act.</p>	●			<p>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</p>

Operations/Service Level Update

- Open regular hours
- Court proceedings held with the use of hybrid technology
- Reduction of court dates imposed by SRJP until further notice – 5th Thursday of each month, where applicable

Financial Update

	YTD			FORECAST	FORECAST	
	ACTUAL	FORECAST	BUDGET*	VARIANCE	VARIANCE	YTD
				\$	%	%
REVENUES						
GENERAL REVENUES	(849,350)	(1,175,522)	(1,000,000)	175,522	(17.6%)	84.9%
TOTAL REVENUES	(849,350)	(1,175,522)	(1,000,000)	175,522	(17.6%)	84.9%
EXPENSES						
SALARIES AND BENEFITS	223,467	371,980	387,640	15,660	4.0%	57.6%
OPERATING EXPENSES	196,054	367,552	449,569	82,017	18.2%	43.6%
INTERDEPARTMENTAL CHARGES	146,088	194,775	194,775	-	-	75.0%
TOTAL EXPENSES	565,609	934,307	1,031,984	97,677	9.5%	54.8%
TOTAL	(283,741)	(241,215)	31,984	273,199	854.2%	(887.1%)

COMMENTS

REVENUES	Service Recovery Fees – significant fine paid in March.
EXPENSES	Part 3 Prosecutor amounts lower due to not downloading from Province, lower adjudication costs, lower credit card costs.

* May include in-year approved transfers and account reclassifications in accordance with Purchasing Policy No. 6.07

Goals and Objectives

Description	2022	2023	2024	Status Update
<p>Design and Construction Standards for Linear Infrastructure Development of enhanced guidelines and best management practices pertaining to the design and construction of County infrastructure.</p>	●	●	●	Project ongoing.
<p>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.</p>	●	●	●	Project ongoing with staff undertaking networking and information-sharing opportunities with other municipalities and industry leaders to discuss emerging technology.
<p>Implementing Project Management Documentation Guidelines for Capital Delivery Standardization and implementation of Project Management documentation for Capital projects, guided by <i>Project Management Institute</i> best practices.</p>	●	●	●	Implementation is underway with additional documentation planned for roll-out in 2023.

Operations/Service Level Update

- Savings in Salary and Benefits due to staff vacancies in the first half of 2022. All positions are currently filled.
- Revenue related to Development Review does not include the third quarter fees due to the timing of the remittance of the fees collected by the Area Municipalities.
- Supply chain challenges continue to impact capital delivery. Some delays with planned capital project in-service dates will be experienced. To date, all financial pressures due to supply chain and material cost escalation have been managed within approved budgets.

Financial Update

	YTD			FORECAST	FORECAST	
	ACTUAL	FORECAST	BUDGET*	VARIANCE	VARIANCE	YTD
				\$	%	%
REVENUES						
GENERAL REVENUES	(73,753)	(203,153)	(228,000)	(24,847)	10.9%	32.3%
INTERDEPARTMENTAL RECOVERIES	(187,506)	(250,000)	(250,000)	-	-	75.0%
CAPITAL REVENUES	(1,247)	(51,247)	(182,000)	(130,753)	71.8%	0.7%
TOTAL REVENUES	(262,506)	(504,400)	(660,000)	(155,600)	23.6%	39.8%
EXPENSES						
SALARIES AND BENEFITS	594,542	1,055,100	1,352,308	297,208	22.0%	44.0%
OPERATING EXPENSES	64,190	89,066	76,270	(12,796)	(16.8%)	84.2%
CAPITAL	23,220	99,581	202,000	102,419	50.7%	11.5%
INTERDEPARTMENTAL CHARGES	277,562	386,935	388,227	1,292	0.3%	71.5%
TOTAL EXPENSES	959,514	1,630,682	2,018,805	388,123	19.2%	47.5%
TOTAL	697,008	1,126,282	1,358,805	232,523	17.1%	51.3%

COMMENTS

REVENUES	Lower user fee revenues than budget
EXPENSES	Staff vacancies

* May include in-year approved transfers and account reclassifications in accordance with Purchasing Policy No. 6.07

Goals and Objectives

Description	2022	2023	2024	Status Update
<p>Green Fleet Implementation Ongoing implementation of the 2021-2025 <i>Green Fleet Plan</i> to promote low carbon transportation and reduced greenhouse gas emissions.</p>	●	●	●	Implementation is proceeding as planned.
<p>Implementation of Long Term Renewable Energy Plan Development of multi-year capital plan for renewable energy projects. Design work for initial projects to begin in 2022 with ongoing implementation in accordance with the 2021 plan.</p>	●	●	●	<i>Renewable Energy Action Plan (REAP)</i> , was adopted by Council and implementation is underway.
<p>Energy Management Plan Implementation Ongoing implementation of the 2019 Energy Management Plan to reduce energy consumption and greenhouse gas emissions at County owned and occupied buildings.</p>	●	●	●	Implementation is proceeding as outlined in the plan.
<p>Fleet Utilization and Rationalization Plan Implementation Ongoing optimization and “right-sizing” of corporate fleet to manage fleet asset costs and reduce greenhouse gas emissions.</p>	●	●		Project ongoing and is considered throughout the 2023 budget planning process as departmental requests for new fleet vehicles are received.

Operations/Service Level Update

- Streamlining of repair and maintenance processes for the entire Facilities portfolio is ongoing and continues to be a priority. Contractor and material availability have impacted maintenance request response times.
- Experiencing continued supply chain challenges and delays with respect to fleet capital and equipment procurement / delivery.
- Due to the international geopolitical climate, increasing fuel prices (gasoline, coloured diesel and clear diesel) have impacted the Fleet budget.

Financial Update

FLEET

	YTD			FORECAST	FORECAST	
	ACTUAL	FORECAST	BUDGET*	VARIANCE	VARIANCE	YTD
				\$	%	%
REVENUES						
GENERAL REVENUES	(29,500)	(51,000)	(227,000)	(176,000)	77.5%	13.0%
OTHER REVENUES	(20,828)	(23,750)	(23,750)	-	-	87.7%
INTERDEPARTMENTAL RECOVERIES	(2,588,716)	(4,423,229)	(3,934,414)	488,815	(12.4%)	65.8%
CAPITAL REVENUES	(339,692)	(1,649,872)	(3,174,900)	(1,525,028)	48.0%	10.7%
TOTAL REVENUES	(2,978,736)	(6,147,851)	(7,360,064)	(1,212,213)	16.5%	40.5%
EXPENSES						
SALARIES AND BENEFITS	66,162	113,734	113,734	-	-	58.2%
OPERATING EXPENSES	1,512,460	2,477,929	1,937,724	(540,205)	(27.9%)	78.1%
CAPITAL	345,581	1,649,872	3,174,900	1,525,028	48.0%	10.9%
OTHER EXPENSES	1,267,730	2,083,206	2,133,706	50,500	2.4%	59.4%
TOTAL EXPENSES	3,191,933	6,324,741	7,360,064	1,035,323	14.1%	43.4%
PROGRAM SURPLUS/(DEFICIT)						
RESERVE CONTRIBUTION TO (FROM)	-	(176,890)	-	176,890	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	-	(176,890)	-	176,890	-	-
TOTAL	213,197	-	-	-	-	-

COMMENTS

REVENUES	Few vehicles sold
EXPENSES	Higher fuel costs

* May include in-year approved transfers and account reclassifications in accordance with Purchasing Policy No. 6.07

