



DRAFT

2026

Budget

01 Budget Overview

Introduction	3
Budget highlights	10

02 Capital Budget

Capital budget highlights	32
Asset management Plan	35
Capital Plan	39
Long-term capital plan	48

03 Budget Summary

Budget Summary	58
Budget Impacts	65
Full-Time Equivalent Plan	74
Interdepartmental Allocations	77
Reserve and Reserve Funds	78
Debt Overview	83

04 Public Works

Business Plan and Budget	85
Public Works Administration	88
Fleet, Facilities, and Energy Management	89
Engineering and Construction	109
Transportation Services	117
Waste Management	134
Water and Wastewater Services	146

05 Human Services

Business Plan and Budget	191
Human Services	193
Family and Children Services	198
Housing and Homelessness Services	204
Integrated Services	214

06 Woodingford Lodge

Business Plan and Budget	217
--------------------------	-----

07 Corporate Services

Business Plan and Budget	233
Business Systems	236
Information Technology	245
Provincial Offences Administration	249
Financial Services	252

08 General

Business Plan and Budget	264
General Taxation Budget & Grants	265
Assessment Management	267
Public Health	268
Conservation Authorities	269

09 Council

Budget	270
--------	-----

10 CAO

Business Plan and Budget	272
CAO Office	275
Clerks	278
Strategic Initiatives	289
Tourism	296
Strategic Communication and Engagement	302

11 Paramedic Services

Business Plan and Budget	307
--------------------------	-----

12 Human Resources

Business Plan and Budget	333
--------------------------	-----

13 Community Planning

Business Plan and Budget	343
--------------------------	-----

14 Oxford County Library

Business Plan and Budget	354
--------------------------	-----

15 Court Security

Budget	368
--------	-----

Where we are located

Situated in the heart of southwestern Ontario, Oxford County is a blend of urban and rural communities at the crossroads of Highways 401 and 403. The County is made up of eight area municipalities-- each with its own unique history and character-- that are geographically linked by an arterial road system comprising over 1,300 paved lane kilometres.

How we serve your community

Oxford County is an upper tier municipality that is made up of the following eight municipalities: Township of Blandford-Blenheim, Town of Ingersoll, Township of South-West Oxford, City of Woodstock, Township of East Zorra-Tavistock, Township of Norwich, Town of Tillsonburg and Township of Zorra.

Oxford County consists of County Council and Administration, which is made up of eight departments focused on delivering excellent service to approximately 140,000 people. The County serves its area municipalities, businesses, visitors, community and government partners, and Oxford County employees.



Oxford County Council

Oxford County Council is the decision-making body for Oxford County. Oxford County forms a second tier of local government. County Council is composed of ten members including the mayors of our eight Area Municipalities, and two additional City of Woodstock councillors. The head of County Council is the Warden, who is elected every four years by a vote of Council. The Deputy Warden is elected by Council to assume the responsibilities of the Warden in their absence.

2022-2026 COUNTY COUNCIL



Mark Peterson
Councillor
Mayor,
Township of
Blandford-
Blenheim



Philip Schaefer
Councillor
Mayor,
Township of
East Zorra-
Tavistock



Brian Petrie
Deputy Warden*
Mayor, Town of
Ingersoll



Jim Palmer
Councillor
Mayor,
Township of
Norwich



David Mayberry
Councillor
Mayor, Township
of South-West
Oxford



Deb Gilvesy
Councillor
Mayor, Town of
Tillsonburg



Jerry Acchione
Councillor
Mayor, City of
Woodstock



Bernia Martin
Councillor
Councillor, City
of Woodstock



Deborah Tait
Councillor
Councillor, City
of Woodstock



Marcus Ryan
Warden
Mayor, Township
of Zorra

* Annual election of the Deputy Warden to take place December 10, 2025

Oxford County Departments

Through a variety of departments, staff are responsible for administering the County's programs and services.

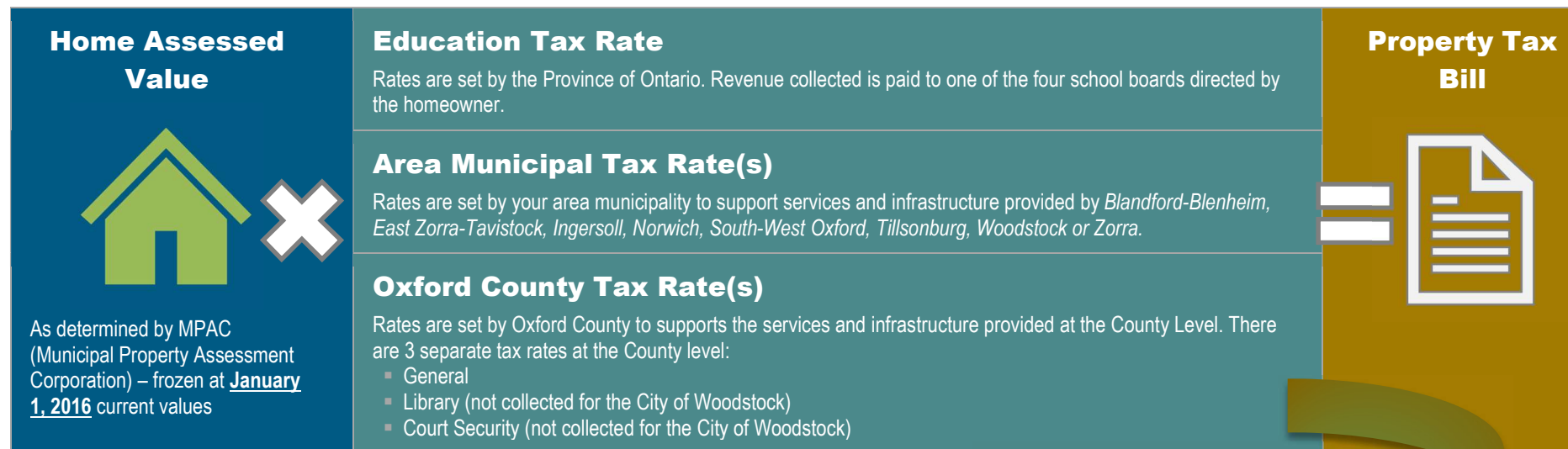
CAO	CORPORATE SERVICES	PUBLIC WORKS	HUMAN SERVICES
Provides corporate oversight of the County's Strategic Plan and emergency planning; works with other levels of government; and provides leadership to County management and staff in order to carry out County Council's priorities. ■ CAO Office ■ Strategic Initiatives ■ Tourism ■ Strategic Communication and Engagement ■ Clerks	Focuses on support services for both staff and the public that help the corporation run effectively, efficiently, and in compliance with legislated requirements. ■ Financial Services ■ Information Technology ■ Business Services ■ Provincial Offences Administration ■ Oxford County Library	Plays a key role in maintaining municipal infrastructure at both the County level and in each of the eight area municipalities. ■ Engineering and Construction ■ Facilities, Fleet and Energy Management ■ Transportation Services ■ Waste Management ■ Water ■ Wastewater	Provides integrated human services based on a holistic service delivery model, addressing issues such as shelter, income, employment, education, health, safety/legal and transportation. ■ Human Services ■ Family and Children Services ■ Housing and Homelessness Services ■ Integrated Services
			
