



AGENDA

COUNTY OF OXFORD

COUNCIL MEETING

WEDNESDAY, OCTOBER 8, 2014 9:30 A.M.

COUNCIL CHAMBER, OXFORD COUNTY ADMINISTRATION BUILDING, WOODSTOCK

MEETING #17

1. CALL TO ORDER Time _____

2. APPROVAL OF AGENDA

3. DISCLOSURES OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

4. ADOPTION OF COUNCIL MINUTES OF PREVIOUS MEETING

[September 24 2014](#)

5. PUBLIC MEETINGS

Resolution to go into a public meeting pursuant to the Planning Act Time _____

- 1. Application for Approval of Draft Plan of Subdivision **9:30 a.m.**
 2143677 Ontario Inc.- SB 14-01-8
 - subject lands are described as Lots 1 & 2, Plan 41M-257 and Block 29, Plan 41M-243, City of Woodstock - located on the south side of Ridgewood Drive, west of Oxford Road 59, within the Villages of Sally Creek subdivision, Woodstock
 *See [CASPO 2014-251](#)

Resolution to adjourn the public meeting Time _____

Consideration of:

[CASPO 2014-251](#)

Re: Application for Approval of Draft Plan of Subdivision
SB 14-01-8: 2143677 Ontario Inc.

6. DELEGATIONS AND PRESENTATIONS

7. CONSIDERATION OF DELEGATIONS AND PRESENTATIONS

8. CONSIDERATION OF CORRESPONDENCE

1. City of Woodstock
September 19, 2014
Re: Opposition to County Council's Reduction
of Household Hazardous Waste Days
[City of Woodstock 091914](#)

Resolution

That the resolution from the City of Woodstock, expressing opposition to County Council's reduction of Household Hazardous Waste days from the current two days per year to one day per year, be received as information.

9. REPORTS FROM DEPARTMENTS

COMMUNITY AND STRATEGIC PLANNING

[CASPO 2014-251](#)

Re: Application for Approval of Draft Plan of Subdivision
SB 14-01-8: 2143677 Ontario Inc.

Recommendation

1. That Oxford County Council refer Application File No. SB 14-01-8 by 2143677 Ontario Inc. for draft approval of a residential plan of subdivision proposing 30 single detached lots, 5 semi-detached lots, two (2) road reserves and a walkway, all served by one (1) new local street, on lands described as Lots 1 & 2, Plan 41M-257 and Block 29, Plan 41M-243 on the south side of Ridgewood Drive, west of Oxford Road 59 in the City of Woodstock, to Council's regular meeting of October 22, 2014 for final consideration.

PUBLIC WORKS

[PW 2014-56](#)

Re: Catfish Creek Source Protection Plan Approval

Recommendation

1. That Public Works Report PW 2014-56 entitled Catfish Creek Source Protection Plan Approval be received as information.

CORPORATE SERVICES

[CS 2014-30](#)

Re: Enterprise Asset Management Review – Financial Planning and Analysis Solution

Recommendation

1. That enhancements in work processes and systems to support the County's Asset Management Plan, as set out in Report No. CS 2014-30 in the amount of \$40,000 plus applicable taxes, be hereby approved and funded from the remaining 2014 Budget allocation and the General Reserve, in the amounts of \$26,000 and \$14,000 respectively.

CAO/CLERK

[CAO 2014-15](#)

Re: Strategic Plan
Accomplishments and Outlook

Staff Presentation

Recommendation

1. That Report CAO 2014-15 entitled "Strategic Plan, Accomplishments and Outlook" be received for information.

HUMAN RESOURCES

[HR 2014-06](#)

Re: 2014 Employee Engagement Survey Results

Recommendation

1. That Council receive report HR 2014-06 entitled "2014 Employee Engagement Survey Results" as information.

[HR 2014-07](#)

Re: Employee Recognition Awards Program
(General Policy Manual)

Recommendation

1. That Council approve and authorize the Chief Administrative Officer to sign and enact the policy changes attached entitled 'Employee Recognition Awards Program' for amendment in the General Policy Manual.

10. UNFINISHED BUSINESS

[Pending Items](#)

11. MOTIONS

Councillor Comiskey, at the September 24, 2014 meeting, gave notice that he would introduce the following:

Motion

That Oxford County Corporate Services bring to Council a Report outlining the procedures around water and sewer hook-up programs pertaining to new developed or boundary adjusted areas.

12. NOTICE OF MOTIONS

13. NEW BUSINESS/ENQUIRIES/COMMENTS

14. CLOSED SESSION (Room 129)

15. CONSIDERATION OF MATTERS ARISING FROM THE CLOSED SESSION

16. BY-LAWS

[BY-LAW NO. 5626-2014](#)

Being a By-law to provide for the dedication and naming of highways in the County of Oxford.

[BY-LAW NO. 5627-2014](#)

Being a By-law to confirm all actions and proceedings of the Council of the County of Oxford at the meeting at which this By-law is passed.

17. ADJOURNMENT

Time _____

MINUTES
OF THE
COUNCIL OF THE
COUNTY OF OXFORD

County Council Chamber
Woodstock
September 24, 2014

MEETING #16

Oxford County Council meets in regular session this twenty-fourth day of September 2014, in the Council Chamber, County Administration Building, Woodstock.

1. CALL TO ORDER:

7:00 p.m., with Warden McKay in the chair.

All members of Council present except Deputy Warden Lupton.

Deputy Warden Lupton arrives at 7:04 p.m.

Staff Present: P. M. Crockett, Chief Administrative Officer
L. Beath, Director of Public Health and Emergency Services
P. D. Beaton, Director of Human Services
L. S. Buchner, Director of Corporate Services
D. Goudreau, Manager of Water Services / Acting Director of Public Works
C. Fransen, Director of Woodingford Lodge
G. K. Hough, Director of Community and Strategic Planning
A. Smith, Director of Human Resources
B. J. Tabor, Clerk

Warden McKay allows an opportunity for Council members to provide good news updates.

2. APPROVAL OF AGENDA:

RESOLUTION NO. 1:

Moved by: Donald Doan
Seconded by: Marion Wearn

That the Agenda be approved.

DISPOSITION: Motion Carried

3. DISCLOSURES OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF:

NIL

4. ADOPTION OF COUNCIL MINUTES OF PREVIOUS MEETING:

Council Minutes of September 10, 2014

RESOLUTION NO. 2:

Moved by: Patrick Sobeski
Seconded by: Deborah Tait

That the Council Minutes of September 10, 2014 be adopted.

DISPOSITION: Motion Carried

5. PUBLIC MEETINGS:

NIL

6. DELEGATIONS AND PRESENTATIONS:

1. Robert Watson
Mike Houle
Representing the Havelock Corners Ratepayers Association
Re: Assessment to Property Owners – Water and Wastewater Services

Robert Watson, representing the Havelock Corners Ratepayers Association, comes forward to speak in opposition to the assessment to property owners for water and wastewater services as it relates to the Woodstock Sanitary Sewer and Watermain Extension Project. He explains that Mike Houle was unable to attend the meeting tonight to participate in the delegation. R. Watson proceeds through his presentation and concludes with a request to Council for accountability and transparency by deferring action on the proposed by-law until cost analysis information is received, as was requested in a letter to the County from M. Houle and a subsequent Freedom of Information request.

R. Watson responds to comments and questions from Councillors Sobeski, Comiskey, Mayberry, Tait and Deputy Warden Lupton.

7. CONSIDERATION OF DELEGATIONS AND PRESENTATIONS:

RESOLUTION NO. 3:

Moved by: David Mayberry
Seconded by: Sandra Talbot

That the delegation representing the Havelock Corners Ratepayers Association, in opposition to the assessment to property owners with regard to water and wastewater services, be received as information for consideration at the time of deliberation on Report No. PW 2014-55, titled "Woodstock Sanitary Sewer and Watermain Extension Project".

DISPOSITION: Motion Carried

8. CONSIDERATION OF CORRESPONDENCE:

NIL

9. REPORTS FROM DEPARTMENTS:

PUBLIC WORKS

PW 2014-55
Re: Woodstock Sanitary Sewer and Watermain Extension Project

RESOLUTION NO. 4:

Moved by: Margaret Lupton
Seconded by: David Beres

That the recommendation contained in Report No. PW 2014-55, titled "Woodstock Sanitary Sewer and Watermain Extension Project", be adopted.

DISPOSITION: See Resolution No. 5 for Deferral

RESOLUTION NO. 5:

Moved by: Sandra Talbot
Seconded by: Ted Comiskey

That the recommendation contained in Report No. PW 2014-55 be deferred.

DISPOSITION: Motion Carried

Recommendation Contained in Report No. PW 2014-55:

1. That By-law No. 5622-2014, being a by-law to authorize the funding sources and mandatory connection for the Woodstock Sanitary Sewer and Watermain Extension, be presented to Council for enactment.

PUBLIC HEALTH AND EMERGENCY SERVICES

PHES 2014-08
Re: 2015 Land Ambulance Response Time Performance Plan

RESOLUTION NO. 6:

Moved by: Deborah Tait
Seconded by: Patrick Sobeski

That the recommendation contained in Report No. PHES 2014-08, titled "2015 Land Ambulance Response Time Performance Plan", be adopted.

DISPOSITION: Motion Carried

Recommendation Contained in Report No. PHES 2014-08:

1. That Oxford County Council approve the 2015 Land Ambulance Response Time Performance Plan as set out in Report No. PHES 2014-08.

CORPORATE SERVICES

CS 2014-29
Re: Credit Rating Review – 2014

RESOLUTION NO. 7:

Moved by: Sandra Talbot
Seconded by: David Mayberry

That the recommendation contained in Report No. CS 2014-29, titled "Credit Rating Review - 2014", be adopted.

DISPOSITION: Motion Carried

Recommendation Contained in Report No. CS 2014-29:

1. That the County of Oxford's Credit Rating Research Update, dated September 15, 2014, as prepared by Standard & Poor's be received for information.

10. UNFINISHED BUSINESS:

Pending Items

No discussion takes place regarding the Pending Items list.

11. MOTIONS:

NIL

12. NOTICE OF MOTIONS:

Councillor Comiskey gives notice that he will introduce the following motion:

"That Oxford County Corporate Services bring to Council a Report outlining the procedures around water and sewer hook-up programs pertaining to new developed or boundary adjusted areas."

13. NEW BUSINESS/ENQUIRIES/COMMENTS:

NIL

14. CLOSED SESSION:

RESOLUTION NO. 8:

Moved by: Marion Wearn

Seconded by: Donald Doan

That Council rise and go into a Closed session for the purpose of considering Report No. CAO (CS) 2014-14 regarding matters that have not been made public concerning litigation or potential litigation.

DISPOSITION: Motion Carried (7:50 p.m.)

Council members and staff move to Room 129.

Oxford County Council meets in Closed session, as part of a regular meeting, this twenty-fourth day of September, 2014 in Room 129, County Administration Building, Woodstock.

A. CLOSED SESSION COMMENCEMENT TIME:

7:52 p.m., with Warden McKay in the chair.

All members of Council present except Councillors Tait and Talbot.

Staff Present: P. M. Crockett, Chief Administrative Officer
L. S. Buchner, Director of Corporate Services
D. Goudreau, Manager of Water Services / Acting Director of Public Works
G. K. Hough, Director of Community and Strategic Planning
B. J. Tabor, Clerk

B. DISCLOSURES OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF:

NIL

C. DELEGATIONS AND PRESENTATIONS:

NIL

D. CONSIDERATION OF CORRESPONDENCE:

NIL

E. REPORTS FROM DEPARTMENTS:

CAO/CLERK

CAO (CS) 2014-14

F. UNFINISHED BUSINESS:

NIL

G. NEW BUSINESS/ENQUIRIES/COMMENTS:

NIL

H. TIME OF COMPLETION OF CLOSED SESSION:

7:57 p.m.

RESOLUTION NO. 9:

Moved by: Marion Wearn
Seconded by: Donald Doan

That Council rise and reconvene in Open session.

DISPOSITION: Motion Carried (7:57 p.m.)

Council members and staff return to the Council Chamber.

7:59 p.m. with Warden McKay in the chair.

All members of Council present.

Staff Present: P. M. Crockett, Chief Administrative Officer
L. Beath, Director of Public Health and Emergency Services
P. D. Beaton, Director of Human Services
L. S. Buchner, Director of Corporate Services
D. Goudreau, Manager of Water Services / Acting Director of Public Works
C. Fransen, Director of Woodingford Lodge
G. K. Hough, Director of Community and Strategic Planning
A. Smith, Director of Human Resources
B. J. Tabor, Clerk

15. CONSIDERATION OF MATTERS ARISING FROM THE CLOSED SESSION:

CAO/CLERK

CAO (CS) 2014-14

Re: City of Woodstock v County of Oxford
Minutes of Settlement

RESOLUTION NO. 10:

Moved by: Ted Comiskey
Seconded by: Donald Doan

That the recommendations contained in Report No. CAO (CS) 2014-14 be adopted.

DISPOSITION: Motion Carried

Recommendations Contained in Report No. CAO (CS) 2014-14:

1. That Council approve the Minutes of Settlement regarding the City of Woodstock v County of Oxford legal action as outlined in Report CAO (CS) 2014-14;
2. And further, that in approving the Minutes of Settlement, County Council acknowledges that:
 - a) Resolution #3 of County of Oxford By-law 5575-2014, as adopted on May 28, 2014, does not conform to Section 4.2.2.5.1 of the County of Oxford Official Plan in contravention of sub-section 24(1) of the Planning Act, R.S.O.1990,chapter P.13;
 - b) All future requests for extension of centralized waste water or water supply facilities and infrastructure to service beyond the limit of the Large Urban Centre or Future Urban Growth designations as established on Schedules W-1, I-1, T-1 and Schedule C-3, Settlement Strategy Plan, of the County of Oxford Official Plan, shall be subject to County Council approval;
 - c) County Council shall not entertain any such request unless in the opinion of the Director of Community and Strategic Planning, all six specified criteria set out in Section 4.2.2.5.1 of the County of Oxford Official Plan are met;
and
 - d) If any of the six specified criteria set out in Section 4.2.2.5.1 of the County of Oxford Official Plan are not met, County Council shall not entertain any such request, unless an application to specifically amend the County of Oxford Official Plan is filed with such a request and that such request will not be approved by County Council without first passing a By-law adopting the Official Plan amendment.
3. And further, that the Chief Administrative Officer be authorized to sign all necessary documents related thereto;
4. And further, that the recommendations of Report CAO (CS) 2014-14 be publicly released with the adoption of Council;
5. And further, that Report CAO (CS) 2014-14 be publicly released upon execution of the documents.

16. BY-LAWS:

BY-LAW NO. 5620-2014

Being a By-law to adopt Amendment Number 187 to the County of Oxford Official Plan.

BY-LAW NO. 5621-2014

Being a By-law to further amend By-law No. 5310-2011, being a By-law to remove certain lands from Part Lot Control.

BY-LAW NO. 5622-2014 **Deferred as a result of Resolution No. 5**

Being a By-law to impose the cost of the sanitary sewage system to the area designated and referred to as the Woodstock Sanitary Sewer and Watermain Extension Project.

BY-LAW NO. 5623-2014

Being a By-law to remove certain lands from Part Lot Control.

BY-LAW NO. 5624-2014

Being a By-law to authorize the Chief Administrative Officer to execute all documents necessary to effect the purchase of property at 464837 Rivers Road, South-West Oxford Township.

BY-LAW NO. 5625-2014

Being a By-law to confirm all actions and proceedings of the Council of the County of Oxford at the meeting at which this By-law is passed.

RESOLUTION NO. 11:

Moved by: Dave Beres
Seconded by: Ted Comiskey

That the following By-laws be now read a first and second time: No. 5620-2014, No. 5621-2014, No. 5623-2014, No. 5624-2014 and No. 5625-2014.

DISPOSITION: Motion Carried

RESOLUTION NO. 12:

Moved by: Dave Beres
Seconded by: Ted Comiskey

That the following By-laws be now given third and final reading: No. 5620-2014, No. 5621-2014, No. 5623-2014, No. 5624-2014 and No. 5625-2014.

DISPOSITION: Motion Carried

17. ADJOURNMENT:

Council adjourns its proceedings until the next meeting scheduled for Wednesday, October 8, 2014 at 9:30 a.m.

8:05 p.m.

Minutes adopted on

by Resolution No.

WARDEN

CLERK



OFFICE OF THE CITY CLERK
City Hall
P.O. Box 1539
500 Dundas Street
Woodstock, ON
N4S 0A7
Telephone (519) 539-1291

September 19, 2014

**COUNTY OF OXFORD
RECEIVED**

SEP 23 2014

REFER TO Council
File/ EDMS: _____

Oxford County Council
County of Oxford
P. O. Box 1614
Woodstock, Ontario
N4S 7Y3

Re: Woodstock Environmental Advisory Committee-Potential decrease of Household Hazardous Waste Days

At the regular council meeting held on, Thursday September 18th, 2014, the following resolution was passed.

“That Woodstock City Council advise Oxford County Council that the City of Woodstock opposes County Council’s proposed reduction of Household Hazardous Waste days from the current two HHW days per year to one HHW day per year as it is not fitting with the City of Woodstock’s Waste Reduction Strategy.”

Yours Truly,

A handwritten signature in blue ink, appearing to read "A. Humphries".

Amy Humphries
Deputy Clerk
Cc via e-mail Woodstock Environmental Advisory Committee

To: Warden and Members of County Council

From: Director, Community and Strategic Planning

Application for Approval of Draft Plan of Subdivision SB 14-01-8: 2143677 Ontario Inc.

RECOMMENDATION

1. That Oxford County Council refer Application File No. SB 14-01-8 by 2143677 Ontario Inc. for draft approval of a residential plan of subdivision proposing 30 single detached lots, 5 semi-detached lots, two (2) road reserves and a walkway, all served by one (1) new local street, on lands described as Lots 1 & 2, Plan 41M-257 and Block 29, Plan 41M-243 on the south side of Ridgewood Drive, west of Oxford Road 59 in the City of Woodstock, to Council's regular meeting of October 22, 2014 for final consideration.

REPORT HIGHLIGHTS

- The proposed draft plan of subdivision consists of 30 single detached lots, 5 semi-detached lots, two (2) road reserves and a walkway, all served by one (1) new local street.
- The subject lands area zoned 'Special Planned Unit Development Zone (PUD-1)', which permits single detached dwelling units and semi-detached dwelling units.
- The Council of the City of Woodstock passed a resolution recommending support of the proposed draft plan of subdivision.
- The draft plan is consistent with the relevant policies of the 2014 Provincial Policy Statement and the Official Plan.

Implementation Points

This application will be implemented in accordance with the relevant policies contained in the Official Plan.

Financial Impact

The approval of this application will have no financial impact beyond what has been approved in the current year's operating budget.

The Treasurer has reviewed this report and agrees with the financial impact information.

Risks/Implications

There are no risks or other implications anticipated as a result of this application beyond those that can reasonably be expected for any such proposal with respect to potential appeals to the Ontario Municipal Board.

Strategic Plan

County Council adopted the County of Oxford Strategic Plan at its regular meeting of March, 2013. The initiative outlined in this report is fully supportive of the values and strategic directions as set out in the Plan and specifically supports:

3. ii. ***A County that Thinks Ahead and Wisely Shapes the Future*** – Implement development policies and community planning guidelines that:
- *Strategically grow our economy and our community*
 - *Actively promote the responsible use of land and natural resources*
 - *Support agricultural land uses*

DISCUSSION

Background

Owner: 2143677 Ontario Inc.
P.O. Box 1595
Woodstock, ON N4S 0A8

Agent: Jeffrey Wettlaufer
69 Crow Crescent
Woodstock, ON N4T 1S7

Location:

The subject lands are described as Lots 1 & 2, Plan 41M-257 and Block 29, Plan 41M-243, in the City of Woodstock. The lands are located on the south side of Ridgewood Drive, west of Oxford Road 59, within the Villages of Sally Creek subdivision.

County of Oxford Official Plan:

Schedule “W-1” City of Woodstock Land Use Plan – Residential

Schedule “W-3” City of Woodstock Residential Density Plan – Low Density Residential

City of Woodstock Zoning By-law No. 8626-10:

Existing Zoning: Special Planned Unit Development Zone (PUD-1)

Proposal

The purpose of the proposed application for Draft Plan of Subdivision is to obtain approval for a residential subdivision comprising 30 lots for single-detached dwellings, 5 lots for semi-detached dwellings (10 units), two 0.3 m (1-ft) road reserve blocks and a walkway. The proposed lots will be served by 1 local street, which will access the south side of Ridgewood Drive. The subject property is approximately 2.31 hectares (5.7 acres) in area.

The subject lands are zoned Special Planned Unit Development Zone (PUD-1), which permits a number of residential uses including single detached dwelling houses and semi-detached dwelling houses.

Surrounding uses are generally described as existing and planned residential development. The lands to the immediate south of the subject lands are an existing City park and separate blocks for proposed commercial and retirement home uses. The lands to the east, across Oxford Road 59 are occupied by offices of the Ontario Government.

A previous version of the plan of subdivision that proposed to create 20 single detached lots and 13 semi-detached residential lots (26 residential units) via two (2) local streets was considered by City Council on July 10, 2014. That plan was not supported by City Council over concerns with the design of the subdivision/road network as well as the proposed density of the plan relative to the surrounding residential development. The August 13, 2014 County of Oxford public meeting to consider the draft plan of subdivision was subsequently deferred at the request of the applicant to provide the applicant additional time to address the concerns raised by City Council and neighbourhood residents.

The applicant subsequently met with City and County Planning staff regarding potential design changes to the proposed draft plan and road reconfiguration. Details regarding the changes to the plan are as follows:

- Street 'A' has been realigned so that residential lots now back onto all of the lots that front onto Fairway Road;
- Street 'B' has been removed and has been replaced with a residential lot;
- The intersection of Street 'A' and Ridgewood Drive has moved to the east and been widened to 26.75 m (87.8 ft.), including a centre island with separate 6 m (19.7 ft.) wide travel lanes; and
- The number of semi-detached lots has been reduced from 13 lots (26 residential units) to 5 lots (10 residential units), while the single detached residential lots has increased from 20 lots to 30 lots. The net result of the changes is an overall reduction in residential units from 46 to 40.

Comments

Provincial Policy Statement

The 2014 Provincial Policy Statement (PPS) provides policy direction on matters of provincial interest related to land use planning and development. The policy framework came into effect on April 30, 2014. Under Section 3 of the Planning Act, where a municipality is exercising its authority affecting a planning matter, such decisions "shall be consistent with" all policy statements issued under the Act.

Section 1.1.2 of the Provincial Policy Statement (PPS) directs that sufficient land shall be made available through intensification, redevelopment and if necessary, designated growth areas, to

accommodate an appropriate range and mix of employment opportunities, housing and other land uses to meet projected needs for a time horizon of up to 20 years.

Section 1.4.1 of the PPS sets out policies which are intended to provide for an appropriate range of housing types and densities required to meet projected requirements of current and future residents. To accommodate this, planning authorities shall maintain at all times the ability to accommodate residential growth for a minimum of 10 years through residential intensification, redevelopment and if necessary, lands which are designated and available for residential development.

Additionally, the same section directs that at all times where new development is to occur, land with servicing capacity sufficient to provide at least a 3-year supply of residential units be available through lands suitably zoned to facilitate residential intensification and redevelopment, and land in draft approved and registered plans will be maintained.

Section 1.6 directs municipalities to efficiently utilize existing infrastructure and public service facilities prior to the establishment of new facilities.

Official Plan

The subject lands are designated 'Low Density Residential' according to the Land Use Plan for the City of Woodstock, as contained in the County of Oxford Official Plan. Areas designated for Low Density Residential use are generally intended to provide a variety of low-rise, low-density housing forms. In these Districts, it is intended that there will be a mixing and integration of different forms of housing to achieve a low overall density of use.

The maximum net residential density for an individual development in the Low Density Residential District is 30 units/ha (12 units/ac.) and the minimum net residential density shall be 22 units/ha (9 units/ac.). Based on the review of the present application, the density is 24 unit/ha (10 units/ac.) and is a form of residential development envisioned in the Official Plan policies.

The proposed development is considered to be an infill subdivision according to the Official Plan. In light of this, a number of policies are to be considered when evaluating an infill development including the nature of the proposed residential development is to have regard to the type of housing found in the surrounding residential neighbourhood, any new residential lots with direct exposure to an established residential street will be consistent with the size of lots within a two block area on the same street and the new residential development will maintain setbacks and spacing between dwellings consistent with the established built pattern and attempts are to made to buffer and screen existing residential uses from the new development.

Similarly, the Official Plan further states that all infill proposals are subject to more general locational criteria. In particular, the location of vehicular access points and the effect of traffic generated by the proposal on the public road system and pedestrian and vehicular safety is to be assessed. Sufficient municipal services and community facilities shall exist to service the proposed development and stormwater run-off from the proposal will be adequately controlled. Additionally, the retention of any desirable vegetation or natural features is to occur where possible and the effect of proposed development on environmental resources will be addressed. And finally, the proposed development will comply with the provisions of the City Zoning By-law and other municipal by-laws.

Zoning By-Law

The subject lands are zoned 'PUD-1' according to the City of Woodstock Zoning By-law. The 'Planned Unit Development Zone (PUD)' was developed and implemented into the City's By-law as an alternative to the conventional zoning regulations which are set out elsewhere in the various zones contained in the Zoning By-law. The purpose of the 'PUD' Zone is to allow greater flexibility with respect to housing mix, building siting, land uses, protection of natural features and to achieve a better overall design. Within the 'PUD' Zone, prescriptive zone standards relating to setbacks, building coverage, etc. are substituted with standards that are negotiated between the proponent and the City based on a comprehensively planned project via a unitary site development plan.