FACILITIES

	YTD			FORECAST	FORECAST	
	ACTUAL	FORECAST	BUDGET*	VARIANCE	VARIANCE	YTD
				\$	%	%
REVENUES						
GENERAL REVENUES	(1,231,839)	(2,068,914)	(2,005,630)	63,284	(3.2%)	61.4%
OTHER REVENUES	(21,578)	(56,770)	(56,770)	-	-	38.0%
INTERDEPARTMENTAL RECOVERIES	(4,465,069)	(7,486,408)	(7,519,053)	(32,645)	0.4%	59.4%
CAPITAL REVENUES	(1,087,539)	(1,925,789)	(2,766,700)	(840,911)	30.4%	39.3%
TOTAL REVENUES	(6,806,025)	(11,537,881)	(12,348,153)	(810,272)	6.6%	55.1%
EXPENSES						
SALARIES AND BENEFITS	820,727	1,358,267	1,440,831	82,564	5.7%	57.0%
OPERATING EXPENSES	4,616,457	7,002,503	6,976,095	(26,408)	(0.4%)	66.2%
DEBT REPAYMENT	1,088,278	1,373,528	1,373,528	-	-	79.2%
CAPITAL	1,402,318	1,967,113	2,824,200	857,087	30.3%	49.7%
OTHER EXPENSES	650,703	870,257	867,603	(2,654)	(0.3%)	75.0%
INTERDEPARTMENTAL CHARGES	223,204	317,260	311,917	(5,343)	(1.7%)	71.6%
TOTAL EXPENSES	8,801,687	12,888,928	13,794,174	905,246	6.6%	63.8%
PROGRAM SURPLUS/(DEFICIT)						
RESERVE CONTRIBUTION TO (FROM)	-	119,099	-	(119,099)	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	-	119,099	-	(119,099)	-	-
TOTAL	1,995,662	1,470,146	1,446,021	(24,125)	(1.7%)	138.0%

COMMENTS

EXPENSES	Higher utility costs offset by savings in janitorial contract
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* May include in-year approved transfers and account reclassifications in accordance with Purchasing Policy No. 6.07

APPROVED CAO EMERGENCY / EMERGENT ISSUES

Project Name	Reference	Projected Costs	Description
92 Light St Emergency Roof Repair	BT2022-08	45,000	To fund the emergency repair of the roof at 92 Light Street. Funded from the Facilities Reserve

Goals and Objectives

Description	2022	2023	2024	Status Update
<p>Ongoing Implementation of County-wide Traffic Calming / Speed Management Measures</p> <p>County-wide implementation of evidence-based speed management, traffic calming and road safety measures.</p>	●	●	●	<p>Speed Management and Road Safety Reviews in progress for Tillsonburg (OR 20), Foldens (OR 12/OR 6) Culloden/Verschoyle (OR 10), Springford (OR 13/ OR 19), Woodstock (OR 15).</p> <p>Post monitoring reviews in progress for Drumbo (OR 3/ OR 29), Bright (OR 22/OR 8), Plattsville (OR 8), and Harrington (OR 28).</p>
<p>Roadside Phragmites (Invasive Species) Control</p> <p>Multi-year cutting and weed spraying plan to control excessive phragmites growth along County road network.</p>	●	●	●	<p>Touch up spraying will be completed Q4, 2022.</p>
<p>Review of Potential Development of County-wide Automated Speed Enforcement (ASE) Program</p> <p>County-wide municipal planning for the potential ASE implementation (photo radar) in school zones and community safety zones.</p>	●	●		<p>Review of ASE will be undertaken following County-wide CSZ assessment and provincial review of ASE program.</p>
<p>Community Safety Zone (CSZ) Designations</p> <p>Identify County-wide CSZ eligibility in areas of special road safety concern (schools, community centres, recreation areas, playgrounds, hospitals, senior facilities and high pedestrian areas, etc) for future implementation consideration. CSZ identification will further inform site selection for potential ASE implementation and program development.</p>	●	●		<p>County-wide assessment of potential CSZ sites is underway and will be presented to Council in Q1 2023.</p>
<p>Transportation Master Plan Update</p> <p>5-year Master Plan update to ensure effective, reliable, and safe people and goods movement throughout and within the County. The TMP update will further inform the 2024 Development Charges Background Study which will include growth related transportation capital projects.</p>	●	●		<p>In progress; 1st round of public consultation completed in September 2022. Project update to be presented to Council in Q4, 2022. 2nd round of public consultation planned for Q1, 2023.</p>

Operations/Service Level Update

- Pavement marking (line painting) operations were substantially completed by County forces.
- Controlled Pedestrian Crossing installation commenced in Hickson and Tavistock.
- Bi-annual bridge and culvert (>3 metre span) inspections completed by third party Consultant.
- Intersection illumination in progress at the intersection of OR 5 and OR 8.

- Traffic signals at Oxford Road 35/Clarke Street (Woodstock) deferred to 2023 due to delay in property acquisition.
- Reconstruction of Oxford Road 9/King Street West in Ingersoll was deferred until completion of Secondary Plan and associated servicing requirements for development lands at the west side of Ingersoll.
- Unanticipated cost increase for supply of road paint materials resulting in budget variance for this item.

Financial Update

	YTD			FORECAST	FORECAST	
	ACTUAL	FORECAST	BUDGET*	VARIANCE	VARIANCE	YTD
				\$	%	%
REVENUES						
GENERAL REVENUES	(3,265,879)	(464,518)	(471,751)	(7,233)	1.5%	692.3%
OTHER REVENUES	(490,268)	(108,800)	(108,800)	-	-	450.6%
CAPITAL REVENUES	(2,315,799)	(19,679,490)	(21,365,452)	(1,685,962)	7.9%	10.8%
TOTAL REVENUES	(6,071,946)	(20,252,808)	(21,946,003)	(1,693,195)	7.7%	27.7%
EXPENSES						
SALARIES AND BENEFITS	1,983,222	3,216,600	3,247,461	30,861	1.0%	61.1%
OPERATING EXPENSES	2,777,262	4,602,596	4,375,511	(227,085)	(5.2%)	63.5%
DEBT REPAYMENT	94,744	227,207	227,207	-	-	41.7%
CAPITAL	3,737,828	19,679,490	21,367,652	1,688,162	7.9%	17.5%
OTHER EXPENSES	8,148,000	11,589,000	11,104,000	(485,000)	(4.4%)	73.4%
INTERDEPARTMENTAL CHARGES	2,027,302	3,220,046	2,941,760	(278,286)	(9.5%)	68.9%
TOTAL EXPENSES	18,768,358	42,534,939	43,263,591	728,652	1.7%	43.4%
TOTAL	12,696,412	22,282,131	21,317,588	(964,543)	(4.5%)	59.6%

COMMENTS

REVENUES/ CAPITAL	Capital projects delayed with offsetting reserve funding.
EXPENSES	Higher line painting material costs and increased training costs. Higher fleet interdepartmental charge due to the rising fuel costs.

* May include in-year approved transfers and account reclassifications in accordance with Purchasing Policy No. 6.07

APPROVED CAO TRANSFER OF FUNDS

Project Name	Reference	Transfer to (from)	Account	Description
OR 59 Wilson Street	BT2022-01	(80,000)	Urbanization	To address shortfall for design of Oxford Road 59 (Wilson Street) Reconstruction project.
		80,000	Oxford Road 59	
Pedestrian Crossings	BT2022-07	(75,000)	Traffic Signals	To address shortfall for installation of two pedestrian crossings (Hickson and Tavistock)
		75,000	Pedestrian Crossings	
CR 18 Retaining Wall Replacement	BT2022-10	(45,000)	Grade Level Crossing Assessment	To address shortfall for the design and construction of retaining walls on CR 18.
		45,000	CR 18	
Stormwater Management Thornton Wellfields Study (Strik Drain)	BT2022-11	(65,000)	Drain Improvements	To address the impacts of the Strik Drain Drainage Project on the Thornton Wellfield
		65,000	Stormwater Management Thornton Wellfields Study (Strik Drain)	