HUMAN RESOURCES	PARAMEDIC SERVICES	COMMUNITY PLANNING	WOODINGFORD LODGE
Is involved in recruitment, benefits and salary administration, health and safety, and labour relations with five bargaining units and non-union employees.	Provides emergency care; initiates rapid transport to hospitals; facilitates emergency and non-emergency transfers; and delivers community paramedicine program.	Plays a central role in long-range planning and managing new development in the County. Directly support the planning functions of the area municipalities.	Oxford County's municipally owned, not-for-profit 228 bed long-term care provider with locations in Woodstock, Ingersoll and Tillsonburg.

About Your Property Tax Bill

Property assessment, based on market value, plays a valuable and important role in financing municipal budgets. The assessed value of homes and other properties within a municipality make up what is known as the tax base. The tax rate is set based on the budget demands and the value of the tax base.

Property assessments for the 2026 property tax year will continue to be based on January 1, 2016 values. Following three consecutive postponements, on March 26, 2024, the Ontario government announced, in the *2024 Ontario Budget: Building a Better Ontario* ("2024 Budget"), deferral of the province-wide reassessment of property values indefinitely. Preliminary analysis of growth related assessment and the resulting shift in the share of taxes was provided through a supplementary report CS 2025-33.

The following figure illustrates how a property tax bill is calculated:



Through approval of Oxford County operating and capital budgets, Council sets the County's priorities for the upcoming budget year by setting aside funds for each program or service. This financial plan sets out guidelines and direction for resource allocation, service delivery levels, and infrastructure maintenance and renewal. An important part of the annual budget is the continued support of the County's financial planning for the future.

Oxford County is also responsible approving water and wastewater budgets across the County. Water and wastewater rates exclusively fund water and wastewater budgets.



Strategic Plan

The strategic plan ensures an alignment between Council priorities, the County's corporate and departmental business planning and processes, and the County's Budget and Business Plan.

Oxford County's 2023-2026 Strategic Plan sets out three pillars of focus for Oxford County:

- Promoting community vitality
- Enhancing environmental sustainability
- Fostering progressive government

The 2026 Draft Business Plan and Budget demonstrates alignment to Council's 2023-2026 Strategic Plan with 129 notable goals, initiatives and resource allocations to fulfill the respective strategic goals:

Pillars of Focus	Business Plan Goal	New Initiatives	Resource FTE
 Promoting Community Vitality	29	7	5
 Enhancing Environmental Sustainability	14	-	-
 Fostering Progressive Government	55	3	16
Total	98	10	21

OXFORD COUNTY STRATEGIC PLAN at a Glance



VISION

Working together for a healthy, vibrant, and sustainable future.



MISSION

Deliver responsible and responsive services that improve the community's social, environmental, and economic well-being.



VALUES

- ➔ Excellence
- ➔ Accountability
- ➔ Innovation
- ➔ Integrity
- ➔ Teamwork
- ➔ Sustainability
- ➔ Diversity, Equity and Inclusion



PROMOTING community vitality

- 100% Housed
- Sustainable infrastructure and development
- Community health, safety and well-being
- Connected people and places



ENHANCING environmental sustainability

- Climate change mitigation and adaptation
- Preserve and enhance our natural environment



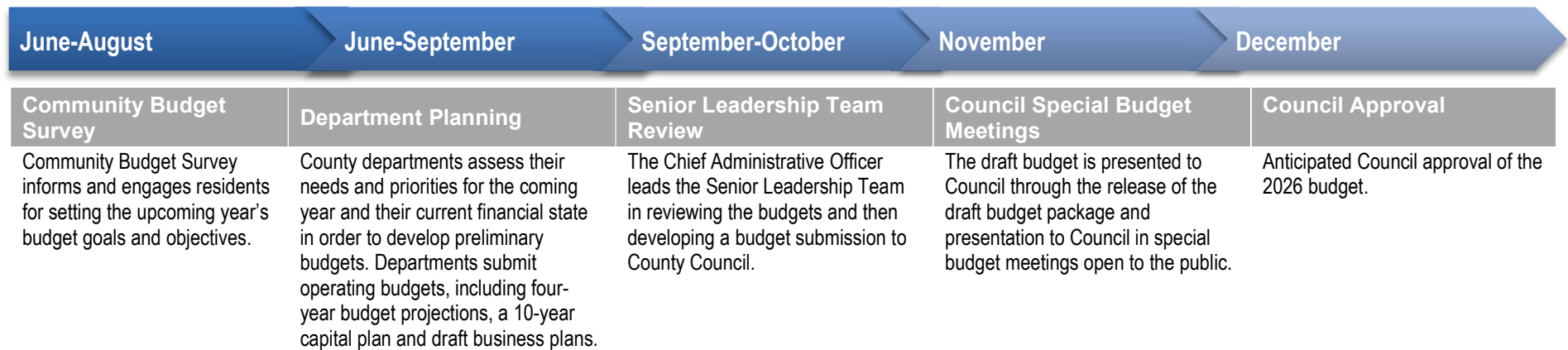
FOSTERING progressive government

- Continuous improvement and results-driven solutions
- Collaborate with our partners and communities
- Attract, retain and engage staff
- Financial sustainability
- Advocate for Oxford County

About the budget planning process

The Oxford County's fiscal year is from January 1 to December 31. The annual budget planning process is led by each new Council's Strategic Plan priorities set for the term, providing direction for setting goals, objectives and initiatives.