Public Comments

Notice of the amended application for draft plan of subdivision to the public and surrounding property owners was provided on two separate occasions being August 1, 2014 and August 29, 2014. As of the date of this report, no concerns or objections have been received regarding the proposed application.

Agency Comments

The development proposal was circulated to various agencies considered to have an interest in the proposal. The following is a summary of comments received regarding the proposal:

The City of Woodstock Engineering Department (Development Division) provided comments on the proposal and indicated that considering the proposal is to delete Street B relative to the previous version of the draft plan the existing watermain easement may need to remain in place for looping purposes. As such, a condition is required where the owner agrees to release and abandon the existing watermain easement described as PARTS 1, 2, 3, 4, and 5, 41R-8439 as in instrument CO57250 from the title of Lots 6, 7, and 8, 41M-257, should the easement not be required for looping purposes. Additionally, the owner will also be required to abandon the existing water services, sanitary services and all other utilities to Lots 1 and 2, 41M-257 on Ridgewood Drive as well as the existing water stub on Ridgewood Drive in front of Lot 8, 41M-257, to the satisfaction of the City (should the stub not be required for watermain looping). Additionally, with Street B now becoming a proposed lot, all municipal services to the proposed lot will need to be re-designed to the satisfaction of the City.

This department confirmed that parkland dedication for the subject lands has already been accounted for in the previous registered phases of Sally Creek. Additionally, concrete sidewalks along the Oxford Road 59 frontage are required, the owner shall reimburse the City \$3,975.00 for their share of the existing street lights on Oxford Road 59, the owner shall agree to prepare and implement a noise study to the City's and County's satisfaction concerning traffic-related noise from Oxford Road 59, the owner shall agree to pay the City for street trees along Street A and that fencing be required adjacent to City-owned property to the satisfaction of the City (walkways and parkland).

Engineering also recommended other standard City conditions be included in the list of conditions of draft approval.

The County of Oxford Public Works Department noted that the owner shall agree to prepare and implement a noise study to the City's and County's satisfaction concerning the impact of traffic-related noise from Oxford Road 59 and that the applicant shall be aware that there is an existing overland flow route through the property from Oxford Road 59, and the applicant shall continue to allow for the conveyance of overland flow through the property, in light of the new entrance to the site.

Comments from Canada Post indicated a Community Mailbox facility will serve the development site. A standard condition of approval can address matters relating to the location of said mailbox facility and notices to the purchasers of the format of delivery.

Union Gas requested a condition that the owner/developer provide Union Gas with the necessary easements and/or agreements required by Union Gas regarding the provision of gas services for the proposed development.

The Thames Valley District School Board indicated that the proposed subdivision is presently within the boundaries of Hickson Central PS for Grades JK to 8 and Woodstock Collegiate SS for Grades 9-12. Students in grades 9-12 will be accommodated at Woodstock Collegiate SS. Due to increased enrolment at Hickson Central PS the TVDSB requested that a clause be included as a condition in the conditions of draft plan approval stating that all purchasers of lots within the development are to be advised that the construction of additional public school accommodation is dependant upon funding approval from the Ontario Ministry of Education. Accordingly, the community may be designated as a holding zone by the TVDSB and pupils may be assigned to existing schools as deemed necessary by the Board.

The City of Woodstock Engineering Department (Building Division), City of Woodstock Parks and Recreation Department and the City of Woodstock Economic Development Commissioner indicated that they had no objections or concerns with the proposal.

City of Woodstock Council

Council of the City of Woodstock considered the matter at its regular meeting of September 18, 2014 and passed a resolution indicating that the City supports the proposed draft plan of subdivision.

Planning Analysis

Provincial Policy Statement

It is the opinion of Planning staff that the proposal is consistent with the PPS in that it promotes opportunities for intensification and redevelopment, taking into account existing building stock or areas, and the availability of suitable existing or planned infrastructure. The proposal also provides an appropriate mix of housing types and densities to meet projected requirements of current and future residents.

Official Plan

The subject lands are designated for low density residential development according to the Official Plan. Development within areas designated for low density use are expected to comprise a variety of low-rise, low density housing forms including single and semi-detached

dwellings, street fronting townhouses, low density cluster development and low-rise apartments. Within Low Density Residential Districts, it is intended that there will be a mix of housing types and integration of various forms of housing to achieve an overall low density of use. The proposed single detached dwellings and semi-detached dwellings are forms of housing envisioned in the Low Density Residential policies. It is the opinion of Planning staff that the proposed residential development is similar to the type of housing and at a density that is found in the surrounding residential neighbourhood. The net residential density of the proposed development is 24 units/ha (10 units/ac.), which is well within the density range of the Low Density Residential designation. Additionally, through the re-alignment of Street 'A', the amended plan appropriately buffers and screens existing residential uses from the new development and the location of the access point is appropriate to facilitate the development.

With regard to the policies of Section 10.3 (Plans of Subdivision and Condominium), which require the developer to address a series of standard review criteria concerning the adequacy of servicing, environmental impacts, transportation networks and integration with surrounding developments, Planning staff are satisfied that these issues have been addressed, or will be addressed, through the imposition of standard and site-specific conditions of draft plan approval and development agreements.

Subdivision Design

The proposed draft plan of subdivision has been amended in response to City Council's position not to support the previous 46-unit version of the draft plan. Following July 10, 2014 City Council meeting, the applicant met with City and County Planning staff to discuss potential changes to the proposed draft plan. As a result of this meeting the plan was amended so that Street 'A' has been realigned and moved slightly eastwards so now all the residential lots along the west side of Street 'A' back on to the lots that front onto Fairway Road; Street 'B' has been removed and replaced with a residential lot; the intersection of Street 'A' and Ridgewood Drive was been widened to 26.75 m (87.8 ft.) and includes a centre island and separate 6 m (19.7 ft.) wide travel lanes. The number of semi-detached lots has been reduced from 13 lots to 5 lots and the number of single detached residential lots has been increased from 20 lots to 30 lots, resulting in an overall reduction in residential units from 46 to 40.

The draft plan has been revised so that one new street with a widened boulevard and separate travel lanes will accommodate this development. It is noted that all municipal servicing (i.e. water, sanitary sewer and storm sewer) for the new lots is available from Ridgewood Drive.

Comments were received from City Engineering requiring the owner to release and abandon an existing watermain easement (if necessary) as well as any existing municipal services along Ridgewood Drive. Engineering has also indicated that the applicant will be required to submit, to the satisfaction of the City and County Public Works a noise study which analyses the noise impacts associated with Oxford Road 59. Further, the applicant will be responsible for the installation of sidewalks within the development and along the Oxford Road 59 frontage, payment for street lighting along Oxford Road 59, payment for street trees and for installing fencing along all City-owned property that abuts the draft plan. All of the requirements have been forwarded to the applicant for their consideration and will be accommodated in the recommended conditions of draft approval.

A number of issues surrounding the development of the lands, such as the completion of an archaeological assessment and parkland dedication, were addressed through the conditions of draft approval relating to the larger Villages of Sally Creek development and as part of the registration of the subject lands via subdivision plan 41M-243 in January, 2008.

With respect to the comments received from the County Public Works Department regarding the consideration of overland flow from Oxford Road 59 and a potential easement, a condition has been included which would address this matter.

Comments from City Engineering, County Public Works Department, Thames Valley District School Board, Canada Post and Union Gas, as indicated in the 'Agency Comments' section of this report, will be addressed through appropriate conditions of draft approval.

City of Woodstock Zoning By-law

The subject lands are zoned 'PUD-1' according to the City of Woodstock Zoning By-law. The 'Planned Unit Development Zone (PUD)' was developed and implemented into the City's By-law as an alternative to the conventional zoning regulations which are set out elsewhere in the various zones contained in the Zoning By-law. The current PUD-1 zoning of the lands provides for a wide range of residential dwelling types, including single-detached dwellings and semi-detached dwellings and Planning staff are satisfied that the lot and unit sizes proposed are appropriate for this development. The details of the zoning (i.e. building setbacks) will be addressed through the site plan approval process in accordance with the PUD-1 Zone.

Conclusions

It is the opinion of Planning staff that the proposed draft plan of subdivision is consistent with the policies of the Provincial Policy Statement and maintains the intent and purpose of the Official Plan with respect to the policies of the 'Low Density Residential' designation.

It is therefore recommended that County Council approve of the draft plan of subdivision, subject to a number of conditions that address issues raised by various agencies during the review of the draft plan.

1. This approval applies to the draft plan of subdivision, submitted by 2143677 Inc. (File SB14-01-8) and prepared by J.B. Chambers Consulting Engineers Limited, (dated February 10, 2014, revised July 30, 2014), as shown on Plate 3 of Report No. CASPO 2014-251, comprised of land described as Block 29, Plan 243 and Lots 1 & 2, Plan 41M-257, in the City of Woodstock, and showing 30 single detached lots, 5 semi-detached lots, and two (2) road reserves and a walkway, all served by one (1) new local street, subject to the following modifications:
 - a) That an overland flow route for storm water runoff from Oxford Road 59 be identified and that the said route be identified within an easement to the satisfaction of the County of Oxford Public Works Department, if necessary.
2. The owner agrees in writing to satisfy all requirements, financial and otherwise, of the City of Woodstock and the County of Oxford regarding the construction of roads, installation of services and drainage facilities, and other matters pertaining to the development of the subdivision including the installation of sidewalks within the development as well as along the Oxford Road 59 frontage, the abandonment of easements and services in addition to the payment for lighting along Oxford Road 59 and payment for street trees on the subject property.

3. The owner agrees in writing to satisfy all the requirements of the appropriate authority regarding the installation of the electrical distribution system and any other matters pertaining to the development of the subdivision.
4. The development shall be phased to the satisfaction of the City of Woodstock.
5. Prior to final approval, the owner shall have a qualified acoustical consultant prepare a noise study concerning the impact of traffic noise from Oxford Road 59 and, to apply alternative site design and noise abatement measures as identified by the study. Such measures shall be in accordance with Ministry of Environment and Climate Change standards and are to be reviewed and approved by the City of Woodstock Engineering Department and the County of Oxford Public Works Department.
6. Prior to the signing of the final plan by the County, all lots/blocks shall conform to the zoning requirements of the City Zoning By-Law. Certification of lot areas, lot frontages, and lot depths shall be obtained from an Ontario Land Surveyor retained by the developer.
7. Prior to final approval of the subdivision plan, or any phase of development, the owner shall receive confirmation from County Public Works and the City that there is sufficient capacity in the water and sewage systems to service the plan of subdivision.
8. The subdivision agreement shall make provision for the assumption and operation by the County of Oxford of the water distribution system and sewage collection system within the draft plan, subject to the approval of the County of Oxford Public Works Department.
9. All walkways and 1-foot reserves shall be dedicated to the appropriate authority, free of all costs and encumbrances.
10. Prior to the approval of the final plan by the County, such easements as may be required for utility or drainage purposes shall be granted to the appropriate authority.
11. The owner agrees in writing that turning circles will be provided as necessary to the satisfaction of the City of Woodstock.
12. The road allowances included in the draft plan shall be dedicated as public highways.
13. The streets included in the draft plan shall be named to the satisfaction of the City.
14. The subdivision agreement shall contain provisions where the owner shall erect fencing adjacent to all City owned lands to the satisfaction of the City of Woodstock.
15. The subdivision agreement shall contain provisions where the owner shall construct a concrete sidewalk (Block 38) and install fencing as per the City's standards and this block shall be dedicated to the satisfaction of the City of Woodstock.
16. The subdivision agreement(s) shall be registered by the City of Woodstock against the lands to which it applies. The agreement(s) will include provisions for the following:
 - a) Any abandoned wells are to be properly capped in accordance with the relevant legislation in effect at the time;
 - b) Any former septic facilities are to be properly decommissioned and appropriate soil remediation measures undertaken;

- c) Any former steam tunnels are to be demolished, and associated piping and asbestos material be removed and the affected lands appropriately restored;
 - d) All underground service locations that may conflict with proposed building envelopes be identified.
17. The subdivision agreement shall contain provisions that prior to grading and issuance of building permits, that a final storm water management plan as well as detailed sediment and erosion control plan, and servicing and grading plans showing the measures identified in the stormwater management and sediment and erosion control plans be reviewed and approved by the City of Woodstock and the Upper Thames River Conservation Authority and further, the subdivision agreement shall include provisions for the owner to carry out or cause to be carried out any necessary works in accordance with the approved plans and reports.
 18. Prior to the approval of the final plan by the County of Oxford, the owner shall agree in writing to satisfy the requirements of Canada Post Corporation with respect to implementing their requirements for advising prospective purchasers of the method of mail delivery, the location of temporary Centralized Mail Box locations during construction and, the provision of public information regarding the proposed locations of permanent Centralized Mail Box locations.
 19. Prior to the approval of the final plan by the County of Oxford, the owner shall agree in writing to satisfy the requirements of Union Gas that the owner/developer provide Union Gas Limited with the necessary easements and/or agreements required for the provision of gas services, in a form satisfactory to Union Gas Limited.
 20. Prior to the approval of the final plan by the County of Oxford, the owner shall provide to the County clearance from the Union Gas that Condition Number 19 has been met to their satisfaction. The clearance letter shall include a brief statement detailing how this condition has been satisfied.
 21. Prior to the approval of the final plan by the County of Oxford, the owner shall provide clearance to the County from Canada Post Corporation that Condition Number 18 has been met to their satisfaction. The clearance letter shall include a brief statement detailing how this condition has been satisfied.
 22. Prior to the signing of the final plan, the County of Oxford shall be advised that Condition 17 has been satisfied as per the requirements of the Upper Thames River Conservation Authority. The clearance letter shall include a brief statement detailing how this condition has been satisfied.
 23. Prior to the approval of the final plan by the County of Oxford, the owner shall provide clearance to the County from the City of Woodstock that Conditions Number 1 to 7 inclusive, and 9 to 17 inclusive have been met to their satisfaction. The clearance letter shall include a brief statement for each condition detailing how each has been satisfied.
 24. Prior to the approval of the final plan by the County of Oxford, the owner shall secure clearance from the County of Oxford Public Works Department that Conditions 1, 2, 5, 7, 8 and 10 have been met to their satisfaction. The clearance letter shall include a brief statement for each condition detailing how each has been satisfied.

25. This plan of subdivision shall be registered within three (3) years of the granting of draft approval, after which time this draft approval shall lapse unless an extension is authorized by the County of Oxford.

SIGNATURES

Report Author:

original signed by

Ron Versteegen, MCIP, RPP
City Planner

Departmental Approval:

original signed by

Gordon K. Hough, MCIP, RPP
Director

Approved for submission:

original signed by

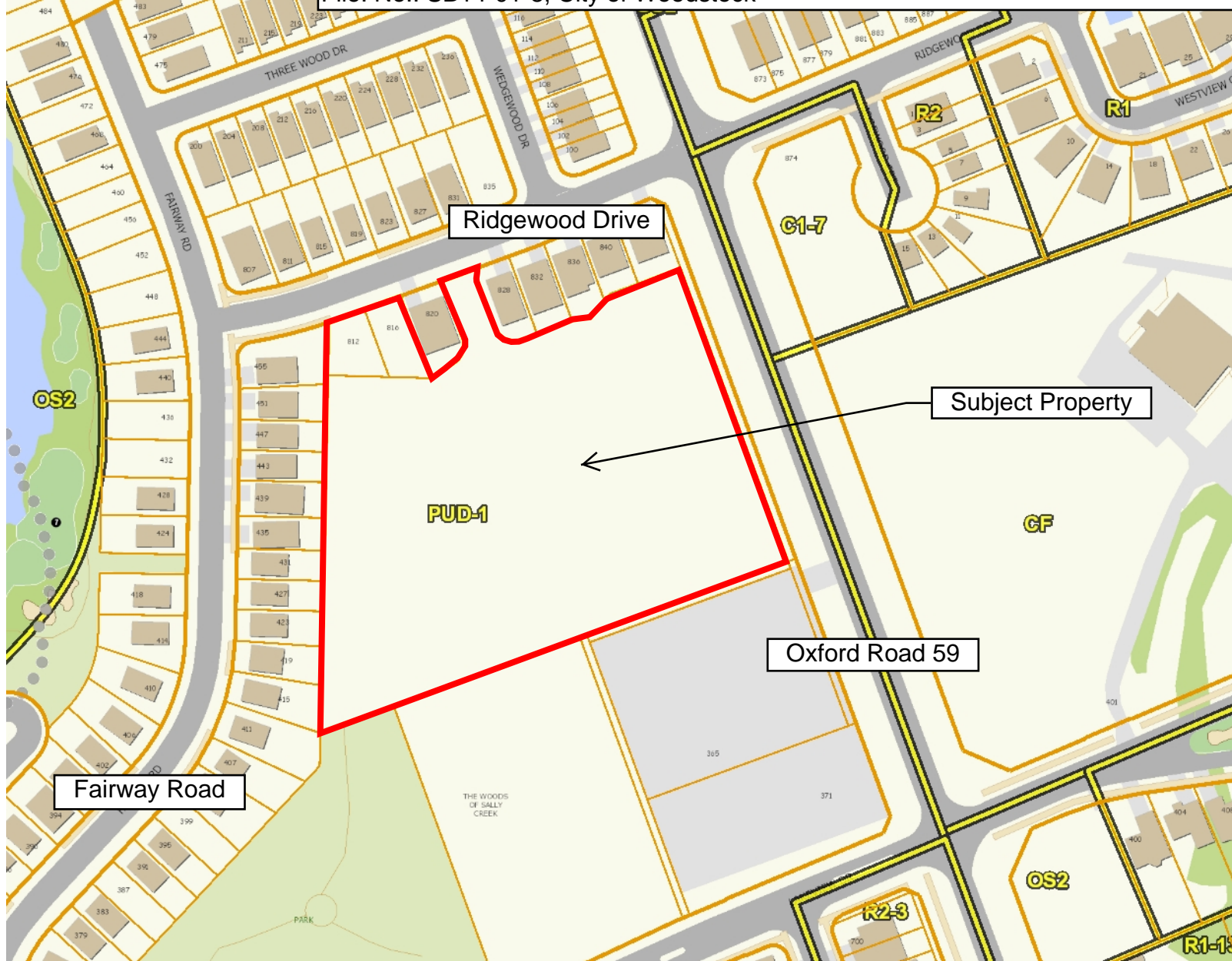
Lynn S. Buchner, CPA, CGA
Acting CAO, Director of Corporate Services

ATTACHMENTS

- Attachment No. 1: Report Mapping
Plate 1, Existing Zoning & Location Map, indicates the location of the subject property and the zoning in the immediate area.
- Plate 2, Aerial Photograph (2012), provides an aerial view of the subject lands and surrounding area as of April 2012.
- Plate 3, Proposed Draft Plan of Subdivision, provides a layout of the proposed lots on the subject lands.



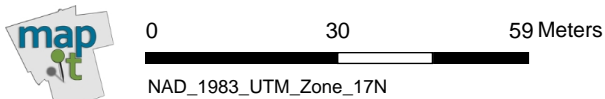
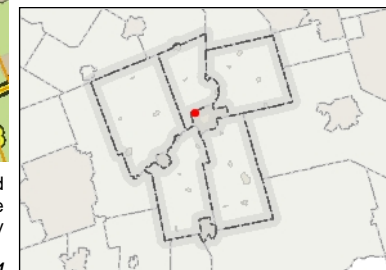
Plate 1 - Existing Zoning & Location Map
 2143677 Ontario Inc., Lots 1 & 2, Plan 41M-257 and Block 29, Plan 41M-243
 File: No.: SB14-01-8, City of Woodstock



Legend

- Parcel Lines**
 - Property Boundary
 - Assessment Boundary
 - Unit
 - Road
 - Municipal Boundary
- Environmental Protection/Flood**
 - ▨ Flood Fringe
 - ▨ Floodway
 - ▨ Environmental Protection (EP1)
 - ▨ Environmental Protection (EP2)
- Zoning Floodlines/Regulation Li**
 - ◆ 100 Year Flood Line
 - ▲ 30 Metre Setback
 - Conservation Authority Regulation Li
 - Regulatory Flood And Fill Lines
- ▭ Zoning (Displays 1:16000 to 1:5)
- 🚧 Road Restriction/Closures

Notes



This map is a user generated static output from an Internet mapping site and is for reference only. Data layers that appear on this map may or may not be accurate, current, or otherwise reliable. This is not a plan of survey

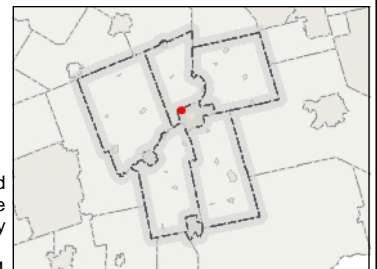
March 5, 2014



Legend

- Parcel Lines
 - Property Boundary
 - Assessment Boundary
 - Unit
 - Road
 - Municipal Boundary
- Road Restriction/Closures

Notes



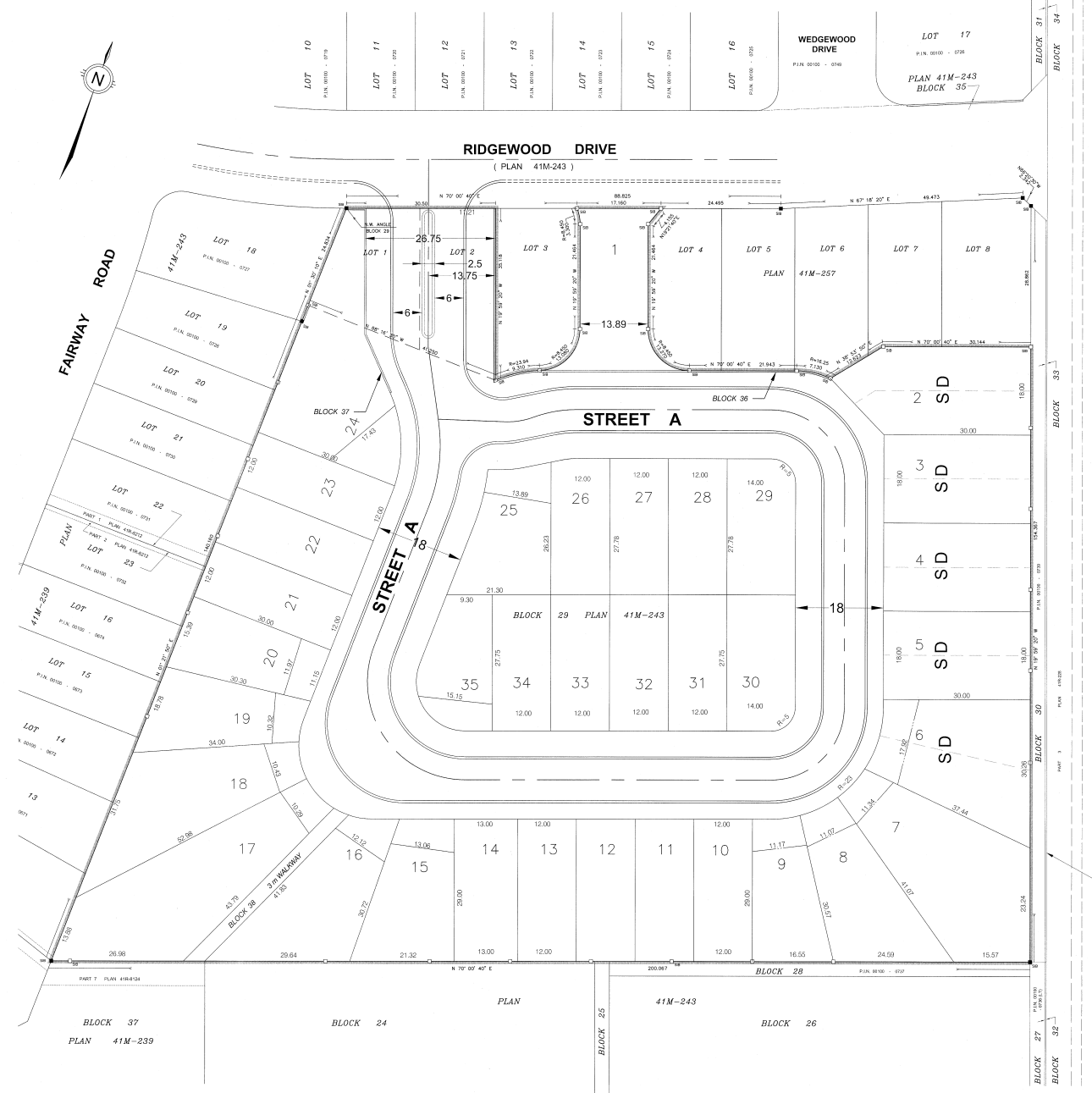
0 28 56 Meters

NAD_1983_UTM_Zone_17N



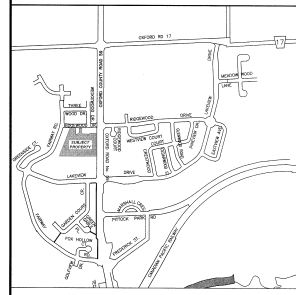
This map is a user generated static output from an Internet mapping site and is for reference only. Data layers that appear on this map may or may not be accurate, current, or otherwise reliable. This is not a plan of survey

July 1, 2014



DRAFT PLAN OF SUBDIVISION

OF PART OF
BLOCK 29, REGISTERED PLAN 41M-243
AND
LOTS 1 & 2, REGISTERED PLAN 41M-257
IN THE
CITY OF WOODSTOCK
COUNTY OF OXFORD



LOCATION MAP (1:12500)

INFORMATION REQUIRED UNDER SECTION 51 (2) OF THE PLANNING ACT

(A) THE LOT TO BE USED IN ACCORDANCE WITH THE SCHEDULE OF LAND USE

(B) SOIL - SURVEY DATA

(C) TO FILL MUNICIPAL SERVICES

NOTE: CONTOURS RELATE TO GEODETIC DATUM

SURVEYOR'S CERTIFICATE

I HEREBY CERTIFY THAT THE BOUNDARIES OF THE LANDS TO BE SUBDIVIDED AS SHOWN ON THIS PLAN AND THEIR RELATIONSHIP TO THE ADJACENT LANDS ARE ACCURATE AND CORRECTLY SHOWN

JOHN W. MUIR, O.L.S.
BROOKS & MUIR SURVEYING

DATE

OWNER'S AUTHORIZATION

I HEREBY AUTHORIZE J.B. CHAMBERS CONSULTING ENGINEERS LTD. TO PREPARE AND SUBMIT THIS DRAFT PLAN OF SUBDIVISION TO THE MUNICIPALITY OF THE COUNTY OF OXFORD

7-15577 ONTARIO INC.
APPLICANT

[Signature] July 31/14
PRESIDENT DATE

[Signature] July 31/14
FOR JOHN E. WITTLAUFER, SECRETARY DATE

SCHEDULE OF LAND USE

LAND USE	LOTS/BLOCK	UNITS	AREA (Ha)
SINGLE FAMILY	1 & 7-35	30	1.3025 Ha
SEMIOCTHED	2-6	10	0.5075 Ha
OLM RESERVES	BLOCK 30 & 37		0.0344 Ha
WALKWAY	BLOCK 38		0.0134 Ha
STREETS			0.1679 Ha
TOTAL		40	2.0154 Ha

4			
5			
3	ADDRESSING CITY COUNCIL CONCERNS	JUL 30, 2014	J.B.C.
2	NUMBER OF UNITS REDUCED TO 46	APR 17, 2014	J.B.C.
1	SUBMITTED FOR APPROVAL	FEB 24, 2014	J.B.C.
No.	REVISIONS	DATE	BY

J.B. CHAMBERS CONSULTING ENGINEERS LTD.