Goals and Objectives

Description	2022	2023	2024	Status Update
<p>Plastic Film and Bulk Styrofoam Recycling Pilot Program</p> <p>Recycle plastic film and bulk styrofoam products not accepted in the curbside Blue Box Program using various drop-off depots to promote landfill waste diversion.</p>	●	●		Ongoing utilization of drop-off depots at the Oxford County Waste Management Facility, Tillsonburg Transfer Station, Woodstock Transfer Station (Enviro-Depot), and Beachville Firehall (film plastic only).
<p>Second Weigh Scale at Oxford County Waste Management Facility (OCWMF)</p> <p>Construction of a second weigh scale and a new scale house for outgoing weigh-outs traffic to reduce customer wait times and onsite traffic backlogs.</p>	●			Construction completion scheduled for Q4, 2022.
<p>Organics Resource Recovery Technologies</p> <p>Feasibility analysis of viable food and organic waste recovery options for beneficial use (compost, alternative energy) and landfill diversion, and to meet Provincial diversion target objectives by 2025.</p>	●	●		In progress; scheduled for completion in Q4, 2022.
<p>Compost Facility Expansion</p> <p>Construction of compost pad expansion to accommodate growth related quantity increases of residential brush, leaf, and yard waste, to improve process efficiencies of end market material.</p>	●	●		Construction deferred to 2023.
<p>Transition of Municipal Blue Box Program to Full Producer Responsibility (FPR)</p> <p>Ongoing consultation, liaison, and reporting with municipal partners, stakeholders, and Provincial regulating authorities as part of Province-wide Blue Box transition to FPR from 2023 to 2025 and the County's December 31, 2025 transition date.</p>	●	●	●	Staff have been participating in stakeholder consultation sessions offered by MECP and AMO.

Operations/Service Level Update

- Compost Pad construction deferred to 2023 due to required approvals.
- Monitoring well installation completed at closed landfills in Blandford-Blenheim Township and Norwich Township (Gunn's Hill Road).
- Flushing and video inspection (CCTV) of leachate collection system completed.
- Aerial topographic survey of landfilling area completed in order to analyze remaining landfill service life.
- Recycling revenue is forecasted to exceed 2022 budget amount due to improved commodity pricing.

Financial Update

	YTD			FORECAST	FORECAST	
	ACTUAL	FORECAST	BUDGET*	VARIANCE	VARIANCE	YTD
				\$	%	%
REVENUES						
GENERAL REVENUES	(5,693,324)	(12,160,480)	(10,604,404)	1,556,076	(14.7%)	53.7%
OTHER REVENUES	(249,341)	(601,573)	(476,087)	125,486	(26.4%)	52.4%
CAPITAL REVENUES	(161,137)	(809,076)	(1,000,017)	(190,941)	19.1%	16.1%
TOTAL REVENUES	(6,103,802)	(13,571,129)	(12,080,508)	1,490,621	(12.3%)	50.5%
EXPENSES						
SALARIES AND BENEFITS	801,373	1,319,034	1,351,386	32,352	2.4%	59.3%
OPERATING EXPENSES	4,334,733	12,832,538	11,365,611	(1,466,927)	(12.9%)	38.1%
CAPITAL	169,430	809,076	1,000,017	190,941	19.1%	16.9%
OTHER EXPENSES	-	12,000	3,500	(8,500)	(242.9%)	-
INTERDEPARTMENTAL CHARGES	833,097	1,402,234	1,162,967	(239,267)	(20.6%)	71.6%
TOTAL EXPENSES	6,138,633	16,374,882	14,883,481	(1,491,401)	(10.0%)	41.2%
PROGRAM SURPLUS/(DEFICIT)						
RESERVE CONTRIBUTION TO (FROM)	-	(30,829)	-	30,829	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	-	(30,829)	-	30,829	-	-
TOTAL	34,831	2,772,924	2,802,973	30,049	1.1%	1.2%

COMMENTS

REVENUES/ CAPITAL	Capital projects delayed with offsetting reserve funding.
REVENUES	Additional Stewardship Ontario revenues and improved commodity pricing for Blue Box material.
EXPENSES	Higher fleet interdepartmental charge due to the rising fuel costs. Higher County/SWOX collection costs than budget due to higher CPI (annual contract increase tied to CPI).

* May include in-year approved transfers and account reclassifications in accordance with Purchasing Policy No. 6.07

APPROVED CAO EMERGENCY / EMERGENT ISSUES

Project Name	Reference	Projected Costs	Description
Unit 744 Emergency Rental	BT2022-04	23,750	To fund the emergency rental of a day cab truck (744) for Waste Management due to prolonged repairs (backordered parts). Funded from the Landfill and Waste Diversion Reserve

Goals and Objectives

Description	2022	2023	2024	Status Update
<p>Policy Changes to Increase and Maximize Long Term Care Flexibility and Funding</p> <p>Review the current number of municipal long term care home beds in Oxford County to ensure the needs of the community are met. To maximize the services provided in each of the long term care homes to ensure resident experience; medication safety and safe care services are aligning.</p>	●	●	●	Ongoing process up to 2025.
<p>Environmental Sustainability Initiatives</p> <p>Implement research based solutions to expand organic waste diversion beyond the resident nutritional services to include all areas of Woodingford Lodge.</p>	●	●	●	Ongoing.
<p>Commence Accreditation Program</p> <p>Identify and build on opportunities to formulate a leadership role in the development and enhancement of long term care services in Oxford County to improve connectivity and implement best practice standards.</p>	●	●	●	Program has commenced and ongoing until designation is achieved. Phase 1 self-assessment completed.
<p>Logistics and Fiscal Responsibility</p> <p>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.</p>	●	●		Ongoing and in development.
<p>Infection Prevention and Control (IPAC)</p> <p>Providing enhanced education and stewardship through our IPAC Nurse Practitioner to maximize infectious control standards in our long term care homes and corporate departments to transfer knowledge obtained from their IPAC Community of Practice both provincially and nationally.</p>	●	●	●	Ongoing.

Operations/Service Level Update

- IPAC personnel recruited and on boarded to complete audits within the home as a starting point working towards fulfillment and adherence to the Ministry Directives and the new Fixing Long Term Care Act, 2021 (FLTCA). Further review and analysis of the IPAC Standards are being reviewed to ensure Woodingford Lodge Homes are in compliance with the Act.

Financial Update

	YTD			FORECAST	FORECAST	
	ACTUAL	FORECAST	BUDGET*	VARIANCE	VARIANCE	YTD
				\$	%	%
REVENUES						
GENERAL REVENUES	(14,402,561)	(24,042,110)	(21,652,489)	2,389,621	(11.0%)	66.5%
CAPITAL REVENUES	(470,765)	(2,732,632)	(2,326,484)	406,148	(17.5%)	20.2%
TOTAL REVENUES	(14,873,326)	(26,774,742)	(23,978,973)	2,795,769	(11.7%)	62.0%
EXPENSES						
SALARIES AND BENEFITS	14,316,225	24,036,801	23,496,398	(540,403)	(2.3%)	60.9%
OPERATING EXPENSES	3,285,142	5,733,591	5,246,602	(486,989)	(9.3%)	62.6%
DEBT REPAYMENT	2,132,975	2,086,186	2,086,186	-	-	102.2%
CAPITAL	520,394	2,732,632	2,326,484	(406,148)	(17.5%)	22.4%
OTHER EXPENSES	426,636	568,848	568,848	-	-	75.0%
INTERDEPARTMENTAL CHARGES	1,176,941	1,550,060	1,558,558	8,498	0.5%	75.5%
TOTAL EXPENSES	21,858,313	36,708,118	35,283,076	(1,425,042)	(4.0%)	62.0%
TOTAL	6,984,987	9,933,376	11,304,103	1,370,727	12.1%	61.8%

COMMENTS

REVENUES/ SALARIES	Additional salaries & benefits costs related to the Permanent PSW Wage Enhancement and Nurse Retention bonus. Costs are recovered from ministry funding.
EXPENSES	Rising food and utility costs.
SALARIES	Staff vacancy and gapping savings are due to when the additional staff included in the 2022 Budget were hired.