Business Planning and Budget Process

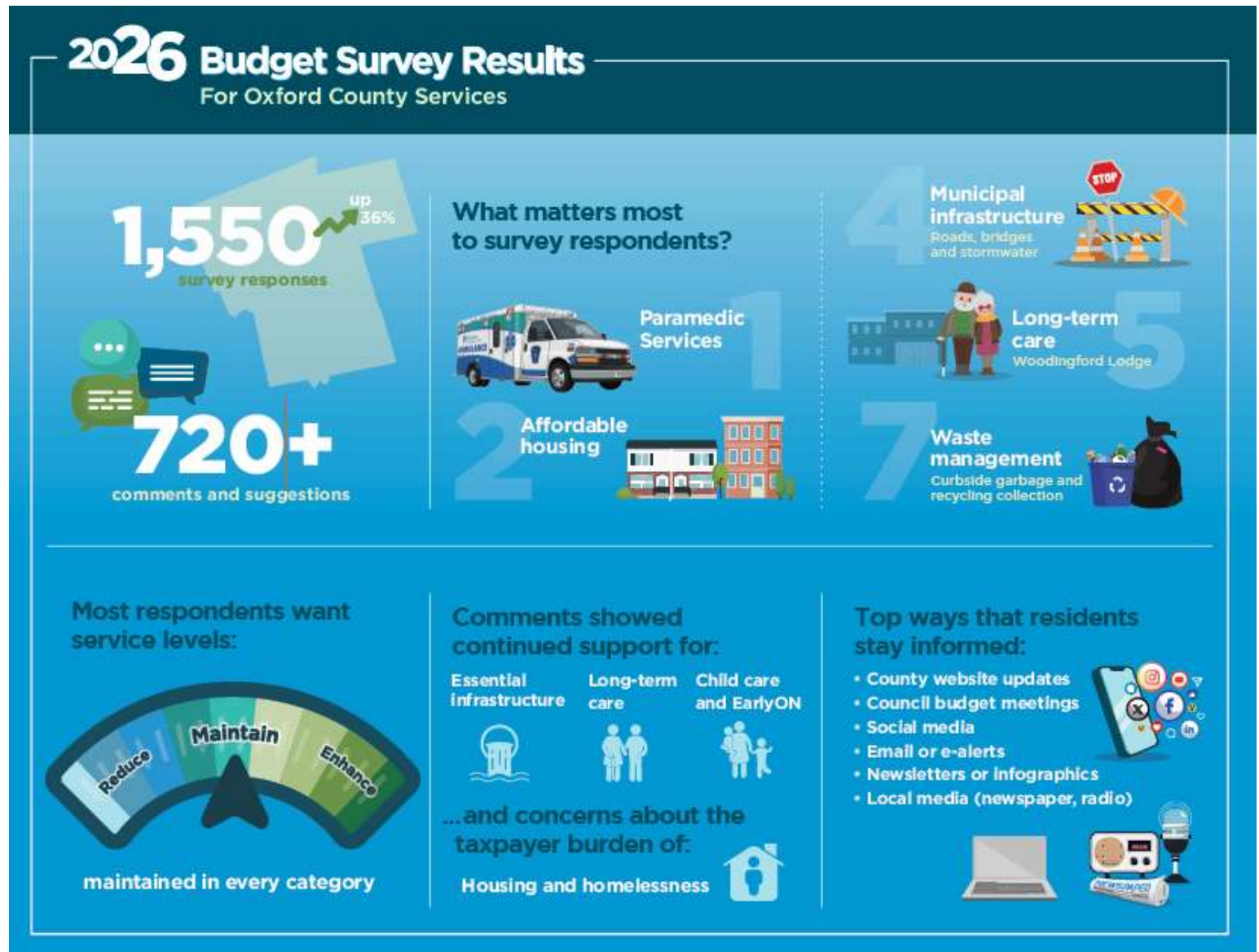


Budget Survey – What the community told us

The 2026 Budget Survey was released on June 11, 2025, to give residents an opportunity to express their opinion on, and participate in forming, the County's 2026 budget priorities.

The survey outlined how property taxes were spent in 2025, then asked respondents to indicate whether the same services should be enhanced, maintained or reduced in the coming year.

This year's survey generated 1,550 responses from participants in every municipality in Oxford County. Detailed results of the survey were presented to Council on September 24, 2025 as part of Council report **CS 2025-26**.



Budget At A Glance

The 2026 budget presents a total gross expenditure budget of \$405.7 million, a decrease of \$7.6 million from 2025 approved budget, resulting in a net levy increase for all County services of **7.3%**. The County's budget is divided among four budgets: General Levy, Library Levy, Court Security Levy, and Water and Wastewater Rates.

Levy Budget				Rates Budget	Capital Budget
General	Library ¹	Court Security ¹	Total		
7.2%	9.5%	(50.4)%	7.3% 2026 Budget increase	3.1% 2026 rates increase	2026 capital budget includes capital investments of \$127.9 million The capital budget covers maintenance of existing County assets and the adding new assets.
5.0%	7.5%	(51.2)%	5.1% 2026 prelim tax rate increase	4.3% 2026 average household* rates increase	
\$66	\$10	(\$1)	\$75 Increase per average household*	\$35 Increase per average household*	
\$1,401	\$144	\$1	\$1,547 Total County taxes per average household*	\$1,003 Average total per household*	

¹ Not collected for the City of Woodstock

* Estimated increase for an average household is defined as a residential household with an MPAC-assessed value of \$281,377 and that consumes 150 m³ of water and wastewater annually

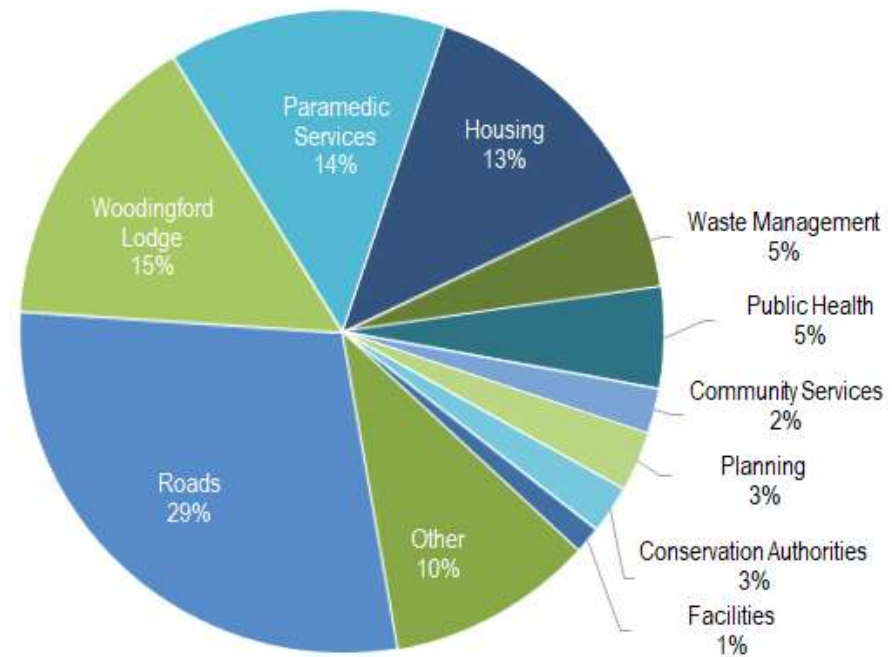
Budget Summary

General Levy Impact

Oxford County property taxes fund County programs and services including social services, County road operations, housing services, waste management, paramedic services, County-owned long-term care homes (Woodingford Lodge), tourism, provincial offences administration, woodlands, child care administration and EarlyOn, community planning and supporting services.