90 BISHAM PARK DRIVE WOODSTOCK ON, N4Y 1P2 (519) 535-6612

SCALE: 1:400

JOB No: 2464

DATE: FEBRUARY 10, 2014

Plate 3 - Proposed Draft Plan of Subdivision
2143677 Ontario Inc., Lots 1 & 2, Plan 41M-257 and Block 29, Plan 41M-243
File: No.: SB14-01-8, City of Woodstock

To: Warden and Members of County Council

From: Acting Director of Public Works

Catfish Creek Source Protection Plan Approval

RECOMMENDATION

1. That Public Works Report PW 2014-56 entitled Catfish Creek Source Protection Plan Approval be received as information.

REPORT HIGHLIGHTS

- The purpose of this report is to inform County Council of the approval of the Catfish Creek Source Protection Plan on September 29, 2014 by the Ministry of the Environment and Climate Change (MOECC).
- The Source Protection Plan (SPP), which will take effect on January 1, 2015, outlines policies that will manage or prohibit specific activities that are, or may become, significant drinking water threats.

Implementation Points

Effective January 1, 2015 building and zoning by-law applications within the identified vulnerable areas will be screened for future significant threat activities. Implementation of risk management policies and septic system inspections for existing identified properties will begin in early 2015.

Financial Impact

Costs associated with the preparation for the implementation of the Catfish Creek SPP have been included within the approved 2014 operating budget. Future costs associated with implementation of the Plan as outlined in this report will be included in the 2015 Business Plan and Operating Budget. As directed by Council report PW-2014-53, staff will bring forward a Source Water Program business plan and funding model for Council consideration in 2015.

The Treasurer has reviewed this report and agrees with the financial impact information.

Risks/Implications

Under the Clean Water Act, 2006 once the Source Protection Plan is effective, Oxford County will be responsible for enforcing Part IV of the Act as it relates to mitigating significant drinking water threats. Additionally, Oxford County and South West Oxford Township as well as all land owners and other agencies subject to the Plan will be required to conform to the policies within the plan.

Strategic Plan

County Council adopted the County of Oxford Strategic Plan at its regular meeting held March 27, 2013. The initiative contained within this report supports the Values and Strategic Directions as set out in the Strategic Plan as it pertains to the following Strategic Directions:

3. ii. ***A County that Thinks Ahead and Wisely Shapes the Future*** – Implement development policies and community planning guidelines that:
- *Actively promote the responsible use of land and natural resources*

DISCUSSION

Background

The development of the Catfish Creek Source Protection Plan was led by Oxford County and governed by the Lake Erie Region Source Protection Committee and included an extensive consultation process stretching over several years. The SPP was originally submitted to the MOECC in December 2012 for approval. After completing a review of the SPP and related documents, the MOECC recommended minor revisions and the SPP was ultimately resubmitted to the Province in April 2014. It was announced on September 30, 2014 that the MOECC had approved the SPP and specified the effective date as January 1, 2015. The announcement from the Province is included in Attachment 1.

The policies contained in the SPP aim to protect sources of municipal drinking water against existing and future drinking water threats by managing or prohibiting certain activities, as prescribed under the Clean Water Act, 2006. Source Protection Plan policies apply primarily to the vulnerable areas surrounding municipal drinking water systems. For the Catfish Creek

watershed, the Brownsville Drinking Water System is the only municipal system affected. The system services approximately 500 residents through 2 municipal wells. A map illustrating the vulnerable areas is provided as Attachment 2.

The Catfish Creek Source Protection Plan is the first plan of 4 to be approved within Oxford County. Timing of the approval of the remaining three plans (Upper Thames River, Grand River and Long Point Region) is unclear, however staff are proceeding on the assumption that approval will occur in the second half of 2015.

Comments

Once the SPP becomes effective, County staff will work with property owners to bring impacted properties into compliance with the SPP policies to ensure significant threats are mitigated. There are 19 significant drinking water threat activities identified on 17 separate properties within the Catfish Creek Source Protection Area. All of these properties are located wholly or partially within the 100-metre radius around the municipal wells (“red” zones) shown in Attachment 3. The policy implications include:

- 14 residential septic systems which will be subject to a mandatory re-inspection program beginning in 2015.
- 4 agricultural properties will be prohibited from applying manure within 100 metres of the municipal wells. Consultation with these affected property owners to explain the implications has already taken place in August and September of 2014. The County will have 180 days after the effective date to bring those properties into compliance with prohibition policies.
- 1 property will also be required to have a Risk Management Plan (RMP) for a home heating oil tank. County staff will begin negotiating the RMP with the property owner in 2015.

In addition to dealing with identified existing threats, review of development and building permit applications will begin in 2015 to capture any new significant drinking water threats and ensure compliance with the SPP. County staff will utilize the time before the effective date to finalize the development review procedures required to be in place on January 1, 2015. Staff at Oxford County and the Area Municipalities including South West Oxford Township will work together to develop processes for Building Permit and/or Planning Act applications.

The County will also be responsible for monitoring and annual reporting on implementation efforts and the development education and outreach initiatives.

Conclusions

The first of Oxford County's four Source Protection Plans was approved by the Province on September 29, 2014. Staff are pleased to begin this new phase in source water protection and are working towards the effective date of January 1, 2015. As the smallest and most straight forward of the County's plans, implementation of the Catfish Creek SPP will give County and area-municipal staff the opportunity to develop and phase in new procedures and business processes.

SIGNATURE

Report Author:

Original signed by

Cassandra Banting, M.A.Sc., G.I.T
Coordinator of Source Protection Program

Departmental Approval:

Original signed by

Deborah Goudreau, P.Eng.
Acting Director of Public Works

Approved for submission:

Original signed by

Peter M. Crockett, P.Eng.
Chief Administrative Officer

ATTACHMENTS

Attachment 1 News Release Protecting Catfish Creek-Area Drinking Water, September 30, 2014

Attachment 2 Brownsville Wellhead Protection Areas, September 2014



CATFISH CREEK CONSERVATION AUTHORITY

Catfish Creek Source Protection Plan approved

News Release
For Immediate Release
Issued on Sept. 30, 2014

AYLMER – A plan to protect the sources of municipal drinking water in the Catfish Creek watershed has been approved by the province, the Catfish Creek Conservation Authority and Oxford County announced today.

The plan was approved by the Ontario Ministry of the Environment on Sept. 19, 2014.

The Catfish Creek Source Protection Plan outlines the policies and programs that will protect two municipal wells serving 500 residents of Brownsville in South-West Oxford Township. The Brownsville water system is owned and operated by Oxford County.

The plan will come into effect on Jan. 1, 2015. The plan and its associated documents are available at www.sourcewater.ca

The source protection planning process began in 2006 when the Ontario government passed the Clean Water Act to protect the sources of municipal drinking water throughout the province. The Act was passed in the wake of the Walkerton tainted water tragedy.

The development of the Catfish Creek plan was led by the Lake Erie Region Source Protection Committee, one of 19 created across the province. The committee also developed plans for the Kettle Creek, Long Point Region and Grand River watersheds.

The development of the plan also included an extensive public education and consultation process stretching over six years.

Craig Ashbaugh, chair of the committee said he's "pleased the Catfish Creek plan has been formally approved for implementation."

"Staff of the Catfish Creek Conservation Authority and Oxford County have put a lot of effort into ensuring Brownsville residents will continue to have access to safe, high-quality municipal drinking water.

He also commended staff at the Grand River Conservation Authority who managed the process, oversaw the scientific studies and helped develop the policies.

Sally Martyn, Chair of the Catfish Creek Source Protection Authority said: "We are very thankful to have the plan finished and approved. It has been a lot of hard work and taken a long time but is well worth the effort.

The staff working in the Lake Erie Source Protection Region have done an excellent job. Being a small conservation authority made it much easier to complete the plan with all the needed scientific data for the two municipal wells in our area. The health and well-being of the citizens is now being protected."

Oxford County Warden Don McKay says Oxford has a long history of groundwater protection and partnership with local conservation authorities.

"The success of the Source Protection Committee in bringing together municipalities, businesses, farmers and others to define a plan that protects our local water supplies is an achievement that will extend far into our future," said McKay.

Oxford County Water Services Manager Deborah Goudreau said completing the Catfish Creek Source Protection Plan is a key step in meeting the county's obligations under Ontario's Clean Water Act.

"As the County's first approved source protection plan, the Catfish Creek Source Protection Plan marks an important new chapter for us, one with several more to follow as we work with our partners to complete protection plans for Oxford's other watersheds," said Goudreau.

The Catfish Creek Source Protection Plan was submitted to the ministry for approval on April 10, 2014. Before approving the plan, the ministry reviewed it to ensure it met the objectives of the Clean Water Act.

A range of approaches will be used to manage human activities which could pose a threat to the water supply. For example, the plan contains policies for the use and storage of manure and the maintenance of private septic systems in areas near the Brownsville wells.

Now that the ministry has approved the plan, Oxford County, Catfish Creek Conservation Authority and other agencies will continue to prepare to implement the plan in 2015.

For further information:

Kim Smale, General Manager / Secretary-Treasurer
Catfish Creek Conservation Authority
8079 Springwater Road, RR 5 Aylmer, Ontario N5H 2R4
T: 519-773-9037
e-mail: admin@catfishcreek.ca
Website: www.catfishcreek.ca



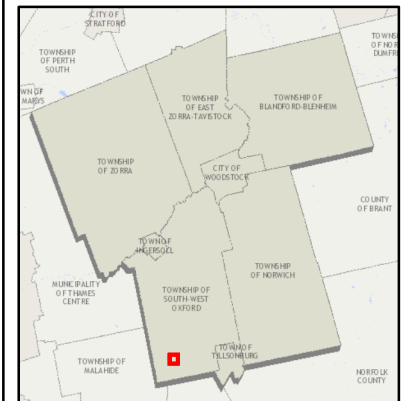
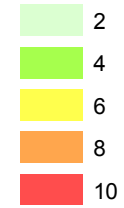
Brownsville Wellhead Protection Areas

● Municipal Supply Well

▭ Parcel Fabric

▭ WHPA A-D

Vulnerability Scoring



0 0.1 0.2 0.4 Kilometers

To: Warden and Members of County Council

From: Director of Corporate Services
Acting Director of Public Works

Enterprise Asset Management Review – Financial Planning and Analysis Solution

RECOMMENDATION

1. That enhancements in work processes and systems to support the County's Asset Management Plan, as set out in Report No. CS 2014-30 in the amount of \$40,000 plus applicable taxes, be hereby approved and funded from the remaining 2014 Budget allocation and the General Reserve, in the amounts of \$26,000 and \$14,000 respectively.

REPORT HIGHLIGHTS

- Council adopted the County's first Asset Management Plan (AMP) on August 13, 2014
 - Financing strategies are a key component of a detailed asset management plan
- Capital planning is identified as a key element of the County's Long Term Financial Sustainability Plan
- Enterprise asset management is the foundation for optimally managing, reporting, recording and planning the physical assets of an organization, designed to maximize value and support the County's Long Term Financial Sustainability and Asset Management Plans.

Implementation Points

Upon Council approval staff will proceed with acquiring and implementing the asset management financial planning solution and enhanced work processes to assist in forecasting the financial capital requirements in accordance with the County's AMP as set out in the Ministry of Infrastructure's *"Building Together Guide for Municipal Asset Management Plans"*.

Financial Impact

The recommendations contained in this Report are to be partially funded from the remaining balance of the \$150,000 General Reserve allocation approved for this project in the 2014 budget for Enterprise Asset Management Review purposes – approximately \$26,827 as per Report No. CS 2014-22. The residual balance of approximately \$14,000 (\$40,000 - \$26,000) will be funded from the General Reserve.

The Treasurer has reviewed this report and agrees with the financial impact statement.

Risks/Implications

There is a risk of lost opportunity for capital funding from federal and provincial governments if the County does not conform to the provincial asset management plan guidelines. Further, there is potential for loss of resources as a result of inefficient and ineffective processes and supports for optimizing financing strategies for the County's capital assets.

Strategic Plan

County Council adopted the County of Oxford Strategic Plan at its regular meeting held March 27, 2013. The initiative contained within this report supports the values and strategic directions as set out in the Strategic Plan as it pertains to the following Strategic Directions:

1. A County that Works Together

i. Enhance the quality of life for all of our citizens by *maintaining and strengthening core infrastructure.*

3. A County that Thinks Ahead and Wisely Shapes the Future

iii. Apply social, financial and environmental sustainability lenses to significant decisions by assessing options in regard to *life cycle costs and benefit/costs - including debt, tax and reserve levels and implications.*

DISCUSSION

Background

Beginning in 2008, the Province required municipalities to record and report their tangible capital assets on their balance sheets and amortize their historical values in accordance with the Public Sector Accounting Standard - PSAB 3150. Additionally, the Province encouraged municipalities to use their asset inventories to strategically plan future replacements and improvements using an AMP framework.

In preparation for the 2008 deadline, in 2007, the County prepared an Asset Management Business Plan that outlined the following goals and objectives for 2007:

- educate staff and Council on asset management planning and Public Sector Accounting Board (PSAB) requirements;
- draft an asset capitalization policy to determine thresholds for capitalization;
- review asset capitalization requirements for PSAB; and
- purchase asset management software.

All of these goals and objectives were achieved through "*Project Matrix*", which meant that the County was compliant with PSAB 3150 and we were following the Province's advice in regard to setting up an AMP supported by RIVA Decisions Support – a hosted software application used for capital asset long term planning and analysis. Council was informed at the time of the decision that it would take about five years to generate meaningful long term financial information and analysis. Several updates have been provided to Council since that time reinforcing that the original estimated timeframe would have to take its course before we would see the benefits and be able to produce an AMP.

In September 2011, Council adopted a Long Term Financial Sustainability Plan (LTFSP) which identifies capital asset planning as a key component of our LTFSP. More specifically, Section 4.1 of the Plan states that “A capital plan will be planned and budgeted based on a 20 year horizon, using RIVA – Asset Management tool as a resource for setting priorities in keeping with the strategic plan.”

In 2012 the Ministry of Infrastructure determined that, despite significant investments by all orders of government, more needed to be done to address the emerging municipal infrastructure needs. In response, the province committed to work with municipalities and the federal government to establish a municipal infrastructure strategy – through “*Building Together*”. Among other principals, the strategy was to be modelled around a comprehensive asset management plan that guides investment decisions and satisfies all provincial requirements related to municipal asset management. This will also help streamline activities such as potential future regulations under the *Water Opportunities Act, 2010*. In *Building Together*, the province stated that any municipality seeking provincial infrastructure funding must demonstrate how its proposed project fits within a detailed asset management plan – to help ensure that limited resources are directed to the most critical needs. In response to this initiative, the province has standardized municipal asset planning by providing a guide for municipalities to use in developing detailed asset management plans – referred to as “*Building Together Guide for Municipal Asset Management Plans*”.

At the Special 2014 Budget meeting held November 18, 2013, Council received, for discussion purposes, Report No. CS 2013-32 entitled “2014 New Initiative Request – Enterprise Asset Management Review”. The Report explained the shortcomings of existing software supports in producing meaningful data for asset management purposes. More specifically, in spite of the exhaustive efforts of staff, the long term financial planning application that we had worked with for the past five years was abandoned and the AMP instead has been prepared based on a combination of data gathered during those efforts and from recently acquired infrastructure master plans. In addition to seeking a solution to support long term financial planning for the County’s infrastructure in accordance with the Province’s requirements, the Report indicated that staff would conduct a review of work processes within all programs that manage physical assets as a means to identify enhancements in work processes and systems supports to enable staff to capture and utilize pertinent maintenance information to maximize efficiencies in service delivery and asset performance. And finally, the Report promised an AMP for the County of Oxford would be presented to Council as part of this final report.

At the regular meeting of Council held August 13, 2014, Council received Report No. CS 2014-22, entitled Enterprise Asset Management Review and Asset Management Plan 2014, and as a result Council’s adopted their first Asset Management Plan. In addition, the report sought and received Council approval to implement enhancements in work processes and systems to optimize the management, reporting and recording of the physical assets of the County. Further the report indicated that review was ongoing for the acquisition of a capital asset financial planning and analysis solution as well as mobile equipment for operations.

The 2014 budget contained a provision for \$150,000 funded from the General Reserve for the Enterprise Asset Management Review. \$123,173 (plus applicable taxes) was committed through the adoption of the recommendations contained in Report No. CS 2014-22 for operational asset management solutions. The resulting balance of approximately \$26,000 was to be retained for a financial planning solution and/or mobile equipment, both of which required further review at the time. The review of a financial planning and analysis solution has concluded, however the mobile equipment is still under investigation pending 2015 information technology plans and therefore, will be included in the preliminary 2015 business plans and budget.

Over the past eight months, a cross-section of staff represented by Public Works and Corporate Services have engaged in a comprehensive review of existing systems while concurrently analyzing data to fulfil the requirements of the Ministry of Infrastructure’s *“Building Together Guide for Municipal Asset Management Plans”* (the “Guide”). Based on the Guide, one of the key elements of the AMP is financial forecasting and analysis for developing financing strategies. As such, the following recommendations were identified in the recently adopted Oxford County Asset Management Plan, which includes the need for a full-featured financial planning and analysis solution.

Table 1 – Recommendations Common to All Asset Categories

	Recommendations
1.	Integrate financial reporting processes with an asset management condition/valuation reporting tool that provides for annual update of replacement values.
2.	Establish and monitor appropriate and measurable levels of service and performance measures.
3.	Review and update the Infrastructure Report Card on a four-year cycle – with the exception of bridges which will be updated every two years following the completion of required Bridge Needs Studies; and Fleet and Major Equipment on an annual basis due to the short replacement timeframe.

Comments

As previously mentioned, staff have completed their review of financial planning and analysis solutions and have identified a solution that will serve the County well in fulfilling the recommendations as set out in Table 1. The preferred solution is well recognized in the municipal sector and has proven its abilities through the provision of many AMPs across the province, including all but one of the Area Municipalities in Oxford County. Furthermore, this solution was specifically designed to meet the requirements of the Ministry of Infrastructure's "Building Together Guide for Municipal Asset Management Plans".

Costs associated with the preferred solutions are presented in Table 2 below:

Table 2 – Asset Management Solution for Financial Planning and Analysis

Asset Financial Planning & Analysis Solution		
Proposed Solutions	One-Time¹	Annual²
	\$	\$
Financial Planning & Analysis	\$40,000	\$9,980
Replaced Solutions		
Other assets solution	0	-7,000
Budget Allocation Remaining	26,827	0
Under (Over) Budget	-\$13,173	\$2,980

Note 1 – includes implementation and training costs

Note 2 – annual licence fees will form part of annual operating budgets

The workplan to roll out and finalize the proposed solutions is proposed as set out in Table 3 below:

Table 3 – Work Plan

Year-Qtr	Activities
2014-Q4	Implementation of hosted solution, populate with County's asset data, configured in accordance with AMP condition and deterioration criteria
2014-Q4	Mobile plan – 2015 budget process
2015-Q3	Update Asset Management Plan as appropriate Financial planning and modelling to support 2016 business plan and budget process

Conclusions

A financial plan is critical for setting an asset management plan into action. By having a strong financial plan, the County can employ an integrated planning process designed to optimize lifecycle costs across multiple asset categories through the annual business plan and budget process and update the Asset Management Plan. The recommended financial planning and analysis solution complements the previously approved operations asset management solutions, strengthening the County's enterprise asset management – the foundation for optimally managing, reporting, recording and planning the physical assets; and designed to maximize value and support the County's Long Term Financial Sustainability and Asset Management Plans. The final component of the enterprise asset management review is the provision of mobile technology to support operations staff in the field – further details will be presented in the 2015 business plan and budget.

SIGNATURE

Departmental Approval:

Original signed by

Lynn S. Buchner, CPA, CGA
Director of Corporate Services

Departmental Approval:

Original signed by

Shahab Shafai, M.Sc., P.Eng.
Acting Director of Public Works, Manager of Environmental Services

Approved for submission:

Original signed by

Peter M. Crockett, P.Eng.
Chief Administrative Officer

ATTACHMENTS

None

To: Warden and Members of County Council

From: Chief Administrative Officer

Strategic Plan Accomplishments and Outlook

RECOMMENDATION

1. That Report CAO 2014-15 entitled “Strategic Plan, Accomplishments and Outlook” be received for information.

REPORT HIGHLIGHTS

- This report highlights for Council outcomes of the 2014 Vision to Action initiative to advance the implementation of our Strategic Plan.
- With this report, three key publications are being released. Each of the publications will guide ongoing efforts and activities designed to help our organization excel:
 - Inform and Engage - our plan to inform and engage our community
 - Service Excellence - our plan to achieve Excellence in Customer Service
 - Our People, our Strength - our plan to succeed through the success of our staff

Implementation Points

The County Strategic Plan is being delivered continuously through our policies, actions, programs and services. We are committed *“to serve the needs and advance the collective interests of our communities, residents and businesses through customer/client focused services that improve quality of life”*.

Financial Impact

There are no financial implications to the recommendations contained in this report. The Treasurer has reviewed this report and agrees with the financial impact information.

Risks/Implications

The vision of Council as articulated in our Strategic Plan cannot be achieved without the successful implementation of the work outlined in this report.

Strategic Plan

County Council adopted the County of Oxford Strategic Plan at its regular meeting held March 27, 2013. This report supports the Values and Strategic Directions as set out in the Strategic Plan as it pertains to the following Strategic Direction:

3. **iii. A County that Thinks Ahead and Wisely Shapes the Future** - Apply social, financial and environmental sustainability lenses to significant decisions by assessing options in regard to:
 - *Potential impacts to the vulnerable population in our community*
 - *Life cycle costs and benefit/costs, including debt, tax and reserve levels and implications*
 - *Responsible environmental stewardship*
4. **i. A County that Informs and Engages** - Better harness the power of the community through conversation and dialogue by:
 - *Enhancing opportunities for public participation and a meaningful voice in civic affairs*
 - *Fostering greater involvement in County and community events and/or program/project implementation*
 - *Understanding and addressing public aspirations for a more livable community*
4. **ii. A County that Informs and Engages** - Better inform the public about County programs, services and activities through planned communication by:
 - *Enhancing the communication value of Council reports*
 - *Improving County-municipality information exchange*
 - *Implementing a County Report Card that engages and informs our community and celebrates our successes and our history*
5. **i. A County that Performs and Delivers Results** – Enhance our customer service focus and responsiveness to our municipal partners and the public by:
 - *Implementing clearly defined customer service standards and expectations*
 - *Regularly monitoring and reporting customer service performance*
5. **ii. A County that Performs and Delivers Results** - Deliver exceptional services by:
 - *Regularly reviewing service level standards to assess potential for improved access to services / amenities*
 - *Conducting regular service reviews to ensure delivery effectiveness and efficiency*
 - *Developing and tracking key performance indicators against goals and efficiency*
 - *Identify best practices and appropriate benchmarking*
6. **i. A County that is an Employer of Choice** - Attract, retain and develop the highest quality staff through:
 - *Management and organizational excellence*
 - *Open communications, dialogue and understanding*
 - *Vibrant and challenging career opportunities*
 - Progressive policies that:*
 - *Value and engage staff*
 - *Provide vibrant careers and quality development opportunities*
 - *Ensure accountability*
 - *Encourage creativity, innovation and problem solving*
 - *Actively promote employee health, safety and wellness*
 - *Provide fair and competitive compensation*
 - *Recognize performance and achievement*

DISCUSSION

Background

The Strategic Plan has been a key focus of Council during the 2010-2014 term. Council adopted the County of Oxford Strategic Plan and set implementation priorities at its regular meeting held March 27, 2013. At its meeting on December 11, 2013, Council approved the 2014 Business Plan and Budget (Report CS 2013-47) which included a series of strategic initiatives and \$140,000 in funding specifically to advance the implementation of the Strategic Plan as outlined in Report CAO 2013-14. Finally, at its meeting on March 26, 2014, Council adopted Report CAO 2014-04 to advance the implementation of a Community Sustainability Plan, another key goal within the Strategic Plan.