* May include in-year approved transfers and account reclassifications in accordance with Purchasing Policy No. 6.07

Goals and Objectives

Description	2022	2023	2024	Status Update
<p>Enhanced Collaboration with community partners and local Employers</p> <p>Continue to work with local employers seeking employees from the Human Services programs. Utilizing all available funding supports to assist the clients to obtain and maintain successful employment opportunities.</p> <p>Enhance collaborations and integration with community partners further preparing for life stabilization work with clients served.</p>	●	●	●	Human Services continues to work closely with community partners and employment agencies in supporting clients in obtaining employment. The RFP for Employment Services for Oxford County closed July 1, 2022 and the Province at step 2 of the evaluation process for prospective proponents. It is anticipated that the Service System Manager for Employment Services in Oxford County will be announced by December 2022. 2023 will be a transition year to align with and implement procedures as directed by the new Employment Ontario Service System Manager for Oxford County.
<p>Online Discretionary Benefits Application</p> <p>Develop an online discretionary benefits application and process allowing for less staff resource and gain efficiencies to provide support to as many eligible people as possible.</p>	●			Completed
<p>Social Assistance Modernization</p> <p>Continue to work with the province regarding the modernization of the Ontario Works program.</p> <p>Implement the Renewal and Recovery processes prioritizing life stabilization activities.</p>	●	●	●	Discussions and progress on SA Modernization were paused during the Provincial Election. It is anticipated the Province will begin working on this again by the end of 2022.
<p>Centralized Intake</p> <p>Implementation of centralized intake process for Ontario Works.</p>	●	●	●	MCCSS has scheduled the implementation of centralized intake in November 2022 with a go live date of November 28, 2022. Ongoing training and support will continue into Q1 of 2023.
<p>Housing with Related Supports Financial Review</p> <p>Continue to review the Housing with Related Supports program with respect to increasing support costs.</p>	●	●	●	Ongoing

Operations/Service Level Update

- Currently all positions in Community Services are filled with two new employees started in July 2022 as Caseworkers
- Human Services has partnered with Operation Sharing to have Caseworkers work out of the day space located at College Avenue Church two days per week where they have been able to interact with and support

clients accessing the space. This has proven to be an extremely successful partnership realizing positive outcomes for clients.

- COVID-19 continues to have an impact on the team however the team members have been excellent in shifting appointments and to have the ability to work remotely when they are well enough to continue to support our clients.

Financial Update

	YTD			FORECAST	FORECAST	
	ACTUAL	FORECAST	BUDGET*	VARIANCE	VARIANCE	YTD
				\$	%	%
REVENUES						
GENERAL REVENUES	(9,480,062)	(16,189,460)	(16,186,770)	2,690	(0.0%)	58.6%
TOTAL REVENUES	(9,480,062)	(16,189,460)	(16,186,770)	2,690	(0.0%)	58.6%
EXPENSES						
SALARIES AND BENEFITS	2,028,985	3,186,444	3,202,288	15,844	0.5%	63.4%
OPERATING EXPENSES	7,551,995	14,204,673	14,185,935	(18,738)	(0.1%)	53.2%
INTERDEPARTMENTAL CHARGES	597,839	796,894	797,098	204	0.0%	75.0%
TOTAL EXPENSES	10,178,819	18,188,011	18,185,321	(2,690)	(0.0%)	56.0%
TOTAL	698,757	1,998,551	1,998,551	-	-	35.0%

COMMENTS

EXPENSES	Additional purchased services costs for talent recruitment services, offset by salaries and benefits savings.
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* May include in-year approved transfers and account reclassifications in accordance with Purchasing Policy No. 6.07

Goals and Objectives

Description	2022	2023	2024	Status Update
<p>Increase access to licensed child care spaces in Oxford County</p> <p>Work with area service providers, local school boards and colleges, as well as licensed home child care agency to support the retention and recruitment of Registered Early Childhood Educators in order to increase licensed child care spaces in both rural and urban communities, based on identified community needs.</p>	●	●	●	<p>Work is ongoing to increase the number of licensed child care spaces in Oxford County. A new Licensed Home Child Care Operator was added in January 2022 to help grow the licensed home child care sector. As part of the new Canada-Wide Early Learning and Child Care System (CWELCC), Oxford County, as the Service System Manager for Child Care and Early Years, is expected to be part of a growth plan across the province. We are working in collaboration with Thames Valley District School Board through the design phase of a new north Woodstock elementary school, which will include an 88 space child care centre. We are also working with London District Catholic School Board to support an expansion St Michael's elementary school which will also realize an 88 space child care centre. Additionally, we are working with Zorra Township as they build a new 88 space child care centre in Thamesford.</p>
<p>Manage and support initiatives that work to reduce child care costs for families</p> <p>Continue to monitor range of child care costs and explore options for maintaining or reducing fees, given available resources. Prepare and respond to upcoming changes to child care system through the National Child Care Strategy, and work to maintain flexibility with child care fee subsidy and cross-jurisdictional agreements.</p>	●	●	●	<p>On March 28, 2022, the federal and provincial governments signed the Canada-Ontario Early Learning and Child Care Agreement. Funding under the CWELCC System will be used to provide a 25% fee reduction to eligible child care fees retroactive to April 1, 2022, building to a 50% reduction by the end of the calendar year 2022. (funding rebates are beginning to flow to operators) By 2025-2026, child care fees will reach an average of \$10 per day for licensed child care spaces.</p>
<p>Develop and deliver EarlyON programs and services that are responsive to community need</p> <p>Working collaboratively with broader community services, all programs are designed and delivered to meet the unique needs of parents, caregivers and young children to support their learning, development and well-being through mandatory core services which include supporting early learning and development, engaging parents and caregivers and making connections for families.</p>	●	●	●	<p>EarlyON Child and Family Centre programs and services are delivered in communities across Oxford County to support responsive adult-child relationships, encourage children's exploration and promote play and inquiry. Parents and caregivers are invited to have conversations about child development, parenting, nutrition, and other topics that support their relationship with their children. Targeted programs are also being developed and delivered</p>

Description	2022	2023	2024	Status Update
				to facilitate a connection with parents and caregivers who could benefit from programs and services but are not currently accessing services for a variety of reasons. EarlyON programs and services are planned and delivered in collaboration with community partners to facilitate access to additional supports for families.
<p>Coordinate service planning and create customized community connections</p> <p>Integrate the child care and early years system within the broader context of local community services by leveraging partnerships to create customized community connections. Develop specific strategies and/or targeted approaches to support identified priorities. Increase awareness of the child care and early years system by promoting the supports, resources and programs that are available.</p>	●	●	●	Work is ongoing to ensure that local service planning processes reflect current legislation, regulations and policy/directives and also includes engagement with local service providers
<p>Facilitate special needs resourcing supports</p> <p>Ensure services and supports purchased through Special Needs Resourcing funding are in compliance with legislative and regulatory requirements and that minimum expenditures are met.</p>	●	●	●	Regular review of Special Needs Resourcing funding occurs and quarterly reports are received and reviewed for outcomes. Attendance at the Advisory Committee meetings continues.

Operations/Service Level Update

- Staff acknowledge the impact that the COVID-19 pandemic has had on children, families, and the child care and early years sector and continue to support early learning and child care initiatives that increase accessibility, affordability, quality and responsiveness.
- 2022 has been identified as a year of transition to implement the new Canada-Wide Early Learning and Child Care (CWELCC) System aimed at enhancing early learning and child development, supporting workforce participation and contributing to economic recovery.
- As the Service System Manager for Child Care and Early Years, staff will continue to establish, administer, operate and fund early years programs, and responsibly use public to meet the objectives outlined in the Five Year Child Care and Early Years Plan.
- Oxford County Human Services has supported 2 full day Professional Learning opportunities that saw the entire child care system in Oxford close down to insure all staff could participate. May 9/22 was a virtual event and October 24/22 will be in person.