The General levy must also fund the County's proportionate municipal share of the budgets passed by:

- **Public Health** - Southwestern Public Health
- **Conservation Authorities** – Grand River Conservation Authority, Upper Thames River Conservation Authority, Catfish Creek Conservation Authority and Long Point Conservation Authority



Net budget of **\$96.3** million, an increase of \$6.5 million from 2025, resulting in a net levy increase of **7.2%**; and

Library Levy Impact

Oxford County Library property taxes fund all County-operated libraries. This is collected from all area municipalities with the exception of the City of Woodstock, which has a separate library. Oxford County library branches are located in Brownsville, Burgessville, Embro, Harrington, Innerkip, Ingersoll, Mount Elgin, Norwich, Otterville, Plattsville, Princeton, Tavistock, Thamesford and Tillsonburg.

Net budget of **\$6.3** million, an increase of \$0.5 million from 2025, resulting in a net levy increase of **9.5%**; and

Court Security Levy Impact

Court security property taxes fund a grant to offset a portion of the Woodstock Police Service's net court security and prisoner transportation services related to the Oxford County Court House located in the City of Woodstock. This is collected from all area municipalities, with the exception of the City of Woodstock, which primarily funds this service in its municipal budget.

Net budget of **\$61,266**, a decrease of \$62,164 from 2025, resulting in a net levy decrease of **50.4%**; and

Water and Wastewater Rates Impact

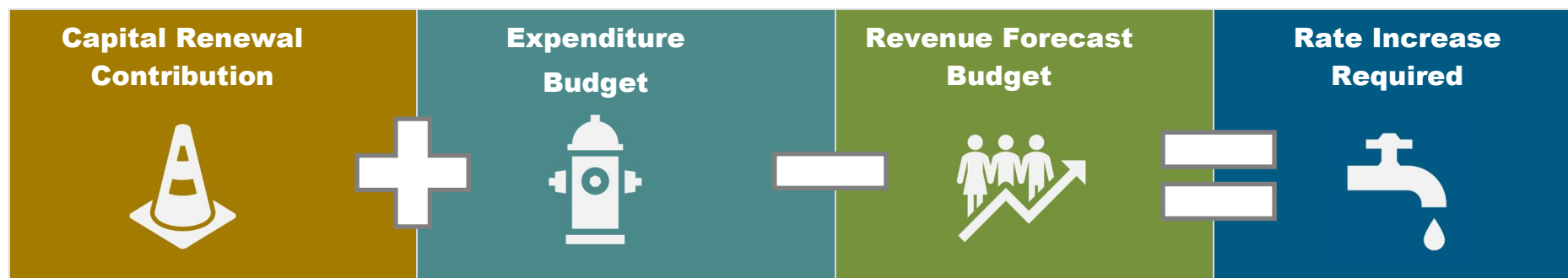
The County is responsible for the provision of water and wastewater services, operating 17 water systems and 11 wastewater systems. The 17 water systems are grouped into four systems for rates: Woodstock, Tillsonburg, Ingersoll and Townships Systems. Each of the four water systems is managed as a fiscally independent entity with unique service charges, revenues, debts and operating expenses. Currently, the 11 wastewater systems are each managed as a fiscally independent entity with unique service charges, revenues, debts and operating expenses.

Water and Wastewater Services are not funded by property taxes. These services are fully funded by water and wastewater rates which are collected through utility bills. Draft 2026 water and wastewater rates are based on the 2026 budget and calculated based the Water and Wastewater Rates Policy.

Net rate increase required of **\$1.5 million** from 2025, resulting in a net rate increase of **3.1%**

Water and Wastewater Rates

The water and wastewater budgets determine the water and wastewater rates, paid on through one of the County's contractors: Town of Tillsonburg, Erie Thames Power, or ERTS Solutions. Rates are set annually based on each water and wastewater financial system's proposed net budget for the year. There are 15 separate financial system with their own rates and budget. Rates are calculated in accordance with the 6.22 Water and Wastewater Policy and are established separately for each financial system based on:



Draft 2026 budget water and wastewater rates impact for each system is detailed below:

	Wastewater Rate Increase			Water Rate Increase			Average residential household ¹		
	Consumption	Fixed	Total	Consumption	Fixed	Total	Increase	Total Bill	% Increase
Woodstock	\$99,088	\$542,391	\$641,479	\$94,700	\$533,629	\$628,329	\$64	\$816	8.5%
Tillsonburg	37,012	(297,567)	(260,555)	36,923	263,536	300,459	-	983	-
Ingersoll	27,002	(632,075)	(605,073)	25,372	405,252	430,624	(30)	1,169	(2.5%)
Norwich	5,688	(26,984)	(21,296)	35,197	227,075	262,272	17	1,186	1.5%
Tavistock	9,249	39,518	48,767				64	1,430	4.7%
Plattsville	2,845	-	2,845				35	1,555	2.3%
Thamesford	4,605	-	4,605				35	1,520	2.4%
Drumbo	1,378	22,602	23,980				96	1,745	5.8%
Mt. Elgin	1,170	8,528	9,698				64	1,530	4.4%
Embro	1,586	10,474	12,060				64	1,457	4.6%
Innerkip	2,510	17,253	19,763				64	1,290	5.2%
Water Only ²							32	569	6.0%
Total	\$192,133	(\$315,860)	(\$123,727)	\$192,192	\$1,429,492	\$1,621,684			

Additional details on the water and wastewater rates can be found in supplementary report CS 2025-32 and in budgets reports starting on page 149.