Comments

Council identified Strategic Plan implementation priorities to include initiatives designed to advance:

- Community Engagement
- Public Information
- Excellence in Customer Service
- Monitoring and Reporting
- Service Delivery Reviews
- Employer of Choice
- Community Sustainability Planning

For each of these initiatives, teams were established from a group of volunteers from across the organization. Managers through frontline staff volunteers were assigned to each team to ensure representation from all departments and all levels. Each team has a defined Lead and is sponsored by a member of the Senior Management Team.

In preparation for the 2014 Budget and Business Plan, each team was tasked with identifying a plan to advance one of Council's Strategic Plan priorities. With the approval of the 2014 Business Plan and Budget, each team was then tasked with implementation. For implementation, the Inform team and the Engage team were merged into a single team.

The 2014 Vision To Action Executive Summary (Attachment 1) was developed to provide an overview of the body of work completed to advance the Strategic Plan and the implementation priorities of the 2010-2014 Term of Council.

Monitoring and Reporting

Aside from reports such as this, Strategic Plan implementation monitoring and reporting of Strategic Plan is being incorporated into the Annual Report, published annually each spring. With the adoption of the Strategic Plan in 2013, the 2013 Annual Report Accomplishments section was structured to highlight activities and accomplishments related to each of the Plan's Strategic Directions. Beginning with the 2014 Annual Report, further features will be introduced to fully illustrate key implementation accomplishments and outcomes.

Service Delivery Reviews

The Woodingford Lodge Service Review was initiated in 2013 and adopted by Council at its meeting on March 26, 2014. The [Services That Work](#) program was established in 2014 and is now underway under the guidance of an Ad Hoc Committee established by Council. An interim report outlining the initial work of the Wave 1 reviews was reported in July 2014. Final reporting for the Wave 1 reviews is expected in early 2015. In addition, Council has adopted a strategy to complete the review of all County services in 2015 with a final report anticipated in early 2016.

Community Sustainability Plan

The Community Sustainability Plan (CSP) development is underway. The plan is being guided by a community based Steering Committee appointed by Council at its meeting on June 25, 2014. The Steering Committee met in August and September. External expertise to support the Steering Committee has been retained and the initial work to develop a Community Sustainability Plan has begun with a targeted completion of July 2015. Significant community engagement will be a key component of the CSP development and more information will be available over the next several months.

Inform and Engage

The staff team has developed an extensive Inform and Engage publication which was publicly released with this report. Over the course of 2013/14 a variety of communication and engagement tools have been developed, tested and refined through various projects underway across the County. The development of “Council This Week” and “Speak Up, Oxford!” tools and products such as the 2013 Annual Report and 2014 Tax Ad along with a series of comprehensive public engagement campaigns (Eg. Waste Management Strategy Campaign) highlight the advancements the County has made to inform and engage our community.

The Inform and Engage publication outlines the strategy, tools and techniques developed and tested in 2013/14 to enhance information available to the community regarding County activities, services and programs and illustrates the continuum of community engagement being employed. Through this work, a strong and credible County “brand” is being cultivated. Through these tools and products, and careful attention to consistency, quality and openness, the community is positively responding and engagement is on the rise. With the release of the Inform and Engage publication, Council, staff and the community are being introduced to the concepts and tools being used at the County. Strengthening staff understanding of these concepts and tools and their use, will be an ongoing focus as our organization strives to better inform and fully engage our community in our activities.

Excellence in Customer Service

Excellence in Customer Service speaks to the importance of our Strategic Plan and the value our organization places on the manner in which we serve our community. The staff team has developed an extensive Service Excellence publication which was publicly released with this report and is being launched as part of our 2014 Customer Service Week (October 6-10, 2014).

The Service Excellence publication is an overall plan for strengthening our customer service culture and sets out three focus areas through which we will strive to achieve an overall culture of service excellence and to ensure that service excellence is embedded in the work of all staff. The first phase of the strategy includes refreshing our customer service practices through the development of service excellence standards that all staff will be expected to work within and communicating to the public a set of service values that define how they can expect to be treated by Oxford County staff. The Service Excellence publication, service excellence standards, and customer service values poster will be launched to all staff this week with the goal of generating enthusiasm around service excellence and raising awareness that service excellence is the responsibility of each employee.

A strong sense of customer service already exists within our organization and amongst staff. However, continuous improvement is a hallmark of successful organizations. In developing the Service Excellence publication, the staff team recognized that continuous and sustained improvement in this area can only be achieved by engraining customer service excellence into the culture of our organization. Our goal is a widespread belief and understanding that customer service excellence starts with each and every member of staff in our organization.

The staff team will continue to advance the remaining objectives to ensure the service excellence culture is continually strengthened and reinforced with new programs/practices related to service excellence. Through this program, strengthening staff understanding and commitment to widespread customer service excellence will be a key focus across our organization on an ongoing basis.

Employer of Choice

The staff team has delivered three major products in 2014. The 2014 Employee Engagement Survey (Report HR 2014-06), the proposed updating of our Employee Recognition Awards Program (Report HR 2014-07) and an extensive Our People, Our Strength publication publicly released with this report. The Our People, Our Strength publication is a strategy to recognize the greatest strength of our organization and provides a framework to enhance our ability to develop retain and attract quality people throughout our organization.

The Our People, Our Strength publication follows the first corporate-wide employee engagement survey. Research indicates that engaged and satisfied staff results in positive outcomes for an organization. In the public sector those positive outcomes can include superior customer service which in turn leads to increased citizen satisfaction, trust and confidence in local government (Heintzman & Marson, 2006). The strategy focuses our efforts over the next 3 years to increase employee work and organization related engagement levels.

The Strategic Plan Going Forward

Ongoing implementation of all of these activities continues into 2015 and beyond. In addition, it is staff's intention to engage our community and then, with that input, work with the 2014-2018 Council to refresh the Strategic Plan and establish the priorities that will guide our strategic actions over the next four years.

Conclusions

The Strategic Plan approved by the 2010-2014 Term of Council has influenced and guided the efforts of staff to help Council achieve their goals. The “Vision To Action” approach to implementation has allowed our organization to focus on Council’s clearly defined strategic priorities to advance Council’s collective vision for our community. The continued support of Council and the ongoing and focused efforts of staff will continue to benefit our organization and the community we serve.

SIGNATURE

Approved for submission:

Original signed by _____

Peter M. Crockett, P.Eng.
Chief Administrative Officer

ATTACHMENTS

Attachment 1 – 2014 Vision To Action Executive Summary

From Vision to Action

STRATEGIC PLAN PROGRESS REPORT



October 2014

EXECUTIVE SUMMARY

Oxford County's first Strategic Plan was approved in March 2013 and shared with the community in June. In July 2013, five employee teams were formed to lead work on the first set of priorities:

- Community engagement**
 - 4. Inform and engage
 - i. Better harness the power of the community through conversation and dialogue *
- Public information**
 - 4. Inform and engage
 - ii. Better inform the public about County programs, services and activities through planned communication *
- Excellence in customer service**
 - 5. Perform and deliver results
 - i. Enhance our customer service focus and responsiveness to our municipal partners and the public by:
 - Implementing clearly defined customer service standards and expectations *
- Monitoring and reporting**
 - 5. Perform and deliver results
 - ii. Deliver exceptional services by:
 - Developing and tracking key performance indicators against goals and report results*
- Service delivery reviews**
 - 5. Perform and deliver results
 - ii. Deliver exceptional services by:
 - Conducting regular service reviews to ensure delivery effectiveness and efficiency*

Work on the *Employer of Choice* strategic direction began with Council approval for the employee engagement survey in September 2013:

- Employer of Choice**
 - 6. Become an employer of choice
 - i. Attract, retain and develop the highest quality staff *

The Council's objective to develop a community sustainability plan was advanced in 2014:

- Community sustainability planning**
 - 3. Think ahead and wisely shape the future
 - iii. Apply social, financial and environmental sustainability lenses to significant decisions by assessing options *

The Vision to Action teams worked over summer to research and review; collaborate among each other when it added value; and develop detailed plans. Over the coming months, these actions will become ingrained in operations as a part of our regular way of doing things.

This won't mean the work is finished. Through a "plan-do-review" continuous improvement approach, the County will have a built-in mechanism for ensuring the work initiated through the Vision to Action campaigns continues to adapt, evolve and align with the Strategic Plan.

Reporting progress on the Strategic Plan to County Council and the community completes one circle of our feedback loop. The 2014 Annual Report shared our interim achievements across each of the Plan's six strategic directions. In 2015, the Annual Report will refresh and reframe how we report back on how our services contribute to the well-being of Oxford County's citizens, municipalities, businesses and visitors.

Service excellence

Strategic Direction 5: A County that performs and delivers results

Customer service has been an area of focus—and pride—for the County for many years. The “Service Excellence” strategy represents a shift in thinking that takes us from viewing customer service as a department to a culture in which regard for our citizens and each other is ingrained in everything we do.

PLAN Our Strategy	DO What we will do	REVIEW How we'll know we did it well
<ul style="list-style-type: none">• Create a culture of service excellence	<ul style="list-style-type: none">• Launch “Service Excellence” strategy in Customer Service Week• Use motivational and educational tools and techniques• Introduce a service excellence recognition award• Adopt “service excellence” as a core competency for recruitment and performance management	<ul style="list-style-type: none">• Citizen feedback
<ul style="list-style-type: none">• Educate staff about service standards	<ul style="list-style-type: none">• Update and promote service excellence standards	<ul style="list-style-type: none">• Citizen feedback
<ul style="list-style-type: none">• Get better feedback on customer service	<ul style="list-style-type: none">• Promote “How did we do” feedback mechanism through online channels• Compile list of willing participants for future feedback• Explore no or low-cost research partnership with UWO	<ul style="list-style-type: none">• Re-evaluate feedback mechanisms following customer/client research

Our People, Our Strength

Strategic Direction 6: A County that is an Employer of Choice

In many respects, Oxford County is already an Employer of Choice; however, there are areas in which we can strengthen our ability to attract, retain and develop the highest quality staff. The “Our People, Our Strength” Plan is the roadmap for how we will work towards this strategic priority.

PLAN Our Strategy	DO What we will do	REVIEW How we'll know we did it well
<ul style="list-style-type: none"> • Engaged employees 	<ul style="list-style-type: none"> • Employee Engagement survey every three (3) years • Management support • Refresh employee recognition programs • High-value internal communication 	<ul style="list-style-type: none"> • Employee engagement survey results • Participation in, and feedback on, recognition programs
<ul style="list-style-type: none"> • Talent management 	<ul style="list-style-type: none"> • Review and refresh recruitment practices • Support for new hires • Strengthen exit interview process • Succession planning • Explore mentoring program, leadership program • Review performance management practices • Offer career development tools 	<ul style="list-style-type: none"> • Changes in turnover rate • Employee engagement survey results (re: career development) • % of positions filled internally • % performance appraisals completed • Employee feedback • Participation in programs
<ul style="list-style-type: none"> • Effective leaders 	<ul style="list-style-type: none"> • Review and refresh online supervisory training program • Develop leadership program • Implement more comprehensive performance management program 	<ul style="list-style-type: none"> • Employee engagement survey results (re: satisfaction with management) • Interest in, and feedback on, leadership programs
<ul style="list-style-type: none"> • Safe and healthy workplaces 	<ul style="list-style-type: none"> • Continue to meet and exceed requirements for occupational health and safety • Maintain and promote employee and family assistance program • Maintain and promote wellness initiatives • Support work/life balance in a way that meets needs of both employer and employee • Management support and training on mental health in the workplace • Strengthen respect in the workplace policies and practices 	<ul style="list-style-type: none"> • Employee engagement survey results (re: health, safety and wellness, and also work/life balance) • Number of WSIB claims filed / injury frequency rates • Participation in employee and family assistance program • Participation in, and feedback on, wellness initiatives

Inform and engage

Strategic Direction 4: A County that informs and engages

At a fundamental level, the County must inform people about the services it delivers and how these services bring value to Oxford’s citizens. With a better understanding of the County’s role, citizens will then be better equipped to participate in local government. It is this inherent connection between these two drivers that led to the merger and collaboration of the Inform and Engage teams. The resulting product—a workbook for staff—sets out the values and expectations for effective communication and engagement.

PLAN Our Strategy	DO What we will do	REVIEW How we’ll know we did it well
<ul style="list-style-type: none"> • Develop a culture in which community engagement is an integral part of program planning • Better inform staff about the communication process and what makes communication effective (strategic) 	<ul style="list-style-type: none"> • Develop a workbook for staff that includes: <ul style="list-style-type: none"> - Community engagement methodology - Worksheets and other resources - Communication planning framework and matrix • Community engagement training for project leaders 	<p>Year 1 evaluation that looks at:</p> <ul style="list-style-type: none"> • Effectiveness of communication and engagement campaigns, tracked against measures for each project or campaign • Employee use of, and feedback on, workbook and engagement tools • Citizen feedback

Monitoring and reporting

Strategic Direction 5: A County that performs and delivers results

The Strategic Plan is changing the way the County approaches its work. The work of the Monitoring and Reporting team is a common thread across the Vision to Action priorities that compels staff to consider how it will demonstrate the value of services and work in a way that is meaningful and understandable for the community.

PLAN Our Strategy	DO What we will do	REVIEW How we’ll know we did it well
<ul style="list-style-type: none"> • Establish a framework for monitoring and reporting that measures and informs on the successes of the Strategic Plan 	<ul style="list-style-type: none"> • Develop guidelines and tools for establishing metrics and key performance indicators • Inform the communication process for reporting to the public through corporate publications 	<ul style="list-style-type: none"> • Community interest in reports indicated through online access, social media engagement, etc. • Implementation of KPIs through service delivery review process

Services that Work

Strategic Direction 5: A County that performs and delivers results

The County's service delivery review, Services That Work, is a multi-year project that will help us better understand, and make recommendations on, how to deliver our services in a way that is efficient, effective, and positively impacts the community.

PLAN Our Strategy	DO What we will do	REVIEW How we'll know we did it well
<ul style="list-style-type: none">• Launch an organized and systematic service delivery review ("Services That Work") to ensure the County is efficiently and effectively delivering services that improve quality of life	<ul style="list-style-type: none">• Establish the service delivery review process, including:<ul style="list-style-type: none">- Creating an inventory of services- Prioritizing services for assessment	<ul style="list-style-type: none">• Meet KPIs that are being established for each service as part of the <i>Services That Work</i> project

Services that Work



The project team profiled 58 County services across four domains which, together, work to promote the well-being of our community.

Community Sustainability

Strategic Direction 3: A County that thinks ahead and wisely shapes the future

The proposal for a Community Sustainability Plan was accepted by Council in March 2014 as a means of developing a policy platform from which the County, area municipalities and, potentially, the community can influence decisions that secure our future, including new landfill development, source water protection, caring for an aging population, waste management and other issues that determine quality of life.

The development of a community-driven sustainability plan is supported by the vision and strategic directions contained in the County Strategic Plan, with specific support through the County’s commitment to thinking ahead and wisely shaping the future by applying social, financial and environmental sustainability lenses to significant decisions.

PLAN Our Strategy	DO What we will do	REVIEW How we’ll know we did it well
<ul style="list-style-type: none"> • Provide a policy framework for furthering the goals and objectives of the community in a manner consistent with the strategic plans of all nine municipalities 	<ul style="list-style-type: none"> • Develop a community-based decision framework that considers social, economic and environmental sustainability • Establish Steering Committee 	<ul style="list-style-type: none"> • Consultation with community, led by project consultant, to develop an evaluation tool

STRATEGIC PLAN

VIBRANT COMMUNITIES

VISION
Vibrant communities, working well and growing stronger ... together!

MISSION
To serve the needs and advance the collective interests of our communities, residents and businesses through customer/client-focused services that improve quality of life.

VALUES
+Excellence
+Accountability
+Innovation
+Integrity
+Teamwork

[Print version with further details](#)

- 1 A County that Works Together
- 2 A County that is Well Connected
- 3 A County that Thinks Ahead and Wisely Shapes the Future
- 4 A County that Informs and Engages
- 5 A County that Performs and Delivers Results
- 6 A County that is an Employer of Choice

More information

Visit www.oxfordcounty.ca

Call 519-539-9800 | Toll-free 1-800-755-0394

Send us a comment or question at www.oxfordcounty.ca/speakup

To: Warden and Members of County Council

From: Director of Human Resources

2014 Employee Engagement Survey Results

RECOMMENDATION

1. That Council receive report HR 2014-06 entitled “2014 Employee Engagement Survey Results” as information.

REPORT HIGHLIGHTS

- The purpose of this report is to update County Council on the status and the results of the 2014 Employee Engagement Survey.
- Overall, the results were positive with 68% of our employees completing the survey. When compared to peer municipalities, the results indicated that our staff have above average engagement levels with the specific role/position in which they work, and slightly below average levels of engagement with the organization overall.

Implementation Points

Implementation work is well underway with the development of the Our People, Our Strength plan, and the refresh to our formal recognition program (HR 2014-07). Implementation will be ongoing as we work towards achieving each of the objectives outlined in the Our People, Our Strength plan over the coming years.

Financial Impact

The recommendation contained in this report has no financial impact. The Treasurer has reviewed this report and agrees with the financial impact information.

Risks/Implications

There are no risks/implications associated with the adoption of this report.

Strategic Plan

County Council adopted the County of Oxford Strategic Plan at its regular meeting held March 27, 2013. The information contained within this report supports the Values and Strategic Directions as set out in the Strategic Plan as it pertains to the following Strategic Directions:

6. *i. A County that is an Employer of Choice* - Attract, retain and develop the highest quality staff through:

- *Management and organizational excellence*
 - *Open communications, dialogue and understanding*
 - *Vibrant and challenging career opportunities*
- Progressive policies that:*
- *Value and engage staff*
 - *Provide vibrant careers and quality development opportunities*
 - *Ensure accountability*
 - *Encourage creativity, innovation and problem solving*
 - *Actively promote employee health, safety and wellness*
 - *Provide fair and competitive compensation*
 - *Recognize performance and achievement*

DISCUSSION

Background

At the County Council meeting of September 25, 2013, Council authorized Human Resources to undertake a corporate wide employee engagement survey to be funded from the approved 2013 Human Resources budget (Report HR-2013-09).

Comments

To plan and undertake the survey a cross departmental team was established and the firm Metrics@Work , an organization who has extensive experience in employee surveys, including the public sector, was retained. The team worked to design the survey and an engagement campaign to promote broad staff participation in the survey.

The survey (Attachment 1) was undertaken in January 2014 and the County achieved an above average response with 67.8% of our employees completing the survey. This exceeds the municipal average in the Metrics@Work database by 5.8% (municipal average is 62% participation). It was very positive to see this high participation rate, as this indicates that the results are representative of our overall work force.

Survey Design

Employee engagement is measured in two categories – organizational and work engagement. Organizational engagement represents employees’ perceived relationship with the County overall. This is reflective of employees’ emotional commitment to the County, a willingness to remain and a sense of belonging to the County. Work engagement represents employees’ perceived relationship to their actual role/position at the County. The following table highlights the questions used in the survey to measure employee engagement levels.

Job / Work Area Engagement Drivers	Organizational Engagement Drivers
Job control Job clarity Job enhancement Workload Impact of job on personal life Resources and supplies Satisfaction with work environment Co-worker cooperation Communication in your department Employee involvement in your department Satisfaction with direct supervisor Performance Management Recognition Support for innovative thinking	Satisfaction with SMT Satisfaction with department Director Employment relationships Communication Continuous improvement Performance evaluation Training and development Opportunities for advancement Community customer service Internal service delivery Total compensation package Pay satisfaction Benefits satisfaction

Survey Results

The corporate summary results are provided in Attachment 2. The following table highlights our overall corporate results and how those results benchmark to our comparable municipalities.

Engagement Categories	Oxford County	*Comparable Municipalities
Organizational Engagement	63.3%	65.6%
Work Engagement	76.1%	72.8%

* Based on 13 similar sized Municipalities (between 500 to 1,500 employees) and nearly 8,000 individual responses

The survey results indicate that we currently have a workforce that has above average engagement levels with the specific role/position in which they work. In terms of organizational engagement, the results highlighted that our workforce has below average levels of engagement when compared to peer municipalities. Together they mean our employees are generally more engaged in their specific job than in how our organization is transforming to achieve Council's vision for our community. Clearly, there is a desire for high levels of employee engagement in both areas.

The survey results also highlighted our greatest strengths and our greatest opportunities for improvement, which have allowed us to celebrate our successes and set overall strategies for increasing engagement levels. The following table highlights our overall primary and secondary strengths and opportunities:

Primary Strengths	Primary Opportunities
Job enhancement Co-worker cooperation Job clarity	Recognition Opportunities for advancement
Secondary Strengths	Secondary Opportunities
Pay satisfaction Performance evaluation Work area communication	Workload Work-life balance Performance management (managing poor performers) Support for innovation

Resulting Actions

Following the employee engagement survey, it is critical that action plans are put in place at a divisional/departmental level and at a corporate level to maintain and strengthen the areas identified through the survey as strengths, and improve the areas identified as opportunities. On a divisional/departmental level, supervisors and managers have been provided with tools to action plan with their teams based on the results of the survey for their specific areas. On a corporate level, the Our People, Our Strength plan has been developed to prioritize our initiatives for the next three years based on the results of the survey.

Best practice points to repeating employee engagement surveys in regular intervals to measure progress and subsequently re-establish priorities. The next survey is being planned for 2017, subject to budget approval at that time.

Conclusions

The employee engagement survey was a critical first step in working towards becoming a County that is an “Employer of Choice” that attracts, retains, and develops the highest quality staff. Although the results were positive and highlighted that our current workforce is reasonably engaged, there will be a stronger need in coming years to maintain and strengthen our ability to attract, retain, and develop high quality staff as the competition for talented staff increases. The survey results allowed us to set baseline data to measure progress, and focus our efforts for the coming years under this strategic direction.

SIGNATURE

Departmental Approval:

Original signed by

Amy Smith
Director of Human Resources

Approved for submission:

Original signed by

Peter M. Crockett, P.Eng.
Chief Administrative Officer

ATTACHMENTS

Attachment 1 Oxford County Employee Engagement Survey
Attachment 2 Oxford County Survey Summary Report 2014



Employee Engagement Survey

Survey Explanation and Anonymity

- Metrics@Work is carrying out this confidential employee feedback survey on behalf of your organization.
- A brief high-level summary of organization-level results will be communicated to employees through your organization. Please note: Written commentary may not be circulated due to its personal nature.
- To ensure the anonymity of your responses, the reports generated from this survey will be created for **groups with at least 7 people working in them, and at least 3 survey respondents.**
- Your participation is voluntary and you may withdraw from the survey at any time. However, your answers are valuable and important for improving the work environment at your organization.
- If you have any questions or concerns about your participation in this survey, please contact Metrics@Work at 1-800-726-4082 or send an email to: info@metricsatwork.com
- Metrics@Work will follow the principles outlined in the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans to maintain the confidentiality of your responses.
- The electronic data will be securely retained at Metrics@Work, where it will be kept as part of a confidential database and used for ongoing research into how people are managed in work organizations. All ongoing and future use of the data will be carried out in accordance with the Canadian Tri-Council Research Guidelines; thereby ensuring the data remains confidential.
- Please complete the following survey based on your experiences while working in your organization, it is important that you base your answers on your honest opinions, not on what you think people want to hear.
- The results of the survey will always be reported in group form and only group data will be used in publications and presentations, therefore, your anonymity will be protected.
- **Please note that if you do not complete a question(s) it will not invalidate your survey.**

Marking Your Responses

The survey is designed to determine how much you agree with a set of statements about your job and your organization. For each item in the survey, read the statement in the left column (in the example below, the statement is "I am happy with my organization"). If you "agree" with this statement, you would completely fill in the bubble under the column "agree".

Please use a blue or black ballpoint pen and fill in the bubble **completely** (see example below).

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
a) I am happy with my organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

Providing Your Comments

In the last part of the questionnaire there is a section reserved for your suggestions and comments. Comments will be transcribed as written and provided as a part of the report to your organization. **Please be careful not to identify yourself by your comments.**

*******PLEASE DO NOT FOLD THE SURVEY*******



ABOUT YOUR JOB

1. Work Engagement

The following statements are about how you feel at work. Please read each question carefully and choose the extent to which you agree with each of the statements.