Financial Update

	YTD			FORECAST	FORECAST	
	ACTUAL	FORECAST	BUDGET*	VARIANCE	VARIANCE	YTD
				\$	%	%
REVENUES						
GENERAL REVENUES	(4,718,137)	(13,340,879)	(9,479,469)	3,861,410	(40.7%)	49.8%
CAPITAL REVENUES	(169,580)	(848,000)	(848,000)	-	-	20.0%
TOTAL REVENUES	(4,887,717)	(14,188,879)	(10,327,469)	3,861,410	(37.4%)	47.3%
EXPENSES						
SALARIES AND BENEFITS	574,537	1,395,117	1,241,968	(153,149)	(12.3%)	46.3%
OPERATING EXPENSES	4,223,065	12,720,089	9,008,572	(3,711,517)	(41.2%)	46.9%
CAPITAL	783,973	848,000	848,000	-	-	92.4%
INTERDEPARTMENTAL CHARGES	129,626	207,286	207,333	47	0.0%	62.5%
TOTAL EXPENSES	5,711,201	15,170,492	11,305,873	(3,864,619)	(34.2%)	50.5%
TOTAL	823,484	981,613	978,404	(3,209)	(0.3%)	84.2%

COMMENTS

REVENUES/ EXPENSES	Higher revenues and expenses related to Federal child care program.
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* May include in-year approved transfers and account reclassifications in accordance with Purchasing Policy No. 6.07

Goals and Objectives

Description	2022	2023	2024	Status Update
<p>Support Affordable Housing Projects</p> <ul style="list-style-type: none"> Complete 98 unit housing project, including 62 affordable units, at 1231 Nellis Street, Woodstock. Complete 30 unit housing project, including 22 affordable units, at 98 Mill Street, Plattsville. Complete 2 Habitat for Humanity units in Drumbo, and continue to support the development of Habitat for Humanity housing throughout the County. Complete the 8 unit housing project on the County owned property located at 738 Parkinson Road. Continue pursuing an affordable housing proposal at Parcel B, Woodingford Lodge, and release an RFP in 2022 to expend \$1.5 million in County Funding, in the event that funding is not received from CMHC. Pursue land banking and funding opportunities for future affordable housing projects. Advocate for additional funding and explore additional opportunities to provide more affordable housing units. <p>Initiate a parking review, to determine if reduced parking standards can be considered for all affordable housing projects.</p>	●			<ul style="list-style-type: none"> Ongoing support continues for 1231 Nellis and 98 Mill Street, as well as the Habitat build. Completion for all three projects is expected by the end of 2022. The 8-unit project at Parkinson Road is currently underway, with completion anticipated by the end of November, 2022. Parcel B has been awarded to Woodstock Non-Profit, to support a 48 unit housing project with 24 affordable rental units. Staff continue to advocate and consider opportunities for land banking.
<p>Support the Emergency Housing System and Transitional Housing Opportunities</p> <p>Support the operations and changes of transitional housing developments to assist in providing more housing opportunities along the Housing Continuum.</p>	●	●	●	Continued support for The Inn, Operation Sharing, and various short-term accommodations in hotels throughout the County.
<p>Promote Redevelopment and Review Existing Operating Agreements</p> <p>Continue to review operating agreements with social housing providers, with the goal to explore re-development opportunities that will support the development of additional affordable housing units.</p> <p>Continue to review existing County properties to determine if redevelopment opportunities are available.</p>	●	●	●	Ongoing process. Potential redevelopment opportunities on existing housing sites are being reviewed as part of the Master Housing Strategy.

Description	2022	2023	2024	Status Update
<p>Collaborate with Community Partners and Advocate for Housing Opportunities</p> <p>Continue to collaborate with existing community partners in an effort to develop solutions to the existing housing crisis.</p> <p>Explore opportunities to provide additional support services to those in need, and explore potential collaborations that seek to combine both supports, shelter and affordable housing.</p>	●	●	●	<ul style="list-style-type: none"> Continue to foster relationships with community partners, developers and local municipalities to provide housing options. The housing project at Parcel B will include a partnership between Woodstock Non-Profit, DASO, Ingamo and local builders. Support services will also be provided to a mix of tenant groups.
<p>Complete the Enumeration and By Name List in coordination with community partners</p> <p>Collaborate with community partners to keep the enumeration statistics updated and accurate to be able to provide improved service to those experiencing homelessness.</p>	●	●		<p>The By Name List was rolled out in July 2022. The implementation of a Coordinated Access system for homeless individuals/families is underway as well as education campaign for internal and external partners.</p>

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 interest rates and inflation continue to increase, it is becoming increasingly more difficult for housing providers and developers to offer affordable housing accommodations.
- The Master Housing Strategy is currently underway. The Strategy is expected to provide a clearer understanding of current housing needs, including gaps along the housing continuum, as well as a list of priority housing projects that can assist to address the identified gaps. The anticipated completion is the end of 2022.

Financial Update

	YTD			FORECAST	FORECAST	
	ACTUAL	FORECAST	BUDGET*	VARIANCE	VARIANCE	YTD
				\$	%	%
REVENUES						
GENERAL REVENUES	(5,176,011)	(10,827,233)	(8,795,945)	2,031,288	(23.1%)	58.8%
OTHER REVENUES	(750,000)	(6,629,801)	(5,626,596)	1,003,205	(17.8%)	13.3%
CAPITAL REVENUES	(2,469,268)	(4,056,934)	(4,171,422)	(114,488)	2.7%	59.2%
TOTAL REVENUES	(8,395,279)	(21,513,968)	(18,593,963)	2,920,005	(15.7%)	45.2%
EXPENSES						
SALARIES AND BENEFITS	33,855	194,628	138,328	(56,300)	(40.7%)	24.5%
OPERATING EXPENSES	7,268,995	20,196,843	17,177,157	(3,019,686)	(17.6%)	42.3%
DEBT REPAYMENT	206,832	275,818	275,818	-	-	75.0%
CAPITAL	2,859,869	4,056,934	4,171,422	114,488	2.7%	68.6%
CAPITAL	48,159	-	-	-	-	-
OTHER EXPENSES	1,743,750	2,075,000	2,075,000	-	-	84.0%
INTERDEPARTMENTAL CHARGES	193,357	340,280	462,623	122,343	26.4%	41.8%
TOTAL EXPENSES	12,354,817	27,139,503	24,300,348	(2,839,155)	(11.7%)	50.8%
PROGRAM SURPLUS/(DEFICIT)						
RESERVE CONTRIBUTION TO (FROM)	-	80,850	-	(80,850)	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	-	80,850	-	(80,850)	-	-
TOTAL	3,959,538	5,706,385	5,706,385	-	-	69.4%

COMMENTS

REVENUES/ EXPENSES	Additional affordable housing projects with offsetting revenues from the province and reserves.
EXPENSES	Rising utility and janitorial contract costs. Higher property tax costs than approved in budget.