¹ Estimated average household is a residential household that uses 150 m³ of water annually

² Water only township customers in Beachville, Bright, Brownsville, Dereham Centre, Hickson, Lakeside, Otterville, Princeton, Sweaburg

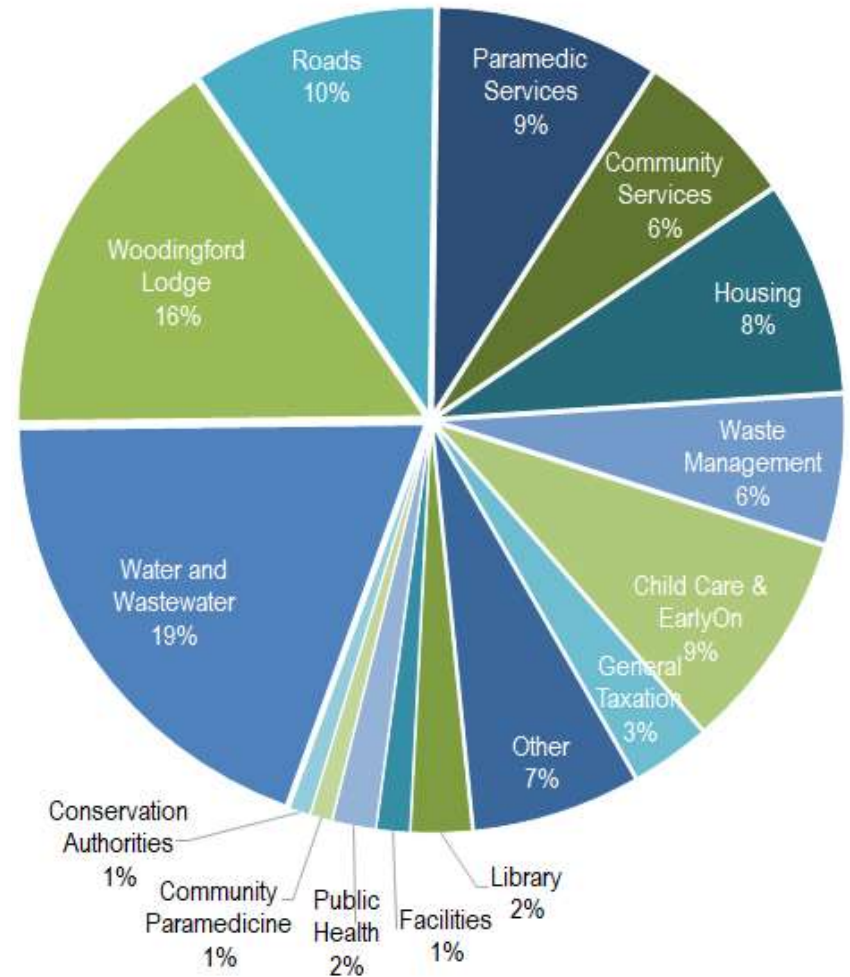
Operating Expenditures

2026 Draft gross operating expenditures budget is \$277.8 million comprised of:

- **\$217.6 million** General Levy Budget; a decrease of \$11.4 million or 5.0% from 2025
- **\$6.7 million** Library Levy Budget; an increase of \$0.5 million or 8.6% from 2025
- **\$61,266** Court Security Levy Budget; a decrease of \$62,164 or 50.4% from 2025
- **\$53.5 million** Water and Wastewater Rates Budget; an increase of \$0.7 million or 1.3% from 2025

Gross Operating Budget by Levy year over year

	2026			2025	Change over 2025 Budget	
\$000s	Operating Expenses	Operating Transfer to Capital	Total	Total	Total \$	Total %
General	194.4	23.2	217.6	229.0	(11.4)	(5.0%)
Library	6.3	0.4	6.7	6.2	0.5	8.6%
Court Security	0.1	-	0.1	0.1	(0.1)	(50.4%)
Water and Wastewater	38.1	15.4	53.5	52.8	0.7	1.3%
Total	238.9	39.0	277.8	288.1	(10.3)	(3.6%)



Capital Expenditures

The 2026 Draft gross capital budget financed of \$127.9 million has increased by \$2.7 million, or 2.1%. Of the \$127.9 million in capital projects, \$32.2 million are carryover projects from 2025, with \$102.3 million representing new 2026 budget requests and \$6.6 million related to projects being financed in a future year. The 2026 Draft Gross Capital Budget of \$127.9 million is comprised of:

- **\$66.0 million** General Levy Budget; an increase of \$5.4 million or 5.4% from 2025
- **\$0.7 million** Library Levy Budget; an increase of \$0.4 million or 136.7% from 2025
- **\$61.2 million** Water and Wastewater Rates Budget; a decrease of \$3.1 million or 4.8% from 2025

The Capital Budget is financed by reserves, development charges, debt and other external recoveries. Included in the gross operating budget are transfers to capital reserves to support the infrastructure programs.

Some notable changes to the capital budget program include:

- Ongoing expansion of water and wastewater systems into development areas.
- Increased asset lifecycle activities to support the Asset Management program.
- Upgrades to Wastewater Treatment Plants.

Gross Capital Budget by Levy year over year

	2026	2025	Change	
\$millions	Budget	Budget	\$	%
General	66.0	60.6	5.4	8.9
Library	0.7	0.3	0.4	136.7
Water and Wastewater	61.2	64.3	(3.1)	(4.8)
Total	\$127.9	\$125.2	\$2.7	2.1%

Gross Capital Budget by asset category

	2026			
\$millions	General	Library	Water and Wastewater	Total Capital
Major Infrastructure	55.9	-	59.1	115.0
Vehicles	5.1	0.3	0.1	5.5
Building	3.3	-	-	3.3
Furnishing & Equipment	1.7	0.4	2.0	4.1
Total Budget	\$66.0	\$0.7	\$61.2	\$127.9

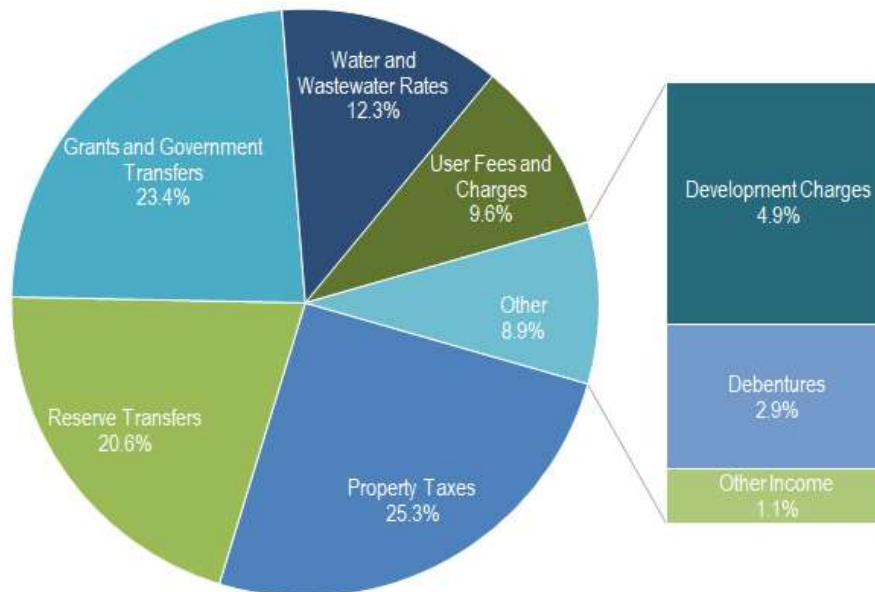
Additional details on the capital budget program can be found starting on page **39**.