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
a) My job inspires me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) My current work gives me a sense of accomplishment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) I get immersed in my work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) Overall, I feel engaged in my work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Job Control

These statements refer to the extent to which you have control over your job activities.

a) My job allows me to make a lot of decisions on my own	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) I have enough freedom as to how I do my work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Overall, I have control over my job activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. Job Clarity

When responding to these statements, think about how clear you are about your job and how you are expected to do it.

a) I know what job performance standards are expected of me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) My manager / supervisor helps me to set clear achievable work goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Overall, I am clear about what is expected of me to do my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. Job Enhancement

The following statements refer to the extent to which you feel fulfilled by your day-to-day work.

a) I have sufficient opportunities to interact and collaborate with co-workers in my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) The amount of variety in my job is sufficient	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) I have sufficient opportunities to do a job from the beginning to end (i.e., to finish what I start)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) My job is significant and important to Oxford County	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. Workload

When responding to these statements, think about the extent to which you are able to manage your workload.

a) My workload is reasonable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) I have enough time to do my job adequately	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Overall, my workload is <u>not</u> stressful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



6. Impact of Job on Personal Life

These statements refer to the extent to which your job generally impacts on your personal life.

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
a) My job does <u>not</u> usually affect my sleep	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) My job is <u>not</u> hard on my family life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Flexible or alternative work arrangements are available to me if needed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) Overall, my job is <u>not</u> stressful on my personal life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. Resources and Supplies

These statements refer to the extent to which resources and supplies are available for you to complete your job.

a) I have enough access to the resources (equipment, technology, and information) in my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) There are enough employees to get the job done	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Overall, I am satisfied with the resources supplied to do my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. Satisfaction with Physical Work Environment

"Physical Work Environment" refers to where you work at Oxford County (if you work in more than one location, try to think of your physical work environment when answering these statements).

a) I feel that I am physically safe at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) I have sufficient privacy in my personal workspace	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Overall, I am satisfied with my physical work environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

ABOUT YOUR DEPARTMENT

9. Co-worker Cooperation

When responding to the following statements think of how you interact with and feel about the people within your own team that you interact with on a daily basis.

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
a) My co-workers help me get my job done	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) I feel I can count on my co-workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Overall, I am satisfied with how I interact with and feel about my co-workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. Communication in Your Department

These statements refer to the information you are provided or receive within your department to do your job.

a) People share information with each other in my department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) The communication I receive in my department helps me to do my work effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Overall, I am satisfied with communication within my department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



ABOUT YOUR DEPARTMENT (cont'd)

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
11. Employee Involvement In Your Department <i>These statements refer to the extent to which you are involved in decision-making processes in your Department.</i>							
a) In my department, decisions are usually based on consultation with the people who have to live with them	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) I am usually informed about important things that are happening in my department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Overall, I am satisfied with my level of involvement in decision-making processes in my department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. Satisfaction with Direct Supervisor <i>When responding to the following statements think of the person to whom you directly report.</i>							
a) I feel comfortable approaching my direct supervisor with a problem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) I feel that I can trust my direct supervisor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Overall, I am satisfied with my direct supervisor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. Performance Management <i>When responding to the following statements, think of how work performance is managed in your department.</i>							
a) Poor performance is not a problem in my department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) My direct supervisor does a good job of managing peoples' work performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Poor performers are dealt with in my department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. Recognition <i>When responding to the following statements think about the extent to which you are recognized in your department (i.e., non-monetary recognition).</i>							
a) I frequently get informal feedback on how well I am performing my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Overall, I am satisfied with the way individual work is recognized in my department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Oxford County recognizes groups / teams that work well together	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) Overall, I am satisfied with the way teamwork is recognized at Oxford County	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. Support for Innovative Thinking <i>The following statements refer to the degree to which creative / innovative thinking and risk taking is supported within your department.</i>							
a) Within my department we welcome / invite different perspectives and challenges in our thinking to continually improve our work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) I am encouraged to come up with better ways to do things	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) I am encouraged to take calculated risks in my work (Note: not actions that would impact Health & Safety)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) I feel safe speaking up and trying new things	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



ABOUT THE ORGANIZATION

16. Organizational Engagement

When responding to the following statements, think of your organization as a whole.

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
a) I feel a strong sense of belonging to Oxford County, as an employer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) I feel I am personally involved at Oxford County, as an employer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) I would not leave Oxford County if an equivalent job opportunity became available elsewhere	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) I rarely think of applying to other organizations for a job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e) I intend to remain at Oxford County, as an employer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f) Knowing what I know now about Oxford County, I would apply to work here again	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g) Oxford County cares about its employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h) Overall, I am satisfied with Oxford County as an employer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. Satisfaction with Senior Management Team (SMT)

These statements refer to the vision, guidance, planning, decision-making, and commitment to quality provided by the Senior Management Team (i.e., includes CAO and Directors / Department Heads).

Please choose "Don't Know" if you can't answer any of the statements below because you are unaware of the Senior Management Team or their impact on your work-life.

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree	Don't Know
a) My work is made easier because of good planning by the Senior Management Team at Oxford County	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) The Senior Management Team is trusted by the people who work at Oxford County	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Overall, I'm satisfied with the Strategic Leadership at Oxford County	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

18. Satisfaction with Department Director

These statements refer to how you feel about the Department Director who manages your Department.

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
a) I feel comfortable approaching my Director with a problem / question	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) I feel I can trust my Director in my Department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Overall, I am satisfied with the leadership from my Director in my Department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19. Employment Relationships

These statements refer to aspects of trust, respect, and fairness you have experienced working for Oxford County, as an employer.

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
a) I feel that I can trust Oxford County as an employer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) I feel that I am treated fairly as an employee at Oxford County	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) I feel that I am treated with respect at Oxford County in my employment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



ABOUT THE ORGANIZATION (cont'd)

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
20. Organizational Communication							
<i>These statements refer to the information you are provided or receive on matters related to all company operations.</i>							
a) Enough information is passed on to people at my level	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Management (your Director / Manager) regularly communicates a clear plan about the future of Oxford County	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) I have a good understanding of Oxford County programs, projects and activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) Overall, I am satisfied with communications at Oxford County	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21. Continuous Improvement							
<i>The extent of continuous improvement (i.e., suggestions for improving work practices) within Oxford County as a whole.</i>							
a) At Oxford County we not only talk about continuous improvement but changes are actually made	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Input for making improvements is valued from all levels at Oxford County	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Overall, I am satisfied with continuous improvement practices at Oxford County	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22. Performance Evaluation							
<i>These statements refer to Oxford County's Performance Evaluation.</i>							
a) I receive formal feedback on my job performance on a regular basis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) I feel free to discuss any work related issues during my appraisal / feedback session	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Overall, I am satisfied with the performance appraisal / evaluation system at Oxford County	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. Training & Development Opportunities							
<i>"Training" refers to education and programs aimed at improving the knowledge, skills, and abilities of employees.</i>							
a) I receive the technical training I need to do my job effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) There are sufficient opportunities for training and development at Oxford County	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Overall, I am satisfied with the training and development opportunities I receive through Oxford County	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24. Opportunities for Advancement							
<i>These statements refer to career opportunities available with Oxford County.</i>							
a) I have sufficient opportunities for advancement with Oxford County	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) I think the way this organization promotes people is fair	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Overall, I am satisfied with career development opportunities with Oxford County	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



25. Customer Service to the Community

These statements refer to the extent to which Oxford County is customer service oriented for the community and its citizens.

	Strongly Disagree	Disagree	Somewhat Disagree	Agree nor Disagree	Neither Agree	Somewhat Agree	Agree	Strongly Agree
a) Community satisfaction is important to Oxford County	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) I have noticed customer service improvements to the service we provide to the community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Overall, I am satisfied with customer service practices we provide to the community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

26. Internal Service Delivery

Overall, when I need something from staff in other Departments:

a) They are approachable and personable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) They respond in a timely manner to my request	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) People in other departments are supportive when I ask for things I need	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) Overall, I am satisfied with the customer service I receive from staff in other departments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

27. Total Compensation Package

Your total compensation refers to your cash compensation and benefits, including health, dental, vacation time, OMERS pension.

a) The various components of the County's total compensation package meet my needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) The flexibility offered by the County's total compensation package is important to me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Overall, I am satisfied with the total compensation package (pay and benefits) I receive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

28. Pay Satisfaction

"Pay" refers to the cash compensation you receive for your work at Oxford County.

a) I am paid the same as people with similar backgrounds in similar organizations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) I am paid fairly for all the work I do	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Overall, I am satisfied with my pay	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



29. Benefits Satisfaction

“Benefits” refer to non-monetary compensation (other than pay, such as medical, dental, etc.) you receive from employment at Oxford County (for those benefits that do not apply or that you do not receive, please fill in the ‘Not Applicable’ bubble).

a) Do you receive benefits from Oxford County?	YES	<input type="radio"/>	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree	Not Applicable
	NO	<input type="radio"/>								
b) Employee benefits are excellent at Oxford County		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) I am satisfied with the amount of paid vacation I have each year		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) I am satisfied with the health benefits I receive from Oxford County		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e) I am satisfied with the dental benefits I receive from Oxford County		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f) I think Oxford County provides adequate income protection through sick leave and disability		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g) I think Oxford County provides adequate unpaid leave opportunities		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h) I would be interested in having a health care spending account in place of my defined health care benefits currently available to me		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i) Overall, I am satisfied with my benefits		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

30. Employee Survey Evaluation

The following questions are intended to assess the relative value of conducting this employee survey.

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
a) I feel the Employee Survey is important to support continuous improvement at Oxford County	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) I believe that Metrics@Work will hold my information confidential (i.e., not release individual results to my employer)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) I believe that Oxford County will act on the results of the survey	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) I believe that actions will be taken based on the survey results to improve my work area / location	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



31. Importance of the Survey Sections to Your Quality of Worklife

PLEASE NOTE A CHANGE IN THE RATING SCALE. The statements below represent the groupings of questions you have just completed. Please indicate how important each area is to your overall quality of work life.

	Not Important	Slightly Important	Somewhat Important	Moderately Important	Important	Very Important	Critically Important
1) Having enough control over my job activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2) Having enough clarity in your job to know what is expected of me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3) Having job enhancements to feel fulfilled by your day-to-day work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4) Being able to manage your workload	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5) Being satisfied that your job is not stressful on your personal life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6) Being satisfied with the resources and supplies you have to do your job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7) Being satisfied with your physical work environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8) Being satisfied with how you interact and feel about co-workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9) Being satisfied with communication in your department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10) Being involved in decision making processes in your department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11) Being satisfied with your direct supervisor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12) Being satisfied with how poor performance is dealt with in your department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13) Being satisfied with the way individual and team work is recognized in your department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14) Being encouraged and supported for innovative thinking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15) Being satisfied with the Senior Management Team (SMT)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16) Being satisfied with your department director	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17) Being satisfied with the respect and fairness of Oxford County as an employer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18) Being satisfied with the communication received about the future of Oxford County	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19) Being satisfied with the continuous improvements at Oxford County	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20) Being satisfied with the performance evaluation system at Oxford County	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21) Being satisfied with training and development you receive at Oxford County	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22) Being satisfied with the opportunities for advancement at Oxford County	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23) Being satisfied with good customer service to the community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24) Being satisfied with the internal customer service culture at Oxford County	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25) Being satisfied with your total compensation package (pay and benefits)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26) Being satisfied with the pay you receive from Oxford County for the work you do	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27) Being satisfied with the benefits received by Oxford County	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



32. Forms of Recognition

Please indicate how valuable you feel each of the following forms of recognition are to you. If you are not familiar with a method, please choose 'Not Applicable'.

	Not at all Valuable	Slightly Valuable	Somewhat Valuable	Moderately Valuable	Very Valuable	Not Applicable
a) Verbal thank you	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Written thank you	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Private praise	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) Public praise	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e) Department-wide event	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f) Corporate-wide event (e.g. Honours and Awards)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g) Recognition in the form of an award / gift	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

33. Value of Communications Methods

Please indicate how valuable you feel each of the following methods of communication are to you. If you are not familiar with a method, please choose 'Not Applicable'.

	Not at all Valuable	Slightly Valuable	Somewhat Valuable	Moderately Valuable	Very Valuable	Not Applicable
a) News releases	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Employee newsletter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) All-staff announcements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) County website	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e) Intranet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f) Council this Week	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g) Posters and notices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h) CAO Town Hall Meetings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i) Department Meetings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j) Division / Team Meetings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



34. Work Categories

Oxford County has requested reporting based on the questions in this section. Be assured that all statistical reporting will be presented in terms of group data only, none of the categories will be combined and your anonymity is protected. To ensure the anonymity of your responses, the reports generated from this survey will only be created for **groups with at least 7 people** working in them, **and at least 3 survey respondents**. It is important for you to fill out the following information in order to have your opinion included in the appropriate work categories in the reports.

1. Please indicate which Department / Division / Section / Location you work in:

(SELECT ONLY ONE RESPONSE)

<ul style="list-style-type: none"><input type="radio"/> CAO / Clerk's Office, including Tourism, Strategic Communication & Engagement<input type="radio"/> Community & Strategic Planning<input type="radio"/> Human Resources<input type="radio"/> Human Services <p>Corporate Services</p> <ul style="list-style-type: none"><input type="radio"/> IS, Finance, POA, Customer Service, Archives<input type="radio"/> Library <p>Public Health & Emergency Services</p> <ul style="list-style-type: none"><input type="radio"/> Public Health<input type="radio"/> Emergency Services	<p>Public Works</p> <ul style="list-style-type: none"><input type="radio"/> Administration<input type="radio"/> Wastewater<input type="radio"/> Water<input type="radio"/> Facilities<input type="radio"/> Roads<input type="radio"/> Landfill / Waste Management / Woodlands Conservation<input type="radio"/> Construction <p>Woodingford Lodge</p> <ul style="list-style-type: none"><input type="radio"/> Administration<input type="radio"/> Nursing<input type="radio"/> Food Services<input type="radio"/> Housekeeping / Laundry<input type="radio"/> Recreation
---	--

2. Which category best describes your employee group?

(SELECT ONLY ONE RESPONSE)

<ul style="list-style-type: none"><input type="radio"/> Senior Management (CAO and Directors)<input type="radio"/> Manager / Supervisor (Extended Management Team)<input type="radio"/> Professional / Technical (Financial Analyst, Project Engineer, Planner, Nurse, etc.)<input type="radio"/> Front Line Staff (Operator, PSW, Food Services Worker, etc.)<input type="radio"/> Administrative / Program Support (Assistant, Clerk, Secretary, etc.)
--

3. What is your union affiliation?

<ul style="list-style-type: none"><input type="radio"/> CUPE Human Services<input type="radio"/> CUPE Public Health<input type="radio"/> CUPE Roads & Landfill<input type="radio"/> CUPE Wastewater<input type="radio"/> OPSEU EMS<input type="radio"/> ONA Public Health<input type="radio"/> Unifor (CAW)<input type="radio"/> Non-union

4. What is your work status?

<ul style="list-style-type: none"><input type="radio"/> Full-time<input type="radio"/> Part-time<input type="radio"/> Temporary / Contract<input type="radio"/> Casual



35. Comments

Please provide us your feedback on how we can improve in each of the following areas. Please be careful not to identify yourself in your comment.

1. Please provide any other general recommendations and/or comments.

a) About your department:

b) About the organization overall:

This anonymous code is used for Metrics@Work research purposes only and will NEVER BE REPORTED.

Anonymous Code

Please create a personal anonymous linking code. Completing this section is vital because it allows Metrics@Work to link responses from year to year, **without knowing the respondents**, and to measure changes in the workplace. Since you use one character for each question and you are the only one who knows the answers, your anonymity is protected.

First letter of your mother's legal first name:

(A) (B) (C) (D) (E) (F) (G) (H) (I) (J) (K) (L) (M) (N) (O) (P) (Q) (R) (S) (T) (U) (V) (W) (X) (Y) (Z)

First letter of your father's legal first name:

(A) (B) (C) (D) (E) (F) (G) (H) (I) (J) (K) (L) (M) (N) (O) (P) (Q) (R) (S) (T) (U) (V) (W) (X) (Y) (Z)

Number of letters in your legal first name: (enter 9 if greater than 9)

(1) (2) (3) (4) (5) (6) (7) (8) (9)

Last number of your year of birth:

(0) (1) (2) (3) (4) (5) (6) (7) (8) (9)

First letter of the town of your birth:

(A) (B) (C) (D) (E) (F) (G) (H) (I) (J) (K) (L) (M) (N) (O) (P) (Q) (R) (S) (T) (U) (V) (W) (X) (Y) (Z)

THANK YOU VERY MUCH FOR TAKING THE TIME TO COMPLETE THIS SURVEY!



Oxford County Survey Summary Report 2014



METRICS@WORK

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Introduction

This report is based on results from all the respondents in your organization. It is important to remember that it is not what you find in this report, but what you do with what you find that really matters; therein lies the key to successful Human Resource Management change.

General Considerations

Review the report carefully and identify strengths and opportunities for improvement. The results provide important information about what employees think and feel about their jobs, the environment and people that surround their jobs, and about the organization. It is important to discuss the findings with employees to understand what may be ‘driving’ those opinions and answers to the survey. These discussions will also help to confirm the results that are most important for the organization as-a-whole and for groups within such as Departments, Divisions and Work Units.

Survey and Report Terminology

Survey Outcomes:

Survey Outcomes represent broad measures that depict employees’ abilities to be present and productive at work. These measures provide scorecard type measures from which to gauge an organization’s, or sub-group’s, ability to be effective and productive. Survey Outcome scores are affected, and predicted, by work factors that are termed “Drivers of Engagement” throughout this report.

Drivers of Engagement:

The basic premise of the Metrics@Work model of employee engagement is that multiple levels of work factors, (e.g. those related to the job, work environment, or the organization as-a-whole), affect overall levels of employee engagement, which in turn affect organizational and work outcomes, such as employee health, job performance, and stress levels.

Driver Items:

In this report the word “item” or “driver item” refers to an individual statement that the respondent rated in the original survey. A “driver” refers to the average of a single item (when single items represent a driver) or a series of items measuring one driver (when multiple items represent a driver). Note: the rating systems referred to throughout this report represent the response scales used in the survey.

Custom Items and Constructs:

We report constructs that are not common to our database, original or specific to the organization, or simply don’t fit the model as Custom Items and Constructs. These measures may be based on single items or multiple items.

Percentages in this Report:

Percentages are based on the arithmetic mean of responses across a 7-point Likert response scale for all items in each specific Engagement Driver or Survey Outcome (see Appendix A for reference to the survey). The averages can range from 0% to 100%. An average rate of 0% would indicate that all respondents reported “Strongly Disagree” and an average rate of 100% would indicate that all respondents “Strongly Agree,” i.e., higher values represent higher overall levels of agreement. Therefore, the %’s represent the average **level** of engagement or satisfaction with each particular Engagement Driver or Survey Outcome and NOT the percentage of people who are engaged or satisfied.

Percent ranges associated with the response scale:

Range	Driver Rating System
0.0% - 8.2%	Strongly Disagree
8.3% - 24.9%	Disagree
25.0% - 41.6%	Somewhat Disagree
41.7% - 58.2%	Neither Agree nor Disagree
58.3% - 74.9%	Somewhat Agree
75.0% - 91.5%	Agree
91.6% - 100.0%	Strongly Agree

Difference from Rest Average (i.e., Diff. from Rest Avg.):

The Difference from Rest Average scores in your report represent an internal benchmark to the group that is the next level up from the group being reported (unless otherwise noted). This follows a parent-to-child relationship type of logic (e.g., every group is compared internally to the rest of its parent group – one level above). For statistical validity, a subgroup's own driver average is not included in the calculation used to determine the Rest Average of its parent group. Rather the Rest Average is a recalculated average for the “parent level group”, created by removing the child-group from the average. This creates a more valid internal benchmark that doesn't inflate or deflate the parent groups' average by the child groups' own scores, or erroneously include the child group in both the comparison group and the comparator.

Importance Averages and Percentages:

Importance items are scaled from 1 to 7, as well, but using the anchors “not important” to “critically important”. Percentages are created for those items in the same way as indicated above.

Colour Coding:

In most areas of the report, scores are displayed in green, red, or black, to indicate a positive, negative, or 'on par' relationship to Metrics@Work's database, or the benchmark group (e.g., Rest Avg.). Red numbers represent benchmark comparisons with a negative difference of more than -5%, which indicates an observably lower average than the benchmark. Black numbers represent differences within +/-5% of the benchmark comparison. Green numbers represent benchmark comparisons with a positive difference of more than +5%, which indicates an observably higher average than the benchmark.

NOTE: Colour Code Exceptions: Because one would expect larger differences in comparisons with Best Practices and because there are larger differences in comparisons with the Importance of each driver, we use a cut off of -20% for those comparison groups. Therefore, black numbers range from -20% to 5%. Any difference in a Best Practice or Importance gap larger than -20% is red.

How to Interpret the Results

Averages:

The average is a very common measure of central tendency and it represents the “balance point” of all the respondents' opinions. Its beauty is its simplicity and simple comparability from one construct to another or from one group to another. Survey Outcomes, Items, and Drivers of engagement are reported in rank order within this report, to allow for the easy identification of higher and lower scores. The Graph of Drivers allows for patterns to be identified within the ranking. The following offers some examples of normal patterns of results:

- Organizational drivers tend to be rated lower than work area drivers (e.g., organizational communication is typically rated lower than work area communication).
- Job and work area drivers tend to be in the top half of the Graph of Drivers.
- Co-worker cooperation is generally in the top 5 ranking, satisfaction with supervisor is typically among the top 8 ranked drivers and satisfaction with department management (e.g., Director) is generally ranked around the middle to lower half of the Graph of Drivers. Satisfaction with Senior Leadership is generally among the bottom 8 ranked

drivers.

- If co-worker cooperation and satisfaction with direct supervisor are both high in the rankings, and with similar averages, and satisfaction with department and senior management are ranked low, and scored similarly, it is likely that there is a “them vs. us” mentality within that groups’ results.
- Employee Involvement, Workload, Recognition and Satisfaction with Leadership, Opportunities for Advancement and Performance Management are almost always ranked near the bottom of the Graph of Averages.

Changes in any of the common patterns noted above can be the sign of a problem and should be looked at as possible opportunities for improvement. Averages can also be used to identify variability among groups. For example, the group comparisons section of this report presents ranked averages for groups on an individual basis, as well as illustrating among groups averages for each individual driver (e.g., Personal Recognition).

Quick Tips for Highlighting Your Organization’s Strengths:

Create a list of your potential strengths. To establish strengths on an absolute basis refer to the Graph of Driver Averages in the Overall Driver Analyses Section of this report. At the top of the Graph of Drivers are your strengths. Include any drivers that are 75.0% or higher (i.e., on average, falling in the Agree and Strongly Agree range), or Select the top 3 ranked Drivers.

Quick Tips for Highlighting your Organization’s Opportunities for Improvement:

Create a list of your potential opportunities for improvement. To establish opportunities for improvements on an absolute level refer to the Graph of Driver Averages in the Overall Driver Analyses Section of this report. At the bottom of the graph of Drivers are your ‘potential’ opportunities for improvements. Include any drivers that are below 41.7% (i.e., on average, falling in the Disagree Range of the response scale), or Select the bottom 3 ranked Drivers.

Favourable / Unfavourable:

The favourable/unfavourable graph follows the Graph of Drivers and presents the drivers in the same rank order but illustrates the top and bottom box results (i.e., the % of responses in the two most positive and two most negative response categories). This graph can provide an alternative to interpreting averages, by illustrating the strong positive and strong negative responses underlying the average score.

Frequency Distributions:

We provide, as our measure of variability, the frequency distributions for each construct (in the Overall Analyses section “Table of Frequencies”). Some of the readers may ask, “why is the standard deviation not provided?” There are multiple reasons, but quickly stated, typical work engagement survey distributions are not normally distributed (instead they are usually quite highly skewed), standard deviations are not in the original units of measurement, and many people are not sufficiently trained to read and understand standard deviations. Frankly, they are not useful to the majority of readers. In contrast, even the most arithmetic phobic person can read a frequency distribution. When reading your frequency distributions, particularly look for the following:

1. **High %’s of respondents in the positive end (right end of our tables)**, i.e., high %’s of agreement and satisfaction. These distributions are an indicator of widespread good practices.
2. **Low %’s of respondents in the negative end (left end of our tables)**, i.e., low %’s of disagreement and dissatisfaction. These distributions usually occur with the bulge in the positive end and are an indicator of very few poor practices.
3. **Higher %’s of respondents in the negative end** i.e., higher %’s of disagreement and dissatisfaction. These distributions are a sign of a number of “dissatisfied people” who are likely upset about a few factors associated with that driver and / or poorer practices. This type of result is an indicator of a need for review and possible intervention, particularly if the results are due to groups of people such as in certain work units or departments.
4. **Very high %’s of respondents in the negative end** i.e., quite high %’s of people who are Strongly Disagreeing or Disagreeing. Fortunately these distributions are rare and usually only occur with average scores in the 30%’s and below. These low levels of scores usually occur for sub-groups and they are a clear sign of extreme dissatisfaction and arguably they should receive “Immediate Attention.”
5. **Bi-modal Splits** are where there are high %’s of respondents to the right and to the left with lower proportions in between. Rarely are these seen as clearly as shown in text books, normally the left side has a smaller % of respondents than the right. They are less often seen in large groups but are much more likely to show in small groups. They are clear “sign” of them and us issues, i.e., the group has split with strong proportions having diametrically opposite opinions. Any intervention or follow-up has to be sensitive to the two opposing opinions expressed by the distribution of scores.

Importance and Gap:

Employee surveys often include questions asking employees to rate their perceived importance of each of the driver areas to their quality of work-life. If your survey included this section there will be two additional pages of graphs following the Graph of Drivers in the Overall Analyses section. A double bar graph illustrates your employees' importance ratings alongside their engagement ratings, ranked from the most important to least important rated driver. This is a quick and easy way to identify the top 5 or 10 most important engagement driver areas for your employees. Following that page will be a 'Gap Graph' depicting the positive or negative difference between importance and engagement for each driver area. Gap scores between importance and engagement tend to be negative, except in cases where employees are highly satisfied with particular driver areas, or in reporting based on small group sizes. As a rule of thumb Metrics@Work identifies gap scores greater than -20% as potential opportunities for improvement. However, differences of greater than 40% can occur when there is strong dissatisfaction in an area that is integral to one's quality of work-life.