* May include in-year approved transfers and account reclassifications in accordance with Purchasing Policy No. 6.07

APPROVED CAO TRANSFER OF FUNDS

Project Name	Reference	Transfer to (from)	Account	Description
135 Carroll - Retaining Wall	BT2022-02	(30,000)	738 Parkinson	To complete the replacement of the block retaining wall.
		30,000	135 Carroll	
Keyscans - Housing	BT2022-05	(20,000)	Furnace Replacements	To complete the installation of Keyscan security systems at 14 multi-unit housing locations.
		2,579	816 Alice St	
		1,868	135 Carroll St	
		1,868	178 Earl St	
		(421)	221 Thames St	
		4,158	16 George St	
		1,868	70 Maria St	
		(421)	111 Brock St	
		(421)	175 Lisgar Ave	
		(421)	215 Lisgar Ave	
		(421)	57 Rolph St	
		(421)	82 Finkle St	
		4,158	161 Fyfe Ave	
		1,868	738 Parkinson Rd	
4,159	742 Pavey St			
161 Fyfe Ave - Accessible Unit	BT2022-13	(15,000)	178 Earl St	To begin the design phase of converting a unit into an accessible unit earlier than planned due to unit vacancy
		15,000	161 Fyfe Ave	

Goals and Objectives

Description	2022	2023	2024	Status Update
<p>10 year Master Plan Phased in implementation of the 10 Year Master Plan</p>	●	●	●	Analysis of 2021 & 2022 YTD emergency call volume, rural & urban response times, and Ambulance availability are underway and will inform deployment decisions throughout 2022.
<p>Paramedic Station Review Comprehensive review of existing facility and replacement needs based on deployment optimization, operational capacity and function.</p>	●	●		A Joint Municipal Paramedic Services Deployment Review was completed earlier this year as a precursor to this report but work has yet to commence on this project. We anticipate a start date of 2022-Q4 with the likelihood of the project extending into 2023.
<p>Ambulance Act Legislation Changes Planning and implementation of proposed legislation changes for alternate models of care.</p>	●			Community partners are finalizing internal implementation procedures. All Paramedics have received training.
<p>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.</p>	●	●		We continue to collaborate with area stakeholders to provide responsive programs that enable safe hospital discharge and ED avoidance.
<p>Updated Emergency Management Plan Review and update the current Emergency Management Plan to reflect any change requirements to the program to ensure compliance to Emergency Management and Civil Protection Act and to recommend the adoption of current best practices in emergency management.</p>	●	●		With the implementation of the Emergency Management communications tool, the Emergency Plan will need to be updated. This update will require Council approval and will be presented in Q1/Q2 2023.

Operations/Service Level Update

- Oxford County Paramedic Services has maintained response time targets throughout 2022.
- Oxford County Paramedic Service continues to support the Southwestern Public Health and Ontario Health-West response to the COVID-19 pandemic through mobile vaccinations to those who are otherwise unable to attend a vaccination clinic or their primary health-care provider's office.
- Paramedic Services' mobile COVID-19 assessment and testing for vulnerable populations is anticipated to continue for the remainder of 2022, supporting SWPH and OH-West facility outbreak responses.
- The Community Paramedic (CP) program has received one-time funding to enhance and extend the program until March 31, 2024. Work is underway to launch Remote Patient Monitoring for enhanced chronic disease management in collaboration with the Oxford & Area Health Team, Home & Community Care Support Services (HCCSS), and all hospitals in Oxford County.

Financial Update

	YTD			FORECAST	FORECAST	
	ACTUAL	FORECAST	BUDGET*	VARIANCE	VARIANCE	YTD
				\$	%	%
REVENUES						
GENERAL REVENUES	(5,775,624)	(9,774,075)	(10,450,180)	(676,105)	6.5%	55.3%
OTHER REVENUES	(193,771)	(414,141)	(414,141)	-	-	46.8%
CAPITAL REVENUES	(922,591)	(1,384,642)	(1,785,493)	(400,851)	22.5%	51.7%
TOTAL REVENUES	(6,891,986)	(11,572,858)	(12,649,814)	(1,076,956)	8.5%	54.5%
EXPENSES						
SALARIES AND BENEFITS	8,493,949	14,092,186	14,891,781	799,595	5.4%	57.0%
OPERATING EXPENSES	1,197,403	2,236,124	2,307,361	71,237	3.1%	51.9%
DEBT REPAYMENT	95,748	188,448	188,448	-	-	50.8%
CAPITAL	648,840	1,387,135	1,789,493	402,358	22.5%	36.3%
OTHER EXPENSES	667,500	981,500	915,000	(66,500)	(7.3%)	73.0%
INTERDEPARTMENTAL CHARGES	608,963	943,743	955,373	11,630	1.2%	63.7%
TOTAL EXPENSES	11,712,403	19,829,136	21,047,456	1,218,320	5.8%	55.6%
TOTAL	4,820,417	8,256,278	8,397,642	141,364	1.7%	57.4%

COMMENTS

REVENUES/ CAPITAL	Capital projects delayed as well as offsetting reserve funding.
REVENUE	Community Paramedicine funding is less due to when it will be spent (not calendar year funding). Additional funding for COVID.
EXPENSES	Community Paramedicine expenses are less due to when it will be spent (not calendar year funding). Higher facilities interdepartmental charges costs due to rising utility costs. Fuel expenses higher due to higher prices this year. Additional expenses for COVID offset by funding.

* May include in-year approved transfers and account reclassifications in accordance with Purchasing Policy No. 6.07

Goals and Objectives

Description	2022	2023	2024	Status Update
<p>Official Plan Review</p> <p>Review and update OP policies to ensure consistency with Provincial legislation and policy (e.g. 2020 PPS); includes extensive municipal, public and stakeholder consultation.</p> <p>Focus on planning for growth (i.e. secondary planning) and policies pertaining to agriculture, additional residential units, natural heritage and commercial land uses.</p>	●	●		<p>Agricultural policy amendments adopted by County Council and forwarded to MMAH for final approval; Final draft rural ARU amendments completed for CC consideration; Initial pre-consultation on Natural Resource/Natural Hazard policy updates underway</p>
<p>Planning for Growth</p> <p>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).</p> <p>Secondary planning for both residential development and employment areas is currently being undertaken for Woodstock, Ingersoll, Tavistock/Innerkip and Drumbo, with a number of other areas under consideration.</p>	●	●		<p>Secondary Planning (SP) – Southeast Wdsk completed and Phase 1 OPA approved; Drumbo at final draft stage; Ingersoll and EZT secondary plans are in process; a number of privately initiated SPs recently submitted/approved.</p>
<p>Infrastructure Planning</p> <p>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.</p> <p>Assist with the development of Water and Wastewater and other infrastructure masterplans that build on this updated information.</p>	●	●		<p>Draft updates completed for all fully serviced settlements to inform Water/Wastewater Master Plan; review of settlements serviced only by water currently underway</p>
<p>Housing Initiatives</p> <p>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.</p>	●	●	●	<p>Ongoing. Continuing work to improve housing-related data (e.g. housing supply, unit counts, etc.) and support Human Services housing initiatives; ARU policies approved in Wdsk, initiated in Ingersoll and T'burg; rural ARUs at final draft stage.</p>
<p>Zoning By-law Updates and Information Sharing</p> <p>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. Work with County Departments and AM partners to implement development application tracking and information sharing solution; continue to review processes for efficiencies and investigate opportunities for adjustments to application fee structure with AMs.</p>	●			<p>Development and implementation of planning application tracking in Cloud Permit in progress; housekeeping amendments completed in SWOX, on-going in other communities</p>

Operations/Service Level Update

- Total volume of applications processed or otherwise involving Community Planning staff time to the end of Q3 is 363. Excluding 2020's reduced figures (related to the pandemic and virtual shutdown of the building industry in March/April of that year), the current volumes reflect the highest levels of development activity experienced over the past 7 years
- Significant progress continues on a number of policy-related initiatives, as described in the 'Goals and Objectives' above

Financial Update

	YTD			FORECAST	FORECAST	
	ACTUAL	FORECAST	BUDGET*	VARIANCE	VARIANCE	YTD
				\$	%	%
REVENUES						
GENERAL REVENUES	(274,008)	(479,717)	(446,471)	33,246	(7.4%)	61.4%
OTHER REVENUES	(4,632)	(411,000)	(411,000)	-	-	1.1%
TOTAL REVENUES	(278,640)	(890,717)	(857,471)	33,246	(3.9%)	32.5%
EXPENSES						
SALARIES AND BENEFITS	1,177,896	1,857,102	1,857,102	-	-	63.4%
OPERATING EXPENSES	184,048	678,394	641,035	(37,359)	(5.8%)	28.7%
INTERDEPARTMENTAL CHARGES	147,015	196,011	196,011	-	-	75.0%
TOTAL EXPENSES	1,508,959	2,731,507	2,694,148	(37,359)	(1.4%)	56.0%
TOTAL	1,230,319	1,840,790	1,836,677	(4,113)	(0.2%)	67.0%

