

**Oxford Regional Transportation Network (roads & bridges) O&M Service Delivery Review
Abstract
March 17 2022**

KPMG was engaged by Oxford County (“the County”) and its Area Municipalities to assist in a comprehensive review of the regional transportation network (roads & bridges) operations and maintenance conducted by Oxford County and its contracted service providers (Ingersoll, Woodstock, Tillsonburg). The ultimate objective of this review was to determine the most appropriate and cost-effective way of operating and maintaining the regional transportation network in the County while maintaining or improving service levels.

The project analyzed the County’s current transportation service delivery model against a status quo+ and three alternative service delivery models (centralized, localized and full asset download). The analysis considered operating, staffing and equipment impacts of each scenario. In addition to the scenario analysis, KPMG identified 7 recommendations and developed a high-level prioritization plan for the County. In the short-term, the status quo+ option outlines an opportunity to modify existing urban maintenance agreements to reflect a consistent level of service across the County regional transportation network. In the long-term, the County, in collaboration with its Area Municipalities, should determine the appropriateness of progressing to the implementation of an alternative service delivery model based on overall objectives (i.e., overall cost to the County vs. overall cost to the taxpayers). KPMG’s findings indicate that \$269,000 or 1.3% in potential savings could be achieved on the \$21 million in operational costs reviewed.

The County, in concert with its Area Municipalities, utilized Modernization Funding to engage KPMG and would like to acknowledge the support from the Province of Ontario.