Internal Benchmarking (i.e., Diff. From Rest Avg.):

A very important form of interpretation is by relative difference, of which one form of relative difference is compared with another group that is similar to your own. The Group Comparison section of this report not only depicts the drivers in rank order for easy identification of top and bottom absolute scores but each driver is compared to the average for that driver for the rest of a groups' parent group (i.e., superordinate group), unless otherwise indicated. Observable differences are coloured green (more than +5%) or red (less than -5%) for easy identification of possible strengths and opportunities for improvement. Note: the Group Summary Table provides a quick and easy way to see the differences among groups by comparing the Grand Average (i.e., the average of all drivers), for each group in the form of a difference score. Differences in the positive and negative illustrate higher and lower levels of overall engagement for each group.

External Benchmarking:

External benchmarking (if applicable in your report), is very useful way to interpret whether your driver averages are higher or lower compared to a normative benchmark. Other possible external comparisons can be provided (if applicable), on a sector or geographical basis, among others. Again, observable differences are coloured green (more than +5%) or red (less than -5%) for easy identification of possible strengths and opportunities for improvement. The External Benchmarking section of this report (provided if applicable) also provides a comparison with the highest scoring company in the database comparison (e.g., a type of 'Best Practice' comparison).

Response Profile

	Count	Total	%
Oxford County	562	829	67.8%
By Division	Count	Total	%
Corporate Services	79	116	68.1%
Public Health & Emergency Services	124	189	65.6%
Public Works	101	133	75.9%
Woodingford Lodge	159	296	53.7%
CAO / Clerk's Office, including Tourism, Strategic Communication & Engagement	10	11	90.9%
Community & Strategic Planning	14	14	100.0%
Human Resources	7	7	100.0%
Human Services	39	54	72.2%
No Division Selected	29	N/A	N/A
By Department	Count		
IS, Finance, POA, Customer Service, Archives	36		
Library	43		
Public Health	79		
Emergency Services	45		
Administration (Public Works)	3		
Wastewater	18		
Water	25		
Facilities	7		
Roads	29		
Landfill / Waste Management / Woodlands Conservation	11		
Construction	8		
Administration (Woodingford Lodge)	16		
Nursing	103		
Food Services	15		
Housekeeping / Laundry	15		
Recreation	10		
No Department Selected	29		

By Job Category	Count
Senior Management (CAO and Directors)	9
Manager / Supervisor (Extended Management Team)	60
Professional / Technical (Financial Analyst, Project Engineer, Planner, Nurse, etc.)	158
Front Line Staff (Operator, PSW, Food Services Worker, etc.)	241
Administrative / Program Support (Assistant, Clerk, Secretary, etc.)	58
No Job Category Selected	36
By Union Affiliation	Count
CUPE Human Services	32
CUPE Public Health	32
CUPE Roads & Landfill	32
CUPE Wastewater	13
OPSEU EMS	35
ONA Public Health	37
Unifor (CAW)	126
Non-union	228
No Union Affiliation Selected	27
By Work Status	Count
Full-time	377
Part-time	128
Temporary / Contract	30
Casual	7
No Work Status Selected	20

Executive Summary

The Oxford County Employee Engagement Survey was conducted from January 13th to January 31st, 2014. The following provides a corporate overview of the feedback received, with more detailed information provided in other sections of this report.

Response Rate

The response rate for Oxford County is 67.8% (i.e., 562 / 829).

Engagement Driver Grand Average

The Oxford County Grand Driver Average is 63.7%, which is the result of averaging all engagement driver averages together and is a single score that is predictive of higher or lower survey outcomes respectively.

Key Organizational Strengths

Potential Areas of Strength

Average scores 75% or above indicate that the average response to the questions in the drivers of engagement highlighted below was within the agree or strongly agree range. We consider this a strong positive finding. The following drivers of engagement represent averages 75% or above:

- Job: Enhancement
- Work Area: Co-worker Cooperation
- Job: Clarity

Highest Scoring Areas Compared to the Metrics@Work Database:

Using the Metrics@Work database we are able to compare your results to those from up to 220 other Canadian organizations. In our experience we have found that differences of more than 5.0% between an organization's score for a driver of engagement area and the database average for that driver of engagement to be observably significant (though please note that this is not necessarily a form of statistical significance). The following drivers of engagement are those that have scored observably higher than the database average:

- Org: Performance Evaluation
- Org: Pay Satisfaction

Key Opportunities for Improvement

Key opportunities for improvement can be derived from Oxford County drivers of engagement that reflect scores in the lower range of your results. This executive summary illustrates some highlights of the survey results, however, the report should be read in more detail, with particular attention to the Group Comparison section of this report for group specific opportunities for improvement.

Potential Areas of Weakness

Average scores of 41.6% or lower indicate that the average response to all the questions in each driver of engagement were within the somewhat disagree to strongly disagree range. Drivers of engagement that score within this range indicate potential opportunities for improvement. The following areas represent averages 41.6% or lower:

- No drivers of engagement had an average of 41.6% or lower.

Largest Gaps between Importance and Satisfaction Ratings:

The difference between perceived importance rating and level of agreement in response to the questions in the drivers of engagement is another way to identify potential opportunities for improvement. Often the differences are almost all negative, meaning the rating of importance is almost always higher than the level of agreement, or satisfaction. We consider differences

greater than -20% as potential opportunities for improvement. The following drivers of engagement resulted in gap scores of greater than -20%:

- Job: Workload
- Work Area: Employee Involvement In Your Dept.
- Work Area: Performance Management
- Job: Impact of Job on Personal Life
- Org: Sat. with Senior Management Team (SMT)
- Org: Opportunities for Advancement
- Work Area: Recognition

Lowest Rated Areas Compared to the Metrics@Work Database:

Comparing your organization's drivers of engagement to the Metrics@Work database also allows us to highlight areas where improvements can be made. In our experience we have found that differences of more than -5.0% between an organization's score for an Engagement Driver area and the database average for that Engagement Driver to be observably significant (though please note that this is not necessarily a form of statistical significance). The following drivers of engagement are those that have scored observably lower than the database average:

- Work Area: Support for Innovative Thinking

Summary of Group Level Results:

The following illustrates results for the various groups within Oxford County based on a comparison of each group's Engagement Driver Grand Average (i.e., the average score from all drivers of engagement) compared to the rest of Oxford County (the Grand Average of the remaining groups). The following offers a quick illustration of the relative difference in Grand Averages within Oxford County:

Divisions:

- Corporate Services +9.6%
- Public Health & Emergency Services -0.5%
- Public Works 0.0%
- Woodingford Lodge -8.0%
- CAO / Clerk's Office, including Tourism, Strategic Communication & Engagement +12.2%
- Community & Strategic Planning +14.6%
- Human Resources +8.7%
- Human Services -2.6%
- No Division Selected +1.3%

Departments:

- IS, Finance, POA, Customer Service, Archives +8.1%
- Library +9.7%
- Public Health +1.6%
- Emergency Services -3.6%
- Administration (Public Works) +7.0%
- Wastewater -0.8%
- Water -4.0%
- Facilities +7.2%
- Roads +2.1%
- Landfill / Waste Management / Woodlands Conservation -3.0%
- Construction +1.2%
- Administration (Woodingford Lodge) +2.8%
- Nursing -8.4%
- Food Services -16.9%
- Housekeeping / Laundry -1.3%
- Recreation +1.6%
- No Department Selected +1.3%

Job Categories:

- Senior Management (CAO and Directors) +11.6%
- Manager / Supervisor (Extended Management Team) +9.2%
- Professional / Technical (Financial Analyst, Project Engineer, Planner, Nurse, etc.) +3.0%
- Front Line Staff (Operator, PSW, Food Services Worker, etc.) -10.2%
- Administrative / Program Support (Assistant, Clerk, Secretary, etc.) +7.7%
- No Job Category Selected +1.6%

Union Affiliations:

- CUPE Human Services -6.6%
- CUPE Public Health +4.6%
- CUPE Roads & Landfill -1.4%
- CUPE Wastewater -5.6%
- OPSEU EMS -5.0%
- ONA Public Health -4.9%
- Unifor (CAW) -10.9%
- Non-union +11.3%
- No Union Affiliation Selected +2.4%

Work Status:

- Full-time -2.7%
- Part-time +0.2%
- Temporary / Contract +8.6%
- Casual +1.9%
- No Work Status Selected -2.5%

Overall Driver Analyses

Section Overview

Drivers could be called “predictors” of engagement and are considered to be “causes” of lower or higher engagement. At Metrics@Work, we categorize drivers into 3 levels that capture their greatest influence:

1. Job-Related
2. Work Area
3. Organizational

Note: A Driver at one level can have an influence at other levels, so the designations are not exact or precise. In particular, Job-Related and Work Area drivers overlap the most. In large organizations, plausibly other levels emerge that would be most commonly characterized, e.g., as Department, Division, Region, or Site.

Job Related Drivers

Job Related drivers tend to be more related and predictive of Work Engagement and impact elements of a job such as how interesting and absorbing a job might be to a worker. Job Related drivers of engagement contain elements that are intrinsic aspects of a persons’ job (e.g., associated with a bus driver, nurse, or anything that would typically be considered “the nature of the job”) and so some elements are not easily amenable to change. However, Job Related drivers of engagement can be affected by the worker and front-line supervisor / manager by influencing elements such as complexity, or giving as much control and flexibility to the worker as possible. Further, it is possible for teams to positively affect Job Related drivers through better support for each other in a defined work area. Job Related drivers can be considered as potential action items for both local work teams, and can be affected at the organizational level by Organizational Development initiatives.

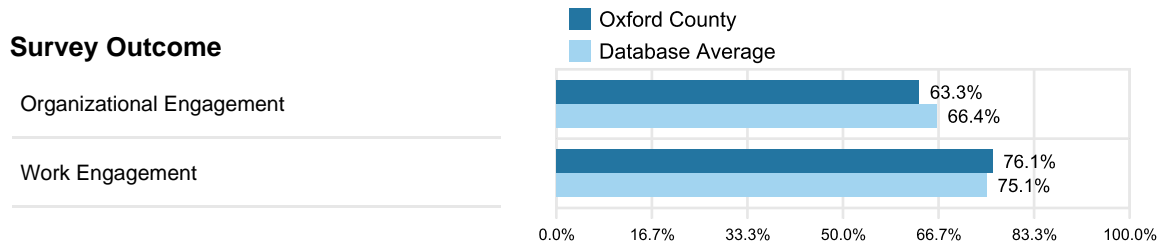
Work Area Drivers

Work Area drivers tend to be more highly related and predictive of Work Engagement than Organizational Engagement, but because some Work Area Drivers are influenced by organizational decisions and structures they can be characterized as “Mixed Drivers.” These drivers are more amenable to change by workers and Supervisors / Managers as they are mostly within the sphere of control of front-line Supervisors / Managers and their staffs. Therefore, these drivers usually make better action items for local work environment teams, or leaders, than at the organizational level.

Organizational Drivers

Organizational Drivers tend to be most highly related and predictive of Organizational Engagement. Organizational Drivers of Engagement also tend to be more within the sphere of control of organizational decision making (e.g., Senior Management or Organizational Development / HR) authorities and, therefore, can be action items for the organization as-a-whole, rather than front line Supervisors / Managers. However, this should not prevent teams from taking action in their immediate work environments to improve organizational drivers, if such areas are identified as needing improvements.

Survey Outcomes



Explanation of Survey Outcomes

Organizational Engagement (Based on Items in Fig. 1.1)

Organizational Engagement represents employees' perceived relationships with their organization, which is primarily reflected in the form of emotional commitment to the organization, a willingness to remain (or lack of interest in leaving) and a sense of belonging to the organization. Organizational Engagement is often predicted by factors such as leadership, integrity and respect, perceived alignment between senior leadership decision-making and positive impacts on one's day-to-day work, trust in one's supervisor, being appropriately compensated (both in terms of pay and benefits), and being part of an organization that supports quality service and ongoing improvement.

Work Engagement (Based on Items in Fig. 2.1)

Work Engagement represents employees' perceived relationship to their job. It is based on an academically validated measure created by Wilmar Schaufeli, professor in organizational psychology at Utrecht University in the Netherlands. Work Engagement consists of 3 sub-components (i.e., energy / passion for job, dedication, and immersion in job). Work Engagement is often predicted by factors such as feeling supported by co-workers, having adequate job control, good cooperation with staff in other work units, and having a trusting and respectful relationship with one's supervisor.

1. Work Engagement

Fig. 1.1 Item Statement

1d	Overall, I feel engaged in my work (N=558)
1b	My current work gives me a sense of accomplishment (N=561)
1c	I get immersed in my work (N=559)
1a	My job inspires me (N=560)

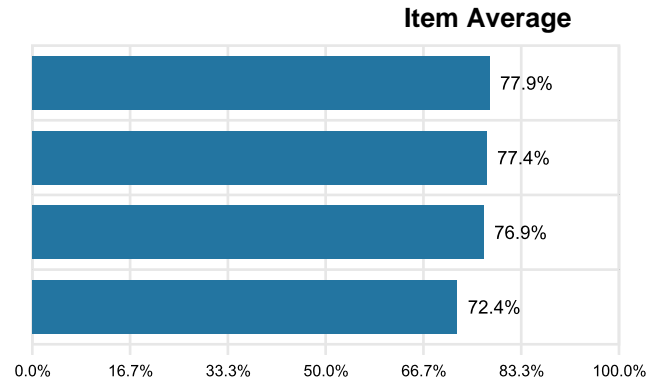
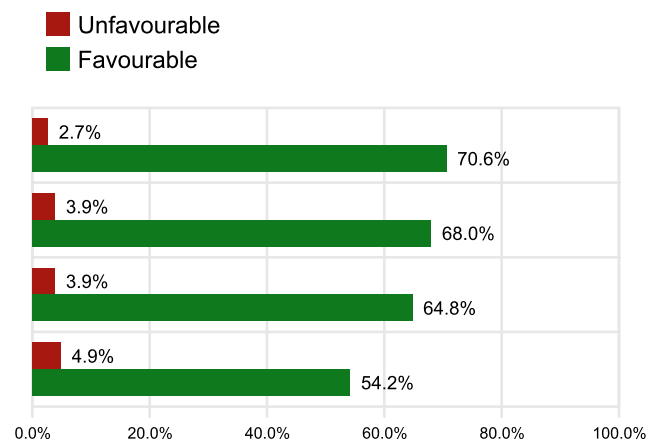


Fig. 1.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
1d	0.9%	1.8%	3.0%	7.7%	15.9%	51.1%	19.5%
1b	1.6%	2.3%	2.9%	4.5%	20.9%	48.0%	20.0%
1c	0.9%	3.0%	2.3%	8.6%	20.4%	42.4%	22.4%
1a	1.3%	3.6%	3.8%	11.8%	25.5%	38.8%	15.4%

Fig. 1.3 Item Comparison Zones



2. Organizational Engagement

Fig. 2.1 Item Statement

16f	Knowing what I know now about Oxford County, I would apply to work here again (N=552)
16e	I intend to remain at Oxford County, as an employer (N=549)
16h	Overall, I am satisfied with Oxford County as an employer (N=552)
16a	I feel a strong sense of belonging to Oxford County, as an employer (N=551)
16c	I would not leave Oxford County if an equivalent job opportunity became available elsewhere (N=553)
16b	I feel I am personally involved at Oxford County, as an employer (N=551)
16d	I rarely think of applying to other organizations for a job (N=551)
16g	Oxford County cares about its employees (N=552)

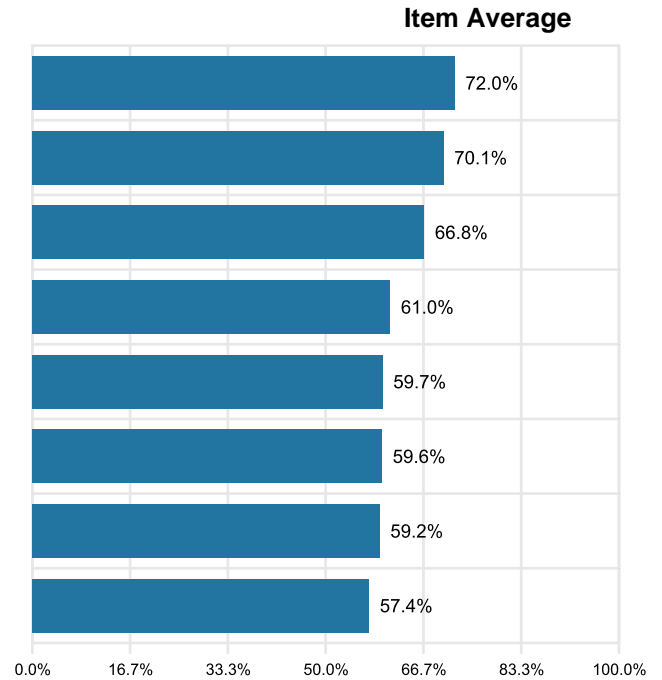
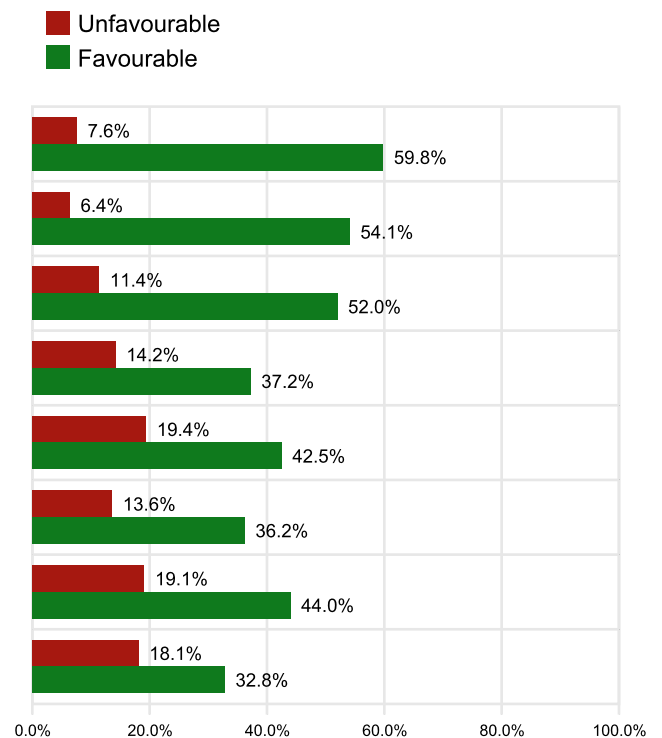


Fig. 2.2 Item Percentage Distribution

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
16f	4.3%	3.3%	3.4%	13.2%	15.9%	40.2%	19.6%
16e	3.5%	2.9%	4.4%	21.3%	13.8%	34.8%	19.3%
16h	6.0%	5.4%	5.6%	11.8%	19.2%	39.9%	12.1%
16a	7.1%	7.1%	6.5%	17.6%	24.5%	28.1%	9.1%
16c	8.7%	10.7%	8.0%	17.2%	13.0%	27.1%	15.4%
16b	5.8%	7.8%	8.5%	21.1%	20.7%	29.8%	6.4%
16d	8.2%	10.9%	13.4%	13.4%	10.2%	26.9%	17.1%
16g	9.6%	8.5%	8.5%	15.6%	25.0%	24.5%	8.3%

Fig. 2.3 Item Comparison Zones



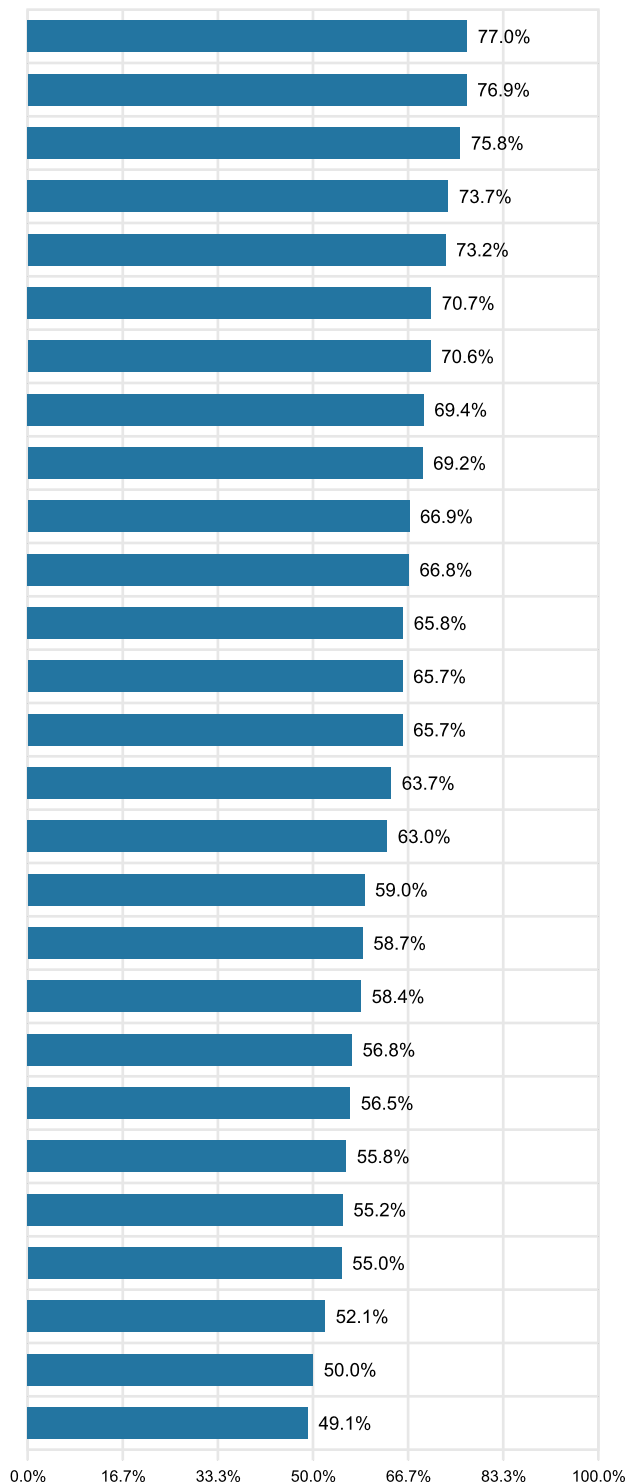
Graph of Driver Averages

The following graph illustrates the averages, in percent, for each driver in order from highest to lowest. The Oxford County Grand Driver Average is 63.7%, which is the result of averaging all engagement driver averages together and is a single score that is predictive of higher or lower survey outcomes, respectively.

Ranked Drivers

1	Job: Enhancement
2	Work Area: Co-worker Cooperation
3	Job: Clarity
4	Org: Internal Service Delivery
5	Org: Customer Service to the Community
6	Work Area: Sat. with Direct Supervisor
7	Org: Benefits Satisfaction
8	Job: Sat. with Physical Work Environment
9	Org: Pay Satisfaction
10	Org: Training & Development Opportunities
11	Job: Control
12	Work Area: Communication in Your Dept.
13	Job: Resources and Supplies
14	Org: Employment Relationships
15	Org: Performance Evaluation
16	Org: Total Compensation Package
17	Job: Workload
18	Work Area: Support for Innovative Thinking
19	Org: Sat. with Department Director
20	Org: Communication
21	Org: Continuous Improvement
22	Work Area: Employee Involvement In Your Dept.
23	Work Area: Performance Management
24	Job: Impact of Job on Personal Life
25	Org: Sat. with Senior Management Team (SMT)
26	Org: Opportunities for Advancement
27	Work Area: Recognition

Driver Averages



Graph of Frequencies

The following graph illustrates the percentages of combined response categories for each driver. The red bars represent the combination of the two least positive (unfavourable) responses (e.g. “Strongly Disagree” and “Disagree”), while the green bars represent the combination of the two most positive (favourable) responses (e.g. “Strongly Agree” and “Agree”).

Ranked Drivers

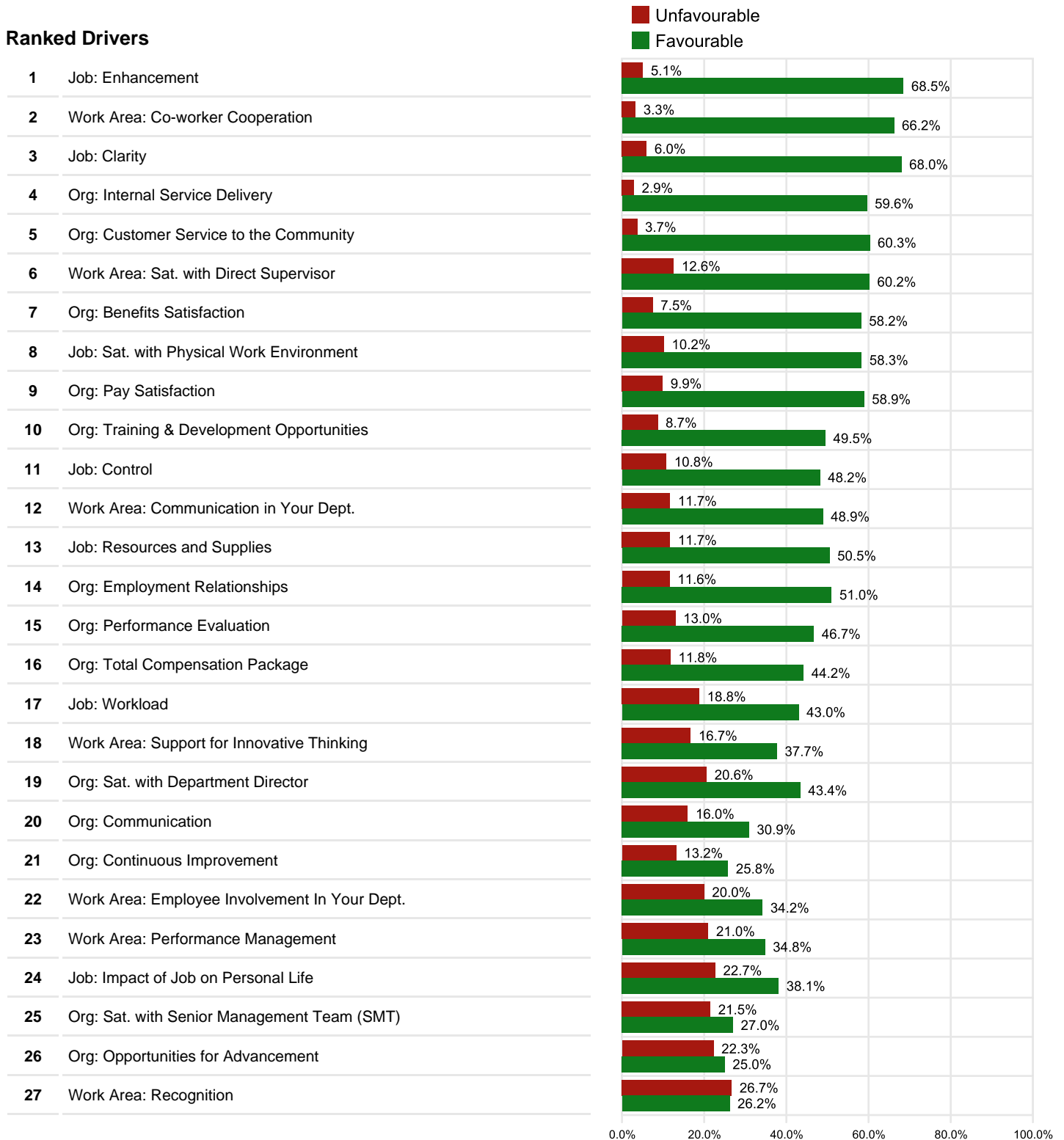


Table of Frequencies

The following table illustrates the percentages of all response categories for each driver. The red-coloured columns represent the two most negative (unfavourable) categories. The green-coloured columns represent the two most positive (favourable) categories.

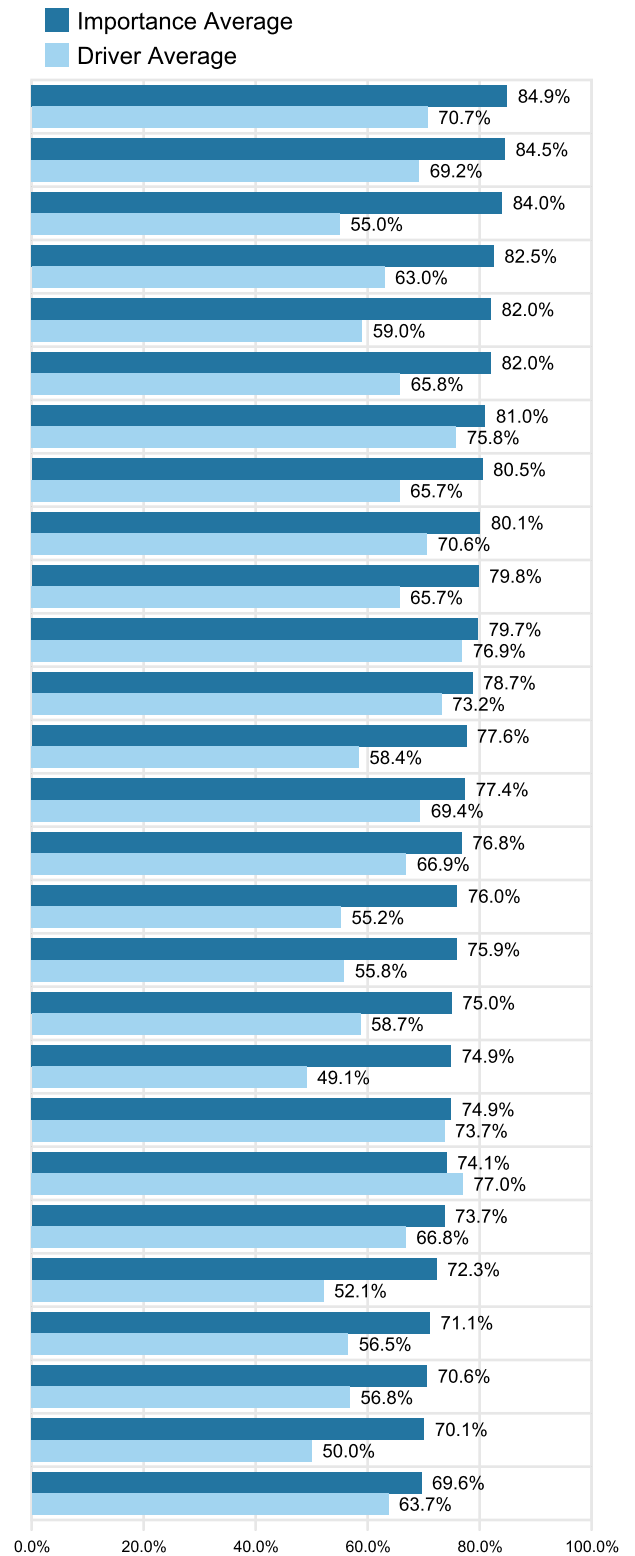
Ranked Drivers		Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
1	Job: Enhancement	2.1%	3.0%	4.5%	5.2%	16.7%	43.2%	25.3%
2	Work Area: Co-worker Cooperation	1.5%	1.8%	4.8%	5.6%	20.3%	44.9%	21.3%
3	Job: Clarity	2.8%	3.2%	4.4%	5.3%	16.4%	46.8%	21.2%
4	Org: Internal Service Delivery	1.2%	1.7%	4.7%	9.4%	23.5%	49.0%	10.6%
5	Org: Customer Service to the Community	1.4%	2.3%	3.2%	14.8%	18.0%	47.1%	13.2%
6	Work Area: Sat. with Direct Supervisor	6.5%	6.1%	6.5%	6.6%	14.1%	32.1%	28.1%
7	Org: Benefits Satisfaction	2.9%	4.6%	8.2%	9.0%	17.4%	42.0%	16.2%
8	Job: Sat. with Physical Work Environment	4.5%	5.7%	7.1%	9.1%	15.3%	41.9%	16.4%
9	Org: Pay Satisfaction	3.3%	6.6%	7.3%	7.4%	16.3%	46.7%	12.2%
10	Org: Training & Development Opportunities	3.4%	5.3%	8.8%	10.7%	22.2%	40.2%	9.3%
11	Job: Control	4.4%	6.4%	8.0%	8.9%	24.2%	34.3%	13.9%
12	Work Area: Communication in Your Dept.	3.7%	8.0%	8.7%	8.3%	22.4%	38.9%	10.0%
13	Job: Resources and Supplies	4.3%	7.4%	9.9%	8.1%	19.7%	39.2%	11.3%
14	Org: Employment Relationships	5.8%	5.8%	6.9%	12.7%	17.7%	40.3%	10.7%
15	Org: Performance Evaluation	6.2%	6.8%	8.7%	13.0%	18.7%	35.9%	10.8%
16	Org: Total Compensation Package	5.4%	6.4%	9.0%	16.4%	18.8%	35.6%	8.6%
17	Job: Workload	8.6%	10.2%	12.2%	7.1%	18.9%	35.1%	7.9%
18	Work Area: Support for Innovative Thinking	7.9%	8.8%	9.6%	16.3%	19.8%	29.9%	7.8%
19	Org: Sat. with Department Director	12.3%	8.3%	10.3%	12.1%	13.6%	29.1%	14.3%
20	Org: Communication	5.6%	10.4%	14.0%	13.3%	25.9%	26.3%	4.6%
21	Org: Continuous Improvement	4.9%	8.3%	11.3%	23.4%	26.3%	21.9%	3.9%
22	Work Area: Employee Involvement In Your Dept.	8.8%	11.2%	12.3%	12.4%	21.2%	28.0%	6.2%
23	Work Area: Performance Management	8.6%	12.4%	12.9%	15.3%	16.0%	25.6%	9.2%
24	Job: Impact of Job on Personal Life	11.1%	11.6%	14.4%	9.8%	15.1%	28.6%	9.5%
25	Org: Sat. with Senior Management Team (SMT)	9.9%	11.6%	12.8%	21.7%	17.0%	19.6%	7.4%
26	Org: Opportunities for Advancement	11.2%	11.1%	11.4%	26.7%	14.7%	22.3%	2.7%
27	Work Area: Recognition	13.5%	13.2%	12.0%	18.8%	16.3%	21.5%	4.7%

Graph of Importance

The following graph illustrates the Quality of Worklife Importance rating for each driver (in dark blue) and the achieved driver average for your group (in light blue). The graph is ordered from highest importance average to lowest. We refer the reader to the Importance Gap Graph for some notes on the difference between importance score and your group's score (i.e., the "gap").

Drivers Ranked by Importance

1	Work Area: Sat. with Direct Supervisor
2	Org: Pay Satisfaction
3	Job: Impact of Job on Personal Life
4	Org: Total Compensation Package
5	Job: Workload
6	Work Area: Communication in Your Dept.
7	Job: Clarity
8	Org: Employment Relationships
9	Org: Benefits Satisfaction
10	Job: Resources and Supplies
11	Work Area: Co-worker Cooperation
12	Org: Customer Service to the Community
13	Org: Sat. with Department Director
14	Job: Sat. with Physical Work Environment
15	Org: Training & Development Opportunities
16	Work Area: Performance Management
17	Work Area: Employee Involvement In Your Dept.
18	Work Area: Support for Innovative Thinking
19	Work Area: Recognition
20	Org: Internal Service Delivery
21	Job: Enhancement
22	Job: Control
23	Org: Sat. with Senior Management Team (SMT)
24	Org: Continuous Improvement
25	Org: Communication
26	Org: Opportunities for Advancement
27	Org: Performance Evaluation



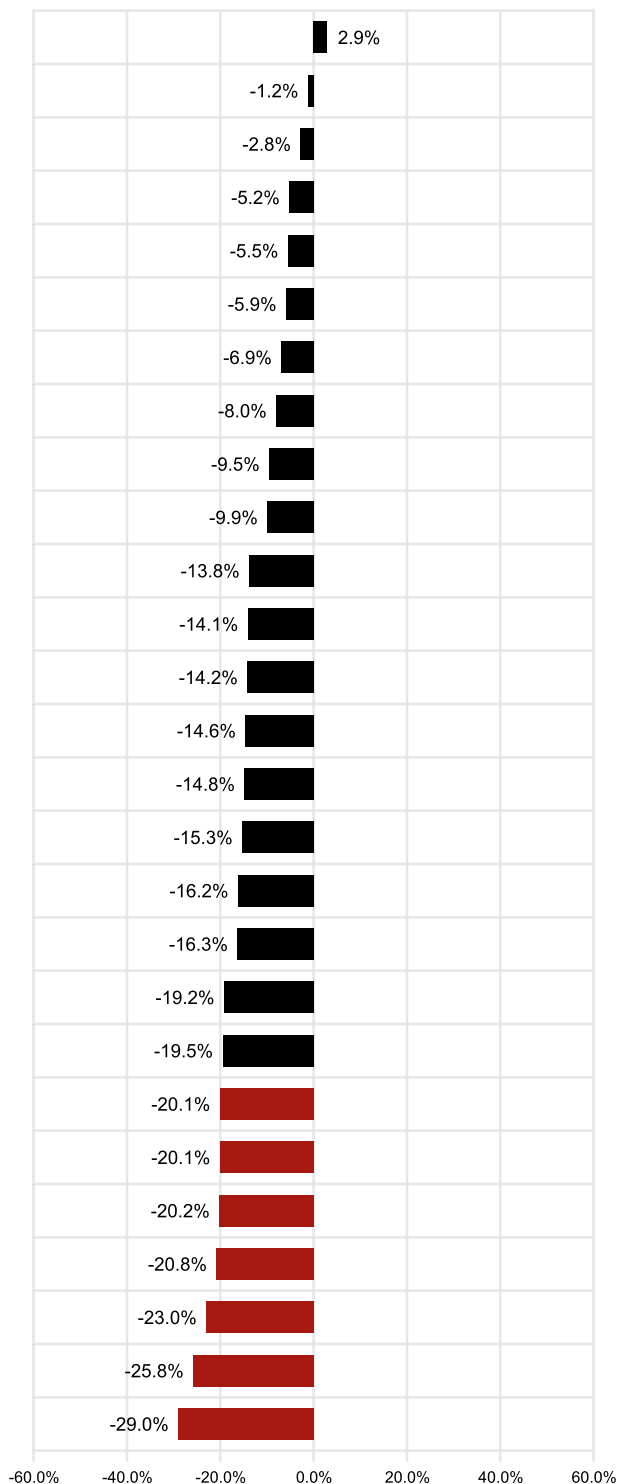
Importance Gap Graph

The following graph illustrates the gap between the driver averages and the perceived importance average for those drivers. The graph is ordered from largest positive gap to largest negative gap. Refer to “Colour Coding” in the Introduction for colour explanations.

Drivers Ranked by Gap

1	Job: Enhancement
2	Org: Internal Service Delivery
3	Work Area: Co-worker Cooperation
4	Job: Clarity
5	Org: Customer Service to the Community
6	Org: Performance Evaluation
7	Job: Control
8	Job: Sat. with Physical Work Environment
9	Org: Benefits Satisfaction
10	Org: Training & Development Opportunities
11	Org: Communication
12	Job: Resources and Supplies
13	Work Area: Sat. with Direct Supervisor
14	Org: Continuous Improvement
15	Org: Employment Relationships
16	Org: Pay Satisfaction
17	Work Area: Communication in Your Dept.
18	Work Area: Support for Innovative Thinking
19	Org: Sat. with Department Director
20	Org: Total Compensation Package
21	Work Area: Employee Involvement In Your Dept.
22	Org: Opportunities for Advancement
23	Org: Sat. with Senior Management Team (SMT)
24	Work Area: Performance Management
25	Job: Workload
26	Work Area: Recognition
27	Job: Impact of Job on Personal Life

Gap between Driver Average and Importance Average



External Benchmarking Analyses

Section Overview

The full Metrics@Work database consists of approximately 220 organizations from Public and Private Sectors (e.g., Manufacturing, Health Care, Government, Municipalities, Education, and Financial Institutions), ranging in size from under 100 employees to more than 7000 employees. The benchmarking provided in this report is based on a subset of the full Metrics@Work database and is described in detail under the headings below (e.g., Database Average).

Colour coding is used throughout the benchmarking section. Green indicates that your difference score is more than 5% higher than the benchmark comparison being used. Black indicates that your difference score is within a +/-5% boundary of the benchmark. Finally, red indicates that your difference score is more than 5% lower than the benchmark comparison.

Database Average

The Database Average represents an external comparison between the drivers from your survey and those within the Metrics@Work database. This comparison can help you to understand and interpret your organization's results by providing a reference to the average level of performance in all the organizations within the Metrics@Work database. This comparison is drawn from approximately 170 organizations and 100,000 survey respondents. Only organizations with 100 or more employees are included in this comparison.

Database Highest Score

The Database Highest Score comparison reflects the difference between your organization's driver averages and the highest equivalent driver averages achieved in the Metrics@Work database. This provides a reference between your organization and the top-performing organizations within the Metrics@Work database. This comparison is drawn from approximately 170 organizations and 100,000 survey respondents. Only organizations with 100 or more employees are included in this comparison.

Comparable Municipalities Average

The Comparable Municipalities Average compares your organization's driver averages against the driver averages of all the similar sized (between 500 and 1500 employees) municipalities in the Metrics@Work database. This comparison is drawn from up to 13 survey projects and nearly 8,000 survey respondents.

Comparable Municipality Highest Score

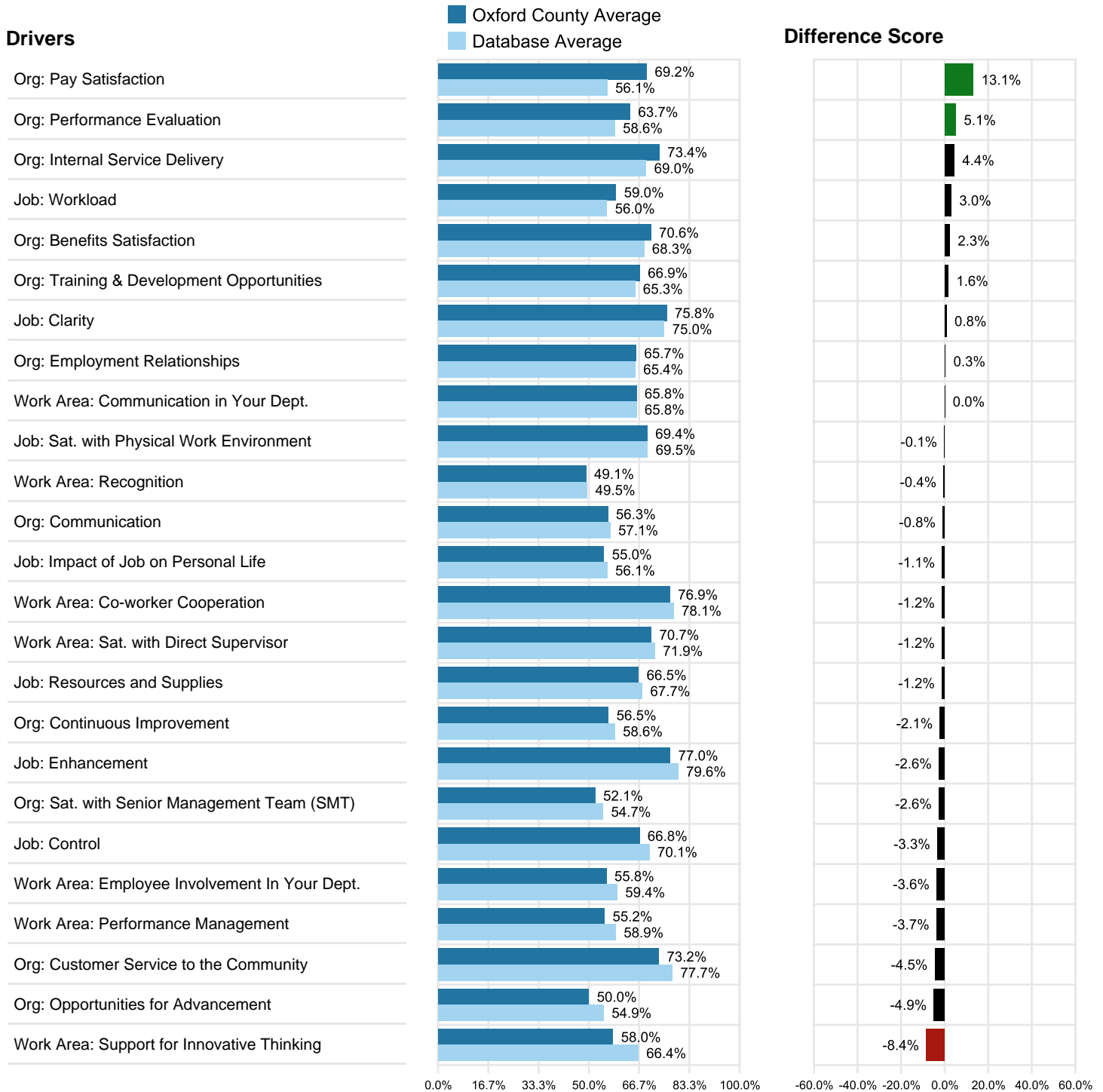
The Comparable Municipality Highest Score compares each of your organization's driver averages to the similar sized (between 500 and 1500 employees) municipality in the database that has achieved the highest average for that driver. This comparison is drawn from up to 13 survey projects and nearly 8,000 survey respondents.

Notes:

1. Please note that the "Org: Sat. with Department Director" and "Org: Total Compensation Package" drivers do not have enough respondents in the Metrics@Work database to produce valid benchmarks and so have been removed from all the graphs in this section.
2. As well, the following drivers do not have enough respondents in the comparable municipal sector database to produce valid benchmarks and so have been removed from those graphs in this section: "Job: Enhancement" and "Org: Internal Service Delivery".
3. The following drivers were recalculated using only the items available in the Metrics@Work database and as a result may not match the results presented in other sections of this report: "Job: Resources and Supplies", "Org: Communication", "Org: Internal Service Delivery" & "Work Area: Support for Innovative Thinking".

Database Average

The Database Average represents an external comparison between the drivers from your survey and those within the Metrics@Work database. This comparison can help you to understand and interpret your organization's results by providing a reference to the average level of performance in all the organizations within the Metrics@Work database. This comparison is drawn from approximately 170 organizations and 100,000 survey respondents. Only organizations with 100 or more employees are included in this comparison.

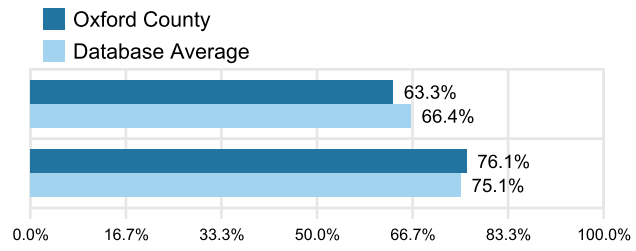


Note: Those drivers without valid benchmarks have been removed from the preceding graph (see Section Overview notes).

Survey Outcome

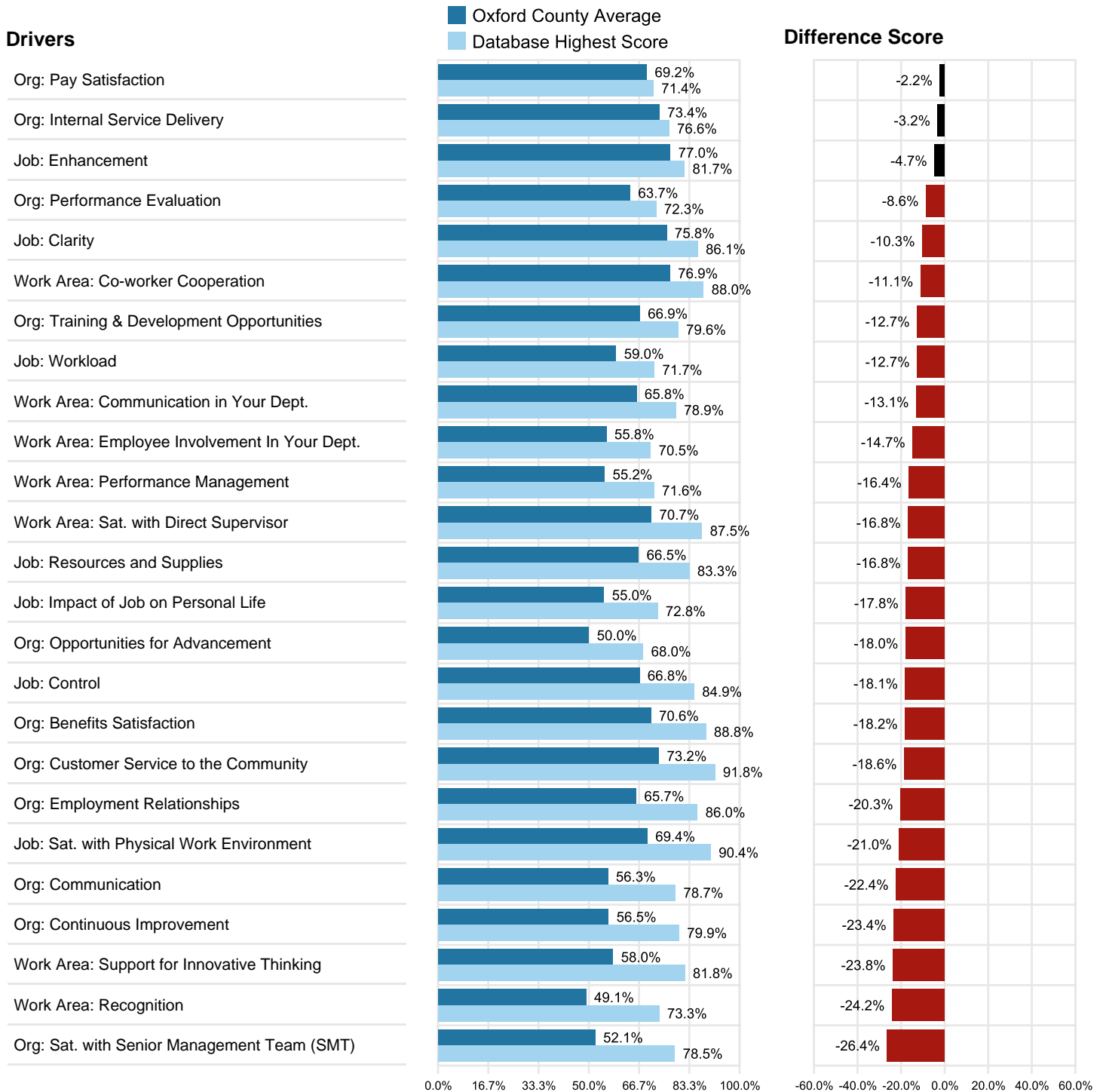
Organizational Engagement

Work Engagement



Database Highest Score

The Database Highest Score comparison reflects the difference between your organization's driver averages and the highest equivalent driver averages achieved in the Metrics@Work database. This provides a reference between your organization and the top-performing organizations within the Metrics@Work database. This comparison is drawn from approximately 170 organizations and 100,000 survey respondents. Only organizations with 100 or more employees are included in this comparison.

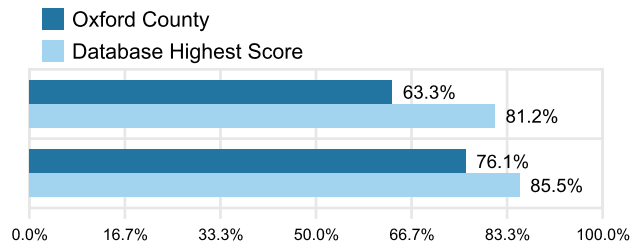


Note: Those drivers without valid benchmarks have been removed from the preceding graph (see Section Overview notes).

Survey Outcome

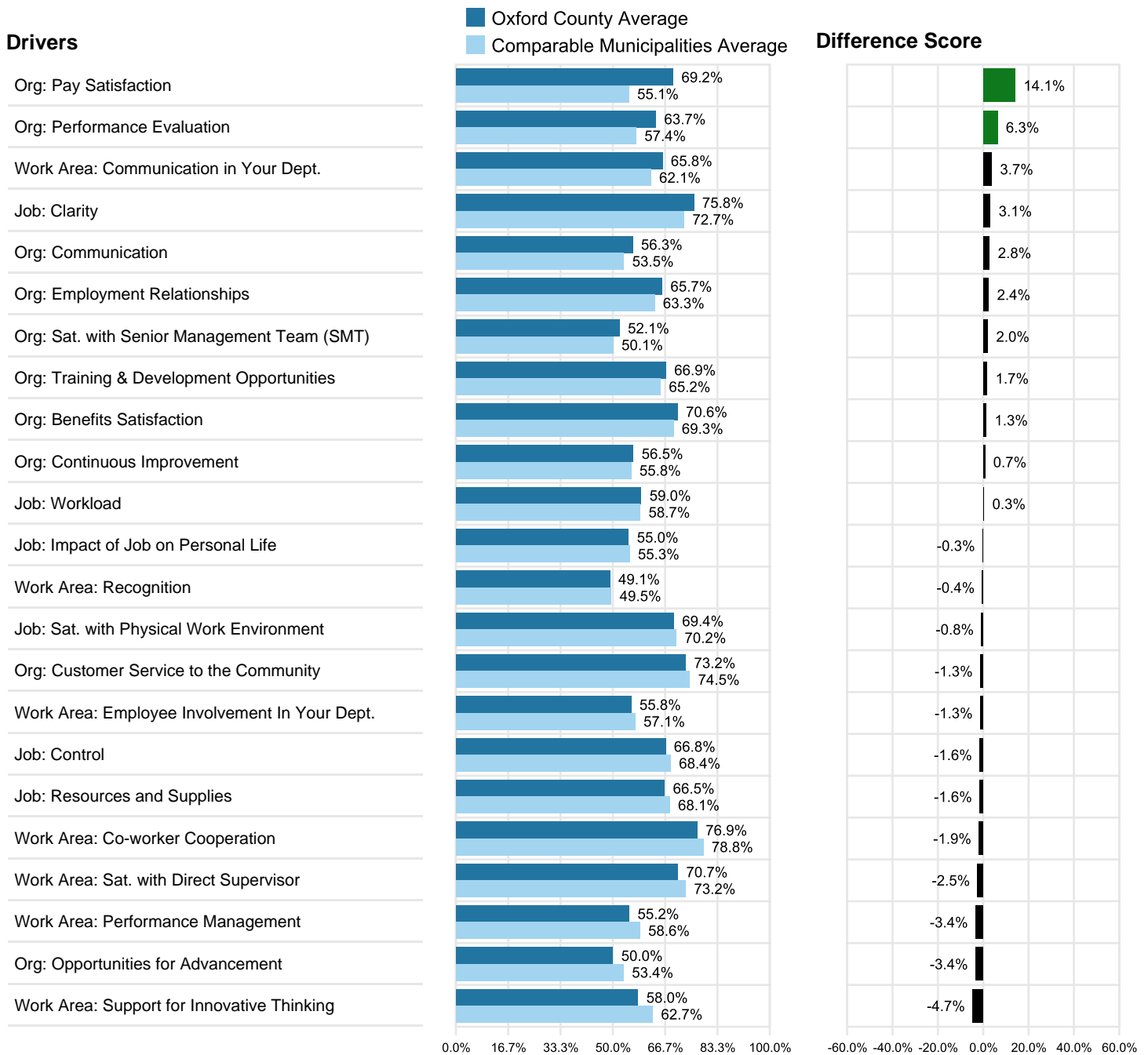
Organizational Engagement

Work Engagement



Comparable Municipalities Average

The Comparable Municipalities Average compares your organization's driver averages against the driver averages of all the similar sized (between 500 and 1500 employees) municipalities in the Metrics@Work database. This comparison is drawn from up to 13 survey projects and nearly 8,000 survey respondents.

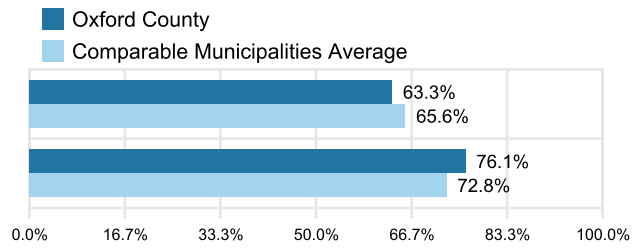


Note: Those drivers without valid benchmarks have been removed from the preceding graph (see Section Overview notes).

Survey Outcome

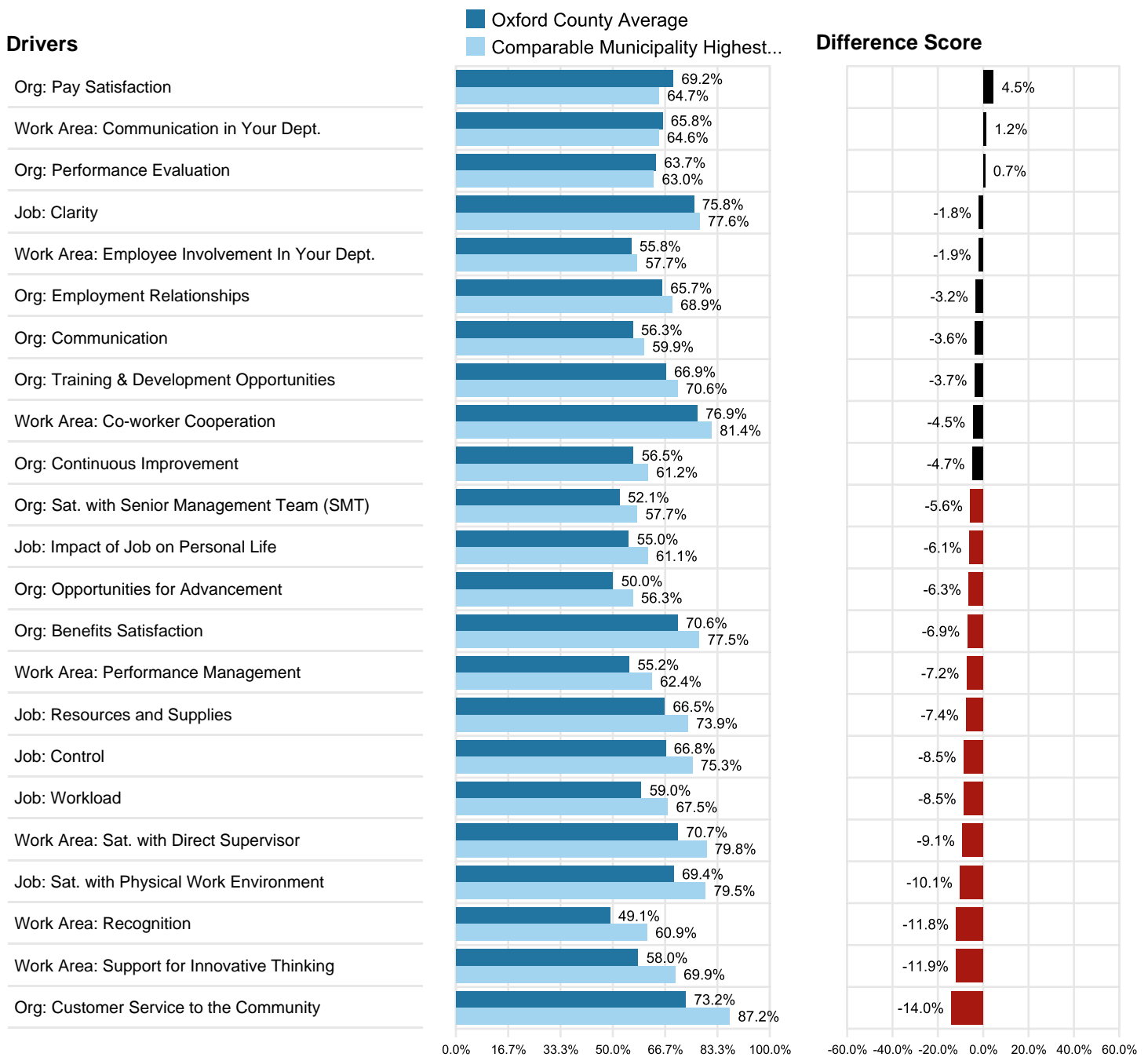
Organizational Engagement

Work Engagement



Comparable Municipality Highest Score

The Comparable Municipality Highest Score compares each of your organization's driver averages to the similar sized (between 500 and 1500 employees) municipality in the database that has achieved the highest average for that driver. This comparison is drawn from up to 13 survey projects and nearly 8,000 survey respondents.

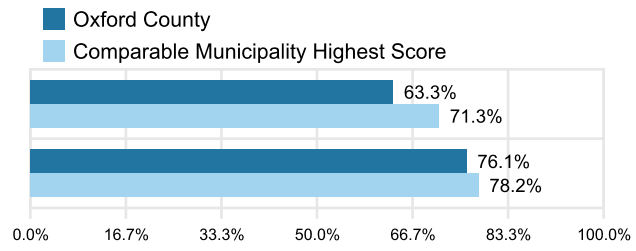


Note: Those drivers without valid benchmarks have been removed from the preceding graph (see Section Overview notes).

Survey Outcome

Organizational Engagement

Work Engagement



To: Warden and Members of County Council

From: Director of Human Resources

Employee Recognition Awards Program (General Policy Manual)

RECOMMENDATION

1. That Council approve and authorize the Chief Administrative Officer to sign and enact the policy changes attached entitled 'Employee Recognition Awards Program' for amendment in the General Policy Manual.

REPORT HIGHLIGHTS

- Presents the Senior Management Team's proposed changes to the previously titled 'Service Recognition Program' policy contained in the General Policy Manual.
- The changes to this policy are in response to the results of the employee engagement survey undertaken earlier this year. Recognition, both informal and formal, was highlighted as a primary opportunity for action.
- The policy proposes changes to our current long service awards, and introduces a new element of formal staff recognition – Oxford County Awards of Excellence – which are based on outstanding achievement in the demonstration of our corporate values.

Implementation Points

Upon approval of this policy, staff will implement the revised recognition program and ensure staff is both aware of the new program and its nomination process.

Financial Impact

The recommendation contained in this report has no financial impact. The changes to the long service awards and the introduction of the awards of excellence will all be accomplished within the current funds annually budgeted for the awards program. The Treasurer has reviewed this report and agrees with the financial impact information.

Risks/Implications

Should Council not adopt this report, our formal recognition program will remain status quo. This would lead to decreased staff confidence that the County would act on results of the employee engagement survey.

Strategic Plan

County Council adopted the County of Oxford Strategic Plan at its regular meeting held March 27, 2013. The initiative contained within this report supports the Values and Strategic Directions as set out in the Strategic Plan as it pertains to the following Strategic Directions:

6. i. **A County that is an Employer of Choice** - Attract, retain and develop the highest quality staff through:

- *Management and organizational excellence*
 - *Open communications, dialogue and understanding*
 - *Vibrant and challenging career opportunities*
- Progressive policies that:*
- *Value and engage staff*
 - *Provide vibrant careers and quality development opportunities*
 - *Ensure accountability*
 - *Encourage creativity, innovation and problem solving*
 - *Actively promote employee health, safety and wellness*
 - *Provide fair and competitive compensation*
 - *Recognize performance and achievement*

DISCUSSION

Background

It is a best practice for organizations to have both formal and informal ways of recognizing the contributions of employees. One outcome of the 2014 Employee Engagement Survey was the emergence of informal and formal staff recognition as a primary opportunity for improvement within our organization. Subsequent to the survey, a commitment was made to review ways to enhance our current recognition program.

Comments

Building a culture of recognition in an organization, involves implementing both formal and informal recognition programs. A staff team has been working diligently in creating an overall recognition program, including tools for staff to informally (on a day to day basis) recognize the achievements and efforts of one another. In addition, the formal recognition element is being refreshed through the proposed changes to our current policy (Attachment 1).

One of the key proposed changes to the policy is amending the long service awards to 10 year increments from the current 5 year increments. With that change, it is proposed to increase the dollar value of the award gift, and introduce gift cards as the primary gift available for staff to choose from.

Notwithstanding the importance of celebrating the long service of our staff, the proposed addition of the Awards of Excellence is a key addition to our formal recognition program. The Awards of Excellence is proposed as a program to recognize accomplishment in a manner that

demonstrates and reinforces our corporate values (Excellence; Accountability; Innovation; Integrity and Teamwork) and Customer Service.

It is proposed that these awards will be selected through a nomination process and will celebrate an individual, team, or department who display excellence in the demonstration of one of our corporate values.

Traditionally the long service awards have taken place at County Council in May of each year. With the revised program, it is also proposed to hold a special staff recognition event outside of the formal setting of a County Council meeting. This would allow additional time to celebrate the staff receiving a long service award and an award of excellence.

Conclusions

The proposed changes to this policy are an important enhancement to the County's formal recognition program. These changes will lead to increased levels of employee engagement, and contribute to our ability to attract, retain, and develop the highest quality staff.

SIGNATURE

Departmental Approval:

Original signed by

Amy Smith
Director of Human Resources

Approved for submission:

Original signed by

Peter M. Crockett, P.Eng.
Chief Administrative Officer

ATTACHMENTS

Attachment 1 Employee Recognition Awards Program Policy

SECTION:	Personnel	APPROVED BY:	County Council
NUMBER:	5.16	SIGNATURE:	
PAGE:	1 of 34	DATE:	November 22, 2000
REFERENCE POLICY:		REVISED:	September 22, 2010 <u>October 8, 2014</u>

Service Employee Recognition Awards Program

POLICY

~~The County of Oxford recognizes that employees play a key role in the achievement of the organizations mission, vision and strategic directions. Employees are recognized formally for their contributions through a Long Service Awards program, and an Awards of Excellence program.~~

~~Employees will be acknowledged for their years of service, and will be presented with an award personally chosen by the employee, from a variety of items offered according to years of service and the following price ranges:~~

10 years of service	award selection priced up to \$50
15 years of service	award selection priced up to \$75
20 years of service	award selection priced up to \$100
25 years of service	award selection priced up to \$200
30 years of service	award selection priced up to \$225
35 years of service	award selection priced up to \$250
40 years of service	award selection priced up to \$300
45 years of service	award selection priced up to \$350

DEFINITION

“Transferred Employee” refers to an Employee who has joined the County as a result of a “sale of business” as defined by the Labour Relations Act and Employment Standards Act.

PROCEDURE

1.0 Long Service Awards:

1.1 Service awards will be calculated from date of hire up to and including December 31st of the previous year. Broken Service (prior employment with the County of Oxford) will not be included in the calculation of service.

1.2 All County of Oxford employees from all departments will be included regardless of employment status (Part-time, Full-time, Transferred Employees, etc.).

1.3 Any approved periods of absence from work such as Pregnancy, Parental, and Sick leaves will be included in the calculation of years of service.

1.4 Long Service Awards will be presented at County Council a recognition

SECTION:	Personnel	APPROVED BY:	County Council
NUMBER:	5.16	SIGNATURE:	
PAGE:	2 of 34	DATE:	November 22, 2000
REFERENCE POLICY:		REVISED:	September 22, 2010 <u>October 8, 2014</u>

ceremony in the spring of each year for service obtained as of December 31 of the preceding year. The awards will be presented by the Warden/Deputy Warden, CAO, and Department Director. For those employees who don't attend the County Council meeting recognition ceremony, awards will be presented by the Department Head Director or designate.

1.5 For transferred employees, continuous service from the date of hire with their predecessor employer is included in the calculation of their years of service.

1.6 Employees will be acknowledged for their years of service and will be presented with a gift according to their length of service. Employees are recognized for their service at 10, 20, 30 and 40 years of service, and are provided with a gift card of their choice from a list of available options, and an Oxford County pin. The dollar value of the gift cards are as follows: \$100 (10 years of service), \$200 (20 years of service), \$300 (30 years of service) and \$400 (40 years of service). In accordance with CRA regulations, the gift card is a taxable benefit.

2.0 Oxford County Awards of Excellence

2.1 Oxford County Awards of Excellence recognize outstanding achievement in the demonstration of our corporate values. Awards, in which there is a suitable recipient, will be presented to an individual, department, or team for demonstration of outstanding achievement in each of the following areas:

Customer Service
Leadership
Accountability
Innovation
Integrity
Teamwork

2.2 Award recipients will be chosen based on peer and/or supervisor nomination, using the approved nomination form (Form 5.16A). The completed nomination forms are due no later than December 31 of each year to the CAO's Office.

2.3 No later than January 15 of each year, a staff team will be established to evaluate the prior year nominations and recommend award recipients to the CAO no later than February 28. The CAO will make the final decision regarding the recipients of each award.

SECTION:	Personnel	APPROVED BY:	County Council
NUMBER:	5.16	SIGNATURE:	
PAGE:	3 of 34	DATE:	November 22, 2000
REFERENCE POLICY:		REVISED:	September 22, 2010 October 8, 2014

2.4 The Awards of Excellence are presented at a recognition ceremony in the spring of each year. The awards will be presented by the Warden/Deputy Warden and CAO.



Oxford County Awards of Excellence

Recognizing Outstanding Achievement in the Demonstration of our Corporate Values

Nomination Form

The *Oxford County Corporate Values–Awards of Excellence* are granted to employees, departments, or teams who, by their contributions and achievements, most exemplify the attributes of the award category.

I would like to nominate:

Nominee (Employee/Department/Team) Name:	
Department (if individual):	
Position (if individual):	
E-mail address:	
Phone number:	
Relationship to nominee:	

My contact information

Employee Name:	
Department:	
Position:	
E-mail address:	
Phone number:	

Signature

Nominator Signature:	
Date:	

Award categories

Please indicate for which award you are nominating the employee/department/team for (only choose one):

- Customer Service:** An employee/department/team that displays excellence in internal and/or external customer service, consistently going above and beyond for the internal and/or external customer.
- Leadership:** An employee/department/team that demonstrates exceptional organizational and/or individual leadership through valued contributions on a departmental and/or corporate project, or within a community volunteer capacity.
- Accountability:** An employee/department/team that accepts responsibility at all times. He/she/they are not afraid to admit missteps and consistently resolve issues in an efficient and effective manner.
- Innovation:** An employee/department/team that is consistently solutions-focused and is forward thinking in everyday work and/or larger projects. He/she/they are committed to continuous improvement departmentally and/or corporately.
- Integrity:** An employee/department/team that operates to the highest ethical standards and is consistently open, honest, and fair.
- Teamwork:** An employee/department/team that listens to and values the ideas of others. He/she/they have a demonstrated commitment to coordination, open communication, and knowledge transfer.

Nomination Information

All nominations must include a thorough completion of the questions below. Based on the specific award criteria as outlined above, the nomination should include the specific accomplishment(s) or examples of demonstrated values which highlight why the nominee(s) deserve to be the award recipient.

Please include specific, detailed examples and dates to support your nomination, as well as up to three letters of support (each letter should be a maximum of 1 page).

The information provided will be used by the selection committee to make a recommendation to the CAO regarding the recipient(s) of each award.

Describe how the nominee(s) actions/behaviours demonstrate the value selected in their day-to-day work. Please include specific, detailed examples and dates.

How have the nominee(s) actions/behaviours impacted the organization, colleagues, citizens/customers and/or community partners?

What are the nominee(s) unique qualities and/or achievements?

Is there anything else you would like to add?

Additional information

- Only Oxford County employees may nominate other Oxford County employees, departments, or teams.
- The nominee is not required to sign off on the nomination form.
- Supplemental materials attached to the nomination form will not be considered (with the exception of any letters of support).
- Please answer the above questions in a total of 2 pages or less.

Please submit this completed form to the CAO's Office no later than December 31, 2014 to csenior@oxfordcounty.ca.

PENDING ITEMS

Council Meeting Date	Issue	Pending Action	Lead Dept.	Time Frame
18-Nov-13	2014 Budget Meeting To Do List - Public Works Capital Project completion success measures - commitment budget vs cashflow budget	Staff Report	CS	2014 - Q3
18-Nov-13	2014 Budget Meeting To Do List - HS - consider engaging potential partners such as the Social Planning Council Oxford	Include in Shelter Plan for Council's consideration	HS	2014 - Q1
10-Sep-14	Report PW 2014-50 - Acceptance of Liquid Waste at Oxford County Wastewater Treatment Facilities	Staff to develop policy and report - Res. No. 4, 25-June-14, delegation request to pass resolution to not accept leachate from privately owned or operated landfills for treatment deferred until such time	PW	Spring 2015
10-Sep-14	Report CAO 2014-12 - University of Ottawa - Woodstock Satellite Campus Proposal	Staff to negotiate partnership agreement and report	CAO	Spring 2015
10-Sep-14	Report CAO (CS) 2014-13 - litigation or potential litigation	Staff to negotiate and report	CAO	Completed 24-Sep-14
24-Sep-14	Resolution No. 5 - Deferring recommendation contained in Report No. PW 2014-55 - Woodstock Sanitary Sewer and Watermain Extension Project and By-law No. 5622-2014 to impose the cost to ratepayers	Gathering and provision of information to Havelock Corners Ratepayers Association delegation and report back to Council	PW	2014 - Q4

COUNTY OF OXFORD

BY-LAW NO. 5626-2014

BEING a By-law to provide for the dedication and naming of highways in the County of Oxford.

WHEREAS, Section 31 (2) of the Municipal Act, 2001, S.O. 2001, Chapter 25, provides that land may only become a highway by virtue of a by-law establishing the highway.

AND WHEREAS, Section 31 (6) of the Municipal Act, 2001, S.O. 2001, Chapter 25, provides that if a municipality acquires land for the purpose of widening a highway, the land acquired forms part of the highway to the extent of the designated widening.

AND WHEREAS, the Council of the County of Oxford deems it advisable to name and dedicate the parts of highways as hereinafter described.

AND WHEREAS, Council has adopted Public Works Report No. D-1 2009-44, dated June 10, 2009, to provide for the dedication and naming of parts of highways in the County of Oxford.

NOW THEREFORE, the Council of the County of Oxford enacts as follows:

1. That the following lands or parts of a highway be named as follows:

Highway	Name
Part of Lot 1, Block 89, Registered Plan 279; Designated as Part 5 on 41R-9052, Ingersoll P.I.N. 00174-0039	Oxford Road 19
Part of Lot 3, Plan 820; Being Part 3 on Plan 41R-9006, East Zorra-Tavistock, P.I.N. 00244-0035	Oxford Road 59
Block 41, Plan 41M233: S/T Easement in Favour of the Corporation of the Town of Ingersoll as in 349678, Ingersoll P.I.N. 00175-0413	Oxford Road 19

2. That the aforementioned lands or parts of a highway described in paragraph 1 be dedicated as roads in the County of Oxford.

READ a first and second time this 8th day of October, 2014

READ a third time and finally passed this 8th day of October, 2014.

DONALD E. MCKAY, WARDEN

BRENDA J. TABOR, CLERK

COUNTY OF OXFORD

BY-LAW NO. 5627-2014

BEING a By-law to confirm all actions and proceedings of the Council of the County of Oxford at the meeting at which this By-law is passed.

The Council of the County of Oxford enacts as follows:

1. That all decisions made by Council at the meeting at which this By-law is passed, in respect of each report, resolution or other action passed and taken by the Council at this meeting, are hereby adopted, ratified and confirmed.
2. That the Warden and/or the proper officers of the County are hereby authorized and directed to do all things necessary to give effect to the said decisions referred to in Section 1 of this By-law, to obtain approvals where required, and except where otherwise provided, to execute all necessary documents and the Clerk is hereby authorized and directed to affix the corporate seal where necessary.
3. That nothing in this By-law has the effect of giving to any decision or resolution the status of a By-law where any legal prerequisite to the enactment of a specific By-law has not be satisfied.
4. That all decisions, as referred to in Section 1 of this By-law, supercede any prior decisions of Council to the contrary.

READ a first and second time this 8th day of October, 2014.

READ a third time and finally passed this 8th day of October, 2014.

DONALD E. McKAY, WARDEN

BRENDA J. TABOR, CLERK