COMMENTS

REVENUES/ EXPENSES	Increased peer review revenues with offsetting expenses.
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* May include in-year approved transfers and account reclassifications in accordance with Purchasing Policy No. 6.07

Goals and Objectives

Description	2022	2023	2024	Status Update
Water and Wastewater				
<p>SCADA Master Plan Implementation</p> <p>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 for water and wastewater systems.</p>	●	●	●	Multi-year implementation in progress. Thamesford WWTP Pilot and Dereham Center WTP pilot systems RFP prepared for market release.
<p>Water and Wastewater Master Servicing Plan</p> <p>Develop, evaluate and select preferred long term water and wastewater servicing strategies to support existing servicing needs and accommodate future projected population and employment growth to the year 2043. The Master Plan will further inform the 2024 Development Charges Background Study of growth related water and wastewater capital projects.</p>	●	●		In progress. Public Consultation Centre (PCC) # 1 held September 29 th . Project update to be presented to Council in Q4, 2022. PCC #2 planned Q1, 2023.
<p>Drinking Water Quality Improvements</p> <p>Evaluation and implementation of treatment technologies at various treatment facilities for parameters such as iron, sodium and manganese, etc.</p>	●	●	●	Class EA Study Projects initiated 2022 for removal of naturally occurring arsenic in Brownsville and Tillsonburg (Broadway) wells.
<p>Drumbo Wastewater Treatment Plant Expansion</p> <p>Construction of the expanded treatment facility to accommodate growth and improve effluent quality.</p>	●			In progress. Target in-service date Q2, 2023.
<p>Groundwater Water Modelling</p> <p>Completion of updated groundwater modelling of existing supply wells that utilize outdated wellhead protection area (WHPA) delineations.</p>	●	●		Newly modeled WHPA's to be added to SPA's mapping in Q1, 2023. Installation of monitoring wells within Ingersoll WHPAs has been awarded and drilling commenced.
<p>Tillsonburg WWTP Upgrades</p> <p>Upgrading both primary and secondary clarifiers and head works to eliminate treatment process constraints and optimize wastewater treatment plant performance.</p>	●		●	In progress. Target in-service date is Q4, 2023.
<p>Tavistock New Well Supply Class EA Study</p> <p>Schedule C Class Environmental Assessment Study to assess and determine the optimum location for a new well in Tavistock for water supply redundancy and to support future growth and development.</p>	●	●		MECP consultation completed Q3, 2022. PCC #1 planned for Q4, 2022. Final Environmental Study Report anticipated in Q2, 2023.

Description	2022	2023	2024	Status Update
Woodlands				
<p>Ongoing Implementation of Forestry Management Plan</p> <p>Multi-year implementation plan focused on tree planning, wetland rehabilitation (Holbrook Landfill – 2022), invasive species management (Lakeside - 2022, Beachville – 2022, Hall Tract – 2022, Drumbo Tract – 2022, tree salvaging and commercial harvesting (Zenda tract, pine plantation, 2022; Sweaburg Swamp, white cedar, 2022; Tavistock Lagoons Phase II, ash/beech salvage and single tree selection, 2022).</p>	●	●	●	Zenda track plantation thinning complete. Embro track harvesting in progress.
<p>Hodges Wetland Complex (Phase 4)</p> <p>Final phase of wetland construction that includes: three (3) additional wetland cells (2022); improving year-round access to the banks of cedar creek in conjunction with trail development (2022); reed canary grass and residual Phragmites eradication adjacent to new wetland cells (2022); post-plant inspection of seedling trees (2022,2025) and maintenance as needed.</p>	●			Final construction completed January 2022. Construction deficiencies due to frost will be repaired in fall. Trails are being updated, and a walk bridge has been installed.
<p>Strik Drain-Wetland</p> <p>Municipal drain improvement from the western extent of Old Stage Road to the northwest corner of the Sweaburg Swamp property, involving creation of a wetland on a previously non-forested section to improve the local ecological conditions (peat bog, woodlands and grasslands, etc.).</p>	●	●		Implementation on hold until further study and review completed with respect to potential implications to municipal drinking water source protection (Thornton well supplies).

Operations/Service Level Update

- Ingersoll Water Tower Painting project extending into 2023 due to expanded work scope. Base coat to be applied before cold temperatures 2022 and finished top coat/logo spring 2023.
- King St. (Ingersoll) replacement watermain and new sewer installation deferred until completion of Secondary Plan and associated servicing requirements for development lands at the west side of Ingersoll.
- Queen St. (Ingersoll) emergency sanitary replacement of failed sewer initiated and in progress. Sewer project bundled with aging cast iron watermain replacement for cost efficiency.
- Delivery of critical equipment (MCC, VFD's) for Drumbo Wastewater Treatment Plant capacity expansion being managed by project team to prevent impacts to project schedule.
- Givins Street (Woodstock) water and wastewater infrastructure replacement (Buller to Dundas) deferred to 2023 by City staff.
- Strik drain project RFP drafted for market release in Q4, 2022 to retain consultant for technical review and design of drainage mitigation for source protection of Thornton Wells.

Financial Update

WOODLANDS

	YTD			FORECAST	FORECAST	
	ACTUAL	FORECAST	BUDGET*	VARIANCE	VARIANCE	YTD
				\$	%	%
REVENUES						
GENERAL REVENUES	-	(45,000)	(20,000)	25,000	(125.0%)	-
OTHER REVENUES	-	(23,700)	(23,700)	-	-	-
TOTAL REVENUES	-	(68,700)	(43,700)	25,000	(57.2%)	-
EXPENSES						
SALARIES AND BENEFITS	70,801	114,732	114,732	-	-	61.7%
OPERATING EXPENSES	55,075	76,101	75,740	(361)	(0.5%)	72.7%
OTHER EXPENSES	-	25,000	-	(25,000)	-	-
INTERDEPARTMENTAL CHARGES	8,331	13,789	12,793	(996)	(7.8%)	65.1%
TOTAL EXPENSES	134,207	229,622	203,265	(26,357)	(13.0%)	66.0%
TOTAL	134,207	160,922	159,565	(1,357)	(0.9%)	84.1%

COMMENTS

REVENUES/ EXPENSES	Higher timber harvest revenues offset by transfer to tree reserve.
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* May include in-year approved transfers and account reclassifications in accordance with Purchasing Policy No. 6.07

WATER

	YTD			FORECAST	FORECAST	
	ACTUAL	FORECAST	BUDGET*	VARIANCE	VARIANCE	YTD
				\$	%	%
REVENUES						
GENERAL REVENUES	(12,014,786)	(20,699,927)	(19,284,997)	1,414,930	(7.3%)	62.3%
OTHER REVENUES	(365,508)	(247,730)	(298,312)	(50,582)	17.0%	122.5%
CAPITAL REVENUES	(1,492,246)	(15,006,993)	(16,763,621)	(1,756,628)	10.5%	8.9%
TOTAL REVENUES	(13,872,540)	(35,954,650)	(36,346,930)	(392,280)	1.1%	38.2%
EXPENSES						
SALARIES AND BENEFITS	2,077,827	3,574,380	3,575,251	871	0.0%	58.1%
OPERATING EXPENSES	3,107,260	6,030,131	5,841,975	(188,156)	(3.2%)	53.2%
DEBT REPAYMENT	196,108	515,177	515,616	439	0.1%	38.0%
CAPITAL	5,850,951	15,006,993	16,763,621	1,756,628	10.5%	34.9%
OTHER EXPENSES	4,619,414	6,580,385	6,270,217	(310,168)	(4.9%)	73.7%
INTERDEPARTMENTAL CHARGES	2,097,234	3,175,525	3,380,250	204,725	6.1%	62.0%
TOTAL EXPENSES	17,948,794	34,882,591	36,346,930	1,464,339	4.0%	49.4%
PROGRAM SURPLUS/(DEFICIT)						
RESERVE CONTRIBUTION TO (FROM)	-	1,072,059	-	(1,072,059)	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	-	1,072,059	-	(1,072,059)	-	-
TOTAL	4,076,254	-	-	-	-	-

COMMENTS

REVENUES	Higher rates revenues
EXPENSES	Forecasting higher chemicals and material costs. Increased development charge exemption costs.