How is the Budget Funded?

Historically property taxes have been the County's largest source of revenue. In 2025, this changed with the implementation of the Canada-wide Early Learning and Child Care program. As the Child Care Service Administrator for Oxford County, the County is responsible for administrating and distributing funding provided by the Province. In 2026, these revenues are expected to decline due to a reduction in child care spaces allocation to Oxford.

2026 Budget Funding Sources

	2026				2025	
\$in millions	Operating	Capital	Total	%	Total	%
Property Taxes	\$100.9	\$1.7	\$102.6	25.3%	\$95.7	23.1%
Reserve Transfers	4.3	79.2	83.5	20.6%	83.8	20.3%
Grants and Government Transfers	78.6	16.3	94.9	23.4%	111.6	27.0%
Water and Wastewater Rates	49.7	-	49.7	12.3%	48.2	11.7%
User Fees and Charges	37.1	1.8	38.9	9.6%	38.9	9.4%
Development Charges	2.6	17.1	19.7	4.9%	26.0	6.3%
Debentures	-	11.8	11.8	2.9%	5.2	1.3%
Other Income	4.5	-	4.5	1.1%	4.0	1.0%
Total	\$277.8	\$127.9	\$405.7		\$413.3	



Budget Development

2025 Revised Budget

For comparative purposes, changes in programs and services that occurred throughout 2025 have been restated within the 2025 budget. The changes have no net impact on the 2025 total approved budget; however, costs and revenues between accounts and/or departments have been reallocated. The revised budget includes in-year council approvals, and carry-forward of 2024 costs/revenues of projects not completed in 2024.

Key Factors Impacting the Budget

During budget preparation, cost and revenue changes are identified between seven categories. Presenting the budget impacts in this manner highlights the cost of new services versus the costs associated with continuing to service the existing community and changes to the level of service being delivered. An overall summary of all the budget impacts is described below, with a detailed summary starting on page [65](#).

	Total	Reserves	Other	Rates	Taxation	Levy %
Levy/Rate increase over prior year				1,501,801	6,947,656	7.3%
New Initiatives	2,615,508	1,079,260	(7,000)	203,000	1,340,248	1.4%
One-time Items	1,270,308	438,500	202,510	327,575	301,723	0.3%
Service Level	3,895,435	827,817	157,640	158,728	2,751,249	2.9%
Capital Contribution	417,036	-	50,000	(159,144)	526,180	0.6%
Initiative Gapping	(829,823)	(23,605)	(110,500)	(12,905)	(682,813)	(0.7%)
In-year Approval/Carryover	(678,480)	87,000	(1,324,899)	100,000	459,419	0.5%
Minor Capital/Infrastructure	13,014,630	6,193,754	5,840,814	-	980,062	1.0%
Budget Impacts	19,704,614	8,602,726	4,808,565	617,254	5,676,068	6.0%
Prior year non-recurring items				378,866	(1,760,931)	(1.8%)
Prior year initiative gapping				(18,949)	143,039	0.1%
Base Budget increase				523,910	2,889,480	3.0%

2025 Budget	
+/- Base Budget	Maintain service at the level of the previous year's approved budget
+/- New initiatives	Significant new programs or services that are intended to have a lasting impact
+/- One-time Items	Items that are non-recurring in nature
+/- Service level	Changes in the services provided
+/- Capital contributions	Increase (above base budget inflationary increase) in asset contribution required to address capital plan requirements
+/- Initiative gapping	Phased-in impacts of service level and new initiatives to be realized in future budget year
+/- In-Year Budget Approvals/Carryover	In-year approvals previously not included in the budget, or previously approved and not completed
+/- Minor Capital & Major Infrastructure	Expansion of capital assets and studies
= 2026 Draft Budget	

2026 New Initiatives

Accompanying new initiative reports and details found on the page indicated below:

#	New Initiative	Description		Investment	Page
1	Two-Stage Loader Mounted Snow Blower	Purchase of a two-stage loader mounted snow blower to support winter road maintenance operations. This equipment is specifically required for locations where blowing and drifting snow accumulates beyond the capacity of conventional snowplow trucks, particularly along rural arterial roads where snow can no longer be pushed back effectively. In these areas, wind driven snow can build up along the roadside and begin to encroach on the travelled portion of the road, creating safety hazards, limiting snow storage space, and reducing the effectiveness of traditional plowing operations. A two-stage snow blower will allow the County to remove this excess snow by blowing it well beyond the shoulder, restoring the full roadway width and improving road conditions for motorists. This initiative is essential to maintain the County's arterial road network in compliance with Ontario Regulation 239/02 – Minimum Maintenance Standards for Municipal Highways. Without this equipment, the County may be unable to meet required service levels during severe winter conditions, increasing the risk to road users and the County's risk and liability exposure. It is recommended that the two-stage loader mounted snow blower be purchased, as rental equipment is often unavailable during peak demand periods when other municipalities and contractors are also seeking to rent similar machinery.		\$230,190	131
2	Fire Rated Systems Policy	Develop a comprehensive Fire-Rated Systems Policy that will provide clear, consistent guidance for Oxford County Water Services staff in reviewing and addressing fire protection through municipal drinking water systems.		\$53,000	182

#	New Initiative	Description		Investment	Page
3	Long Term Water Supply Strategy	The County plans to develop a long-term water supply strategy for the southern area of the County that can be regularly updated and used to inform future Water and Wastewater Master Plans (W/WW MP). Unlike the W/WW MP, which focuses on system-specific infrastructure and growth forecasts, this strategy would take a broader view—exploring alternative long-term water supply options, optimizing existing systems, and assessing needs beyond 2046. The initiative will primarily address the Tillsonburg and Oxford South Drinking Water Systems, where the current W/WW MP identified future supply and quality challenges. With recent growth projections, these needs may arise sooner than anticipated. The strategy aims to guide targeted infrastructure investments, mitigate risks, and reduce long-term costs while ensuring sustainable and compliant water service delivery.		\$150,000	185
4	Homelessness Support Services Fund	In support of the Homelessness Response Strategy, and in an effort to continue expanding pathways out of homelessness, staff are requesting the establishment of an annual operating fund for support services that are both flexible and focused on helping individuals transition out of homelessness. This fund would be used creatively to expand pathways and transitions out of homelessness, including: ▪ Creation of supportive housing, either within an affordable housing project or in a small congregate setting. ▪ Providing supports in line with the future Homelessness Support Centre and Homeless and Addiction Recovery Treatment (HART) Hub / Wellness Centre. ▪ Supporting individuals in encampments, with a focus on assisting them to transition out of homelessness. ▪ Implementing actions from the Homelessness Response Strategy that strengthen pathways out of homelessness. The proposed initiative will provide staff with the flexibility to support projects and programs that are directly connected to the Homelessness Response Strategy and the Homeless and Addiction Recovery Treatment (HART) Hub / Wellness Centre. The County will be better positioned to respond to emerging needs, pilot innovative approaches, and build on existing successes. It will also offer the stability needed to ensure that programs and services can continue over a longer term, rather than being limited by short-term or inflexible funding cycles.		\$400,000	211

#	New Initiative	Description		Investment	Page
5	Archival Collections Management and Space Needs Study	A previous Archives Space Needs Assessment estimated a 20-year storage requirement of 2,660.5 linear feet, but this projection did not account for the growing participation of Area Municipalities—many of which now store and regularly transfer records to the Archives—nor for the increase in community donations during the COVID-19 pandemic. With the decline of small volunteer-run museums and heritage groups, additional record transfers are also expected. Given this growth, staff recommend engaging a consultant to develop a strategic plan for managing future space needs and ensuring the long-term sustainability of the Archives. The plan would align space management with the Archives' collection mandate and Policy 3.04, supporting the continued preservation of Oxford County's historical, civic, and cultural records.		\$10,000	287
6	Five-Year Deployment and Twenty-Year Facilities Capital Plan	Oxford County Paramedic Services (OCPS) is seeking to engage a consultant to develop a comprehensive five-year deployment plan and twenty-year facilities capital plan. This initiative will ensure OCPS is positioned to effectively manage future service delivery demands and infrastructure needs in alignment with the County's long-term growth. This project will leverage existing growth forecasts already completed by OCPS and translate them into actionable strategies for deployment of resources and planning for facilities expansion and renewal.		\$70,000	324
7	Post Traumatic Stress Disorder Prevention Program	The W2W-Brain PPE PTSD Prevention Program is a new, proactive initiative for Oxford County Paramedic Services (OCPS) designed to prevent psychological injuries among paramedics. This program will directly address the root causes of occupational stress injuries, such as Post Traumatic Stress Disorder (PTSD), depression, anxiety, and burnout, which have been steadily increasing within the service. This is a first-of-its-kind program for OCPS and represents a significant shift toward prevention rather than reaction, with the long-term goal of reducing Workplace Safety and Insurance Board (WSIB) costs, improving staff well-being, and maintaining a strong, resilient workforce.		\$56,000	326

#	New Initiative	Description		Investment	Page
8	Ambulance Fleet Enhancement	Oxford County Paramedic Services (OCPS) is requesting approval for enhancements to its ambulance fleet to ensure operational readiness, community support, and training needs are met. This initiative addresses current shortages in spare ambulances, the loss of a frontline vehicle due to an unforeseen incident, and the need to repurpose a decommissioned ambulance for education and public relations purposes. These enhancements will strengthen OCPS's ability to maintain service levels, support community events, and improve staff training without impacting frontline operations.		\$396,831	330
9	New Oxford County Official Plan	Preparation of a new Official Plan (OP) for Oxford County to address the evolving needs of the community and better align with the 2024 Provincial Planning Statement (PPS) and the broader legislative framework, which has seen significant changes in recent years. A new OP will provide an updated vision for guiding growth and development in the County and Area Municipalities over the next 20-30 years and addressing key challenges (e.g. housing affordability, employment opportunities, protection of agricultural land and the broader environment, addressing the impacts of a changing climate, building healthy and complete communities etc.) and would strive to incorporate and help to achieve all three pillars of the County's Strategic Plan.		\$690,000	350
10	Ox on the Run	This initiative is to incorporate Ox on the Run into a permanent library service. Over the course of the pilot project, Ox on the Run has grown to be an invaluable service driving engagement and access to library collections, programs and services; while also advancing goals set out in the Library's Strategic Plan.		\$559,487	364

Full-time Equivalent Plan (FTE)

The overall County's full-time equivalent (FTE) staffing complement is to increase by 25.5 FTEs in 2026, for a total of 732.1 FTEs funded as follows:

- **21.4** County General Levy
- **2.5** Library Levy
- **1.0** Water and wastewater rates
- **0.6** Grant funded-positions

The FTE table describes the staffing complement proposed changes with accompanying reports. Further information of 2026 FTE Plan can be found on page [74](#).

	Report No.	County Levy	Library Levy	W/WW Rates	Grant	Total
2025 Approved FTE Plan						706.8
2025 Temporary FTE						(4.6)
2025 In-Year Base FTE changes						4.4
2025 Base FTE Plan						706.6
Fleet and Facilities	FTE 2026-01 FTE 2026-02 FTE 2026-03	2.0	-	-	0.8	2.8
Engineering and Construction	FTE 2026-04	0.3	-	-	-	0.3
Transportation Services	FTE 2026-05	1.0	-	-	-	1.0
Waste Management	FTE 2026-06 FTE 2026-07	0.9	-	-	-	0.9
Water and Wastewater	FTE 2026-08	-	-	1.0	-	1.0
Woodingford Lodge	FTE 2026-09 FTE 2026-10 FTE 2026-11	3.8	-	-	1.8	5.6
Business Systems	FTE 2026-12	1.0	-	-	-	1.0
Finance	FTE 2026-13 FTE 2026-14	2.0	-	-	-	2.0
Clerks	FTE 2026-15	1.0	-	-	-	1.0
Strategic Initiatives	FTE 2026-16	1.0	-	-	-	1.0
Tourism	FTE 2026-17	0.4	-	-	-	0.4
Paramedic Services	FTE 2026-18 FTE 2026-19	7.0	-	-	(2.0)	5.0
Human Resources	FTE 2026-20	1.0	-	-	-	1.0
Oxford County Library	FTE 2026-21 NI 2026-10	-	2.5	-	-	2.5
2026 Draft Budget Increase						25.5
Draft 2026 FTE Plan						732.1

Transfer to/from Reserves and Reserve Funds

Included in the operating budget are reserve transfers to fund both operating and capital initiatives. \$112.7 million of the \$127.9 million capital budget is funded from reserves. A summary of these transfers are outlined below:

Capital reserve transfers consist of:

- **\$38.9 M** Asset Management Plan Contributions
- **\$3.8 M** Interest revenue allocation
- **\$2.3 M** Development charge exemptions
- **\$9.6 M** Capital grants
- **\$20.6 M** Development charge revenues collected

Total Capital Transfer of \$75.2 million

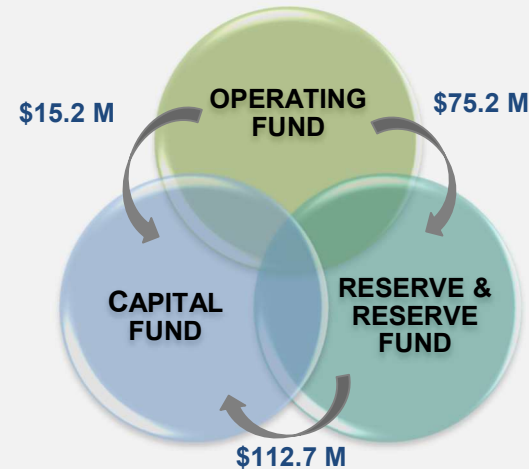
The Asset Management Plan Contributions of **\$38.9 M** is divided as follows:

\$23.1 Million General Levy Asset Management Plan Contributions

- **\$0.3 M** Information Technology capital - \$0.02 M ↑
- **\$1.0 M** Facilities - \$0.06 M ↓
- **\$3.3 M** Fleet - \$0.19 M ↓
- **\$11.0 M** Roads and Stormwater – \$0.68 M ↑
- **\$0.4 M** Waste Management - \$0.06 M ↑
- **\$2.6 M** Bridges and Structural Culverts - Unchanged
- **\$1.8 M** Woodingford Lodge - \$0.08 M ↑
- **\$1.4 M** Housing facilities (County-owned) - \$0.06 M ↑
- **\$1.3 M** Paramedic Services - \$0.02 M ↑

Additional details on the reserves can be found starting on page **78**.

\$75.2 million in Capital Reserve Transfers



- General Levy **\$23.1 M**
- Library Levy **\$0.4 M**
- Water & Wastewater Rates **\$15.4 M**
- Interest revenue **\$3.8 M**
- Development charge exemptions **\$2.3 M**

Plus

- CCBF Grant **\$4.0 M**
- OCIF Grant **\$5.6 M**
- Development charge revenues **\$20.6 M**

\$0.4 Million Library Levy Asset Management Plan Contributions

- **\$0.4 M** Library facilities - \$0.01 M ↑

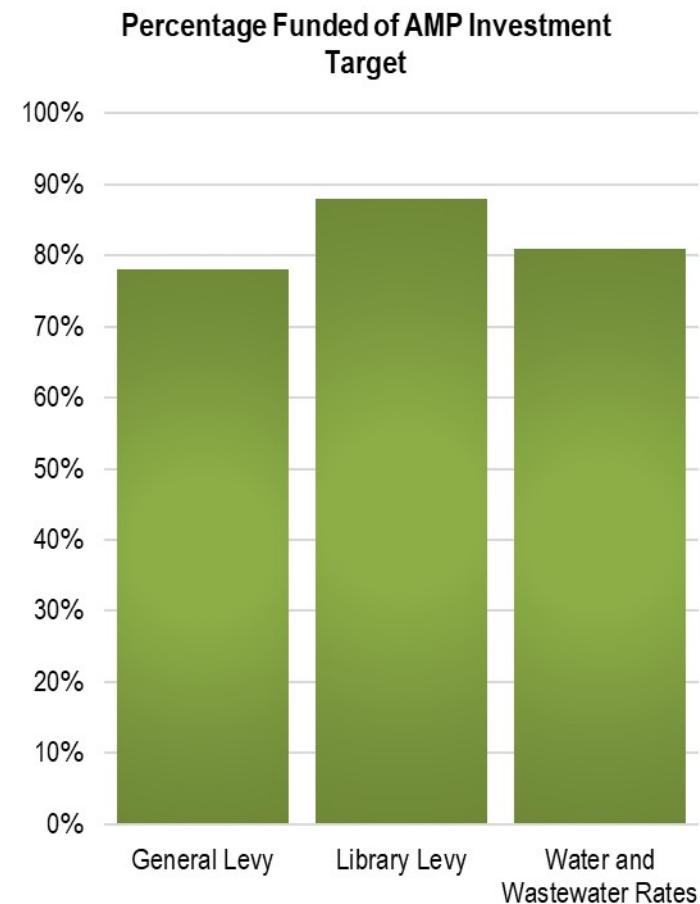
\$15.4 Million Water & Wastewater Rates Asset Management Plan Contributions

- **\$7.0 M** Wastewater reserves (collected from rates) - \$1.66 M ↓
- **\$8.4 M** Water reserves (collected from rates) - \$0.08 M ↑

Investing in Capital

Municipalities, pursuant to O.Reg. 588/17, must undergo ongoing asset management planning set out in an Asset Management Plan. The document sets out a strategic framework to guide future investments and support economic growth. The following table summarizes the required investment level as noted in the 2025 Asset Management Plan (AMP) and how that need compares to the proposed investment level contained in the 2026 Budget. Investment in stormwater, although not determined through the 2025 AMP due to insufficient data is assumed to be appropriately funded. The 2026 budget includes steps towards an appropriately funded and sustainable asset management program by bringing the County to 79% funded for the included services.

Budget Source \$Millions	AMP Investment Target	2026 Budget Investment	Surplus/ (Deficit)	% Funded
General Levy	\$43.9	\$34.4	(\$9.5)	78%
Library Levy	0.5	0.4	(0.1)	88%
Water and Wastewater Rates	21.5	17.4	(4.0)	81%
Total	\$66.0	\$52.4	(\$13.6)	79%



Additional Details on advancement of the asset management plan in the 2026 Budget can be found starting on page [35](#).

Summary

In summary, the 2026 Business Plan and Budget prepared on the basis of the County's [2023-2026 Strategic Plan](#) represent a responsible budget given the challenges faced in the upcoming year with a year over year increase in base budget of 3.0%. In addition to the base budget increase there are 10 new initiatives in the budget that contribute to the overall levy increase of 7.3%. The plan embraces the importance of managing human, natural and financial resources through integrated solutions rather than through fragmented approaches that