* May include in-year approved transfers and account reclassifications in accordance with Purchasing Policy No. 6.07

WASTEWATER

	YTD			FORECAST	FORECAST	
	ACTUAL	FORECAST	BUDGET*	VARIANCE	VARIANCE	YTD
				\$	%	%
REVENUES						
GENERAL REVENUES	(13,176,916)	(22,561,889)	(21,056,047)	1,505,842	(7.2%)	62.6%
OTHER REVENUES	(712,913)	(514,000)	(503,276)	10,724	(2.1%)	141.7%
CAPITAL REVENUES	(4,933,328)	(20,261,477)	(24,138,878)	(3,877,401)	16.1%	20.4%
TOTAL REVENUES	(18,823,157)	(43,337,366)	(45,698,201)	(2,360,835)	5.2%	41.2%
EXPENSES						
SALARIES AND BENEFITS	1,729,755	2,959,370	3,113,105	153,735	4.9%	55.6%
OPERATING EXPENSES	2,787,028	5,594,106	5,460,239	(133,867)	(2.5%)	51.0%
DEBT REPAYMENT	2,318,994	3,239,037	3,234,406	(4,631)	(0.1%)	71.7%
CAPITAL	8,283,566	20,261,477	24,138,878	3,877,401	16.1%	34.3%
OTHER EXPENSES	4,377,863	6,872,025	6,042,150	(829,875)	(13.7%)	72.5%
INTERDEPARTMENTAL CHARGES	2,326,234	4,016,699	3,736,983	(279,716)	(7.5%)	62.2%
TOTAL EXPENSES	21,823,440	42,942,714	45,725,761	2,783,047	6.1%	47.7%
PROGRAM SURPLUS/(DEFICIT)						
RESERVE CONTRIBUTION TO (FROM)	-	394,652	(27,560)	(422,212)	1,532.0%	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	-	394,652	(27,560)	(422,212)	1,532.0%	-
TOTAL	3,000,283	-	-	-	-	-

COMMENTS

REVENUES	Higher rates revenues including sewer by-law charges
EXPENSES	Higher charges from fleet and facilities due to rising fuel and utility costs. Increased development charge exemption costs.

* May include in-year approved transfers and account reclassifications in accordance with Purchasing Policy No. 6.07

APPROVED CAO TRANSFER OF FUNDS

Project Name	Reference	Transfer to (from)	Account	Description
Thames St S Watermain	BT2022-03	(150,000)	Ingersoll Linear R/R - King St WM	To address shortfall for the watermain replacement on Thames St S Ingersoll.
		150,000	Ingersoll Town Projects - Thames St	
Ingersoll WM Railway Crossings	BT2022-06	(75,000)	Ingersoll Linear R/R - King St WM	To address shortfall for watermain design of 4 railway crossings in Ingersoll.
		75,000	Ingersoll Cast Iron Replacement	

APPROVED CAO EMERGENCY / EMERGENT ISSUES

Project Name	Reference	Projected Costs	Description
Thamesford WW Plant Hydro Feed	BT2022-09	130,644	To fund the replacement of the hydro feed to the Thamesford wastewater plant due to adjacent land sale. Funded from the Thamesford Wastewater Reserve
Emergency Repairs - Queen St Ingersoll	BT2022-12	250,000	To fund the emergency repairs on Queen St in Ingersoll. Funded from the Ingersoll Water and Wastewater Reserves
Emergency Repairs - Queen St Ingersoll	BT2022-12	100,000	To fund the emergency repairs on Queen St in Ingersoll. Funded from the Ingersoll Water and Wastewater Reserves

Goals and Objectives

Description	2022	2023	2024	Status Update
<p>Achieve Provincial Reaccreditation</p> <p>Fulfillment of all requirements under Ontario Public Library Guidelines 2022 Edition.</p> <p>Deadline: 2022 Q4</p>	●			In progress with completion expected in Q4
<p>Policy Review</p> <p>Utilize Social Inclusion practices to review service-related policies.</p> <p>Incorporate Diversity, Equity and Inclusion (DEI) framework.</p>	●			In progress with completion expected in Q4
<p>Evaluate Impacts of the Pandemic on Library Services</p> <p>Using a SWOT framework, articulate the lessons learned, successes achieved, opportunities to adapt and improve services.</p> <p>Incorporate recommendations into Service Delivery Policy scheduled for review in 2022.</p>	●			Beginning SWOT analysis at end of Q3 – report to be presented to new Board in Q1 2023
<p>Development of Technology Plan and Technology Leadership</p> <p>Data from Bridge and Edge Projects (anticipated completion March 2022) to measure performance and outcomes of OCL technology services. Develop plan to address gaps identified through benchmarking re: community value & engagement; technology planning and management; and staff digital expertise.</p> <p>Actively engage branch staff in Maker Culture through the development of Maker Spaces and Maker programs.</p>	●	●		<p>Bridge Project end date is expected at end of August 2022 with planning to begin in Q2-Q3 2023 for Technology Plan</p> <p>Maker Space will be highlighted at November 2023 Oxford Rural Networking Event</p>

Operations/Service Level Update

- All branches are open with modified hours since the pandemic with each location being monitored to determine if further expansion is required

Financial Update

	YTD			FORECAST	FORECAST	
	ACTUAL	FORECAST	BUDGET*	VARIANCE	VARIANCE	YTD
				\$	%	%
REVENUES						
GENERAL REVENUES	(56,659)	(210,296)	(168,619)	41,677	(24.7%)	33.6%
OTHER REVENUES	(456,323)	(495,796)	(488,631)	7,165	(1.5%)	93.4%
CAPITAL REVENUES	-	(299,295)	(304,890)	(5,595)	1.8%	-
TOTAL REVENUES	(512,982)	(1,005,387)	(962,140)	43,247	(4.5%)	53.3%
EXPENSES						
SALARIES AND BENEFITS	1,495,368	2,416,134	2,710,039	293,905	10.8%	55.2%
OPERATING EXPENSES	416,839	709,376	653,985	(55,391)	(8.5%)	63.7%
DEBT REPAYMENT	72,018	115,020	115,020	-	-	62.6%
CAPITAL	17,717	329,700	336,890	7,190	2.1%	5.3%
OTHER EXPENSES	75,000	112,000	103,000	(9,000)	(8.7%)	72.8%
INTERDEPARTMENTAL CHARGES	743,588	1,103,704	1,104,209	505	0.0%	67.3%
TOTAL EXPENSES	2,820,530	4,785,934	5,023,143	237,209	4.7%	56.2%
PROGRAM SURPLUS/(DEFICIT)						
RESERVE CONTRIBUTION TO (FROM)	-	280,456	-	(280,456)	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	-	280,456	-	(280,456)	-	-
TOTAL	2,307,548	4,061,003	4,061,003	-	-	56.8%

COMMENTS

REVENUES/ EXPENSES	Healthy communities grant with offsetting increase in operating expenses.
EXPENSES	Salaries and benefit savings due to branch closures, changes to service delivery in response to the pandemic, and staff retirements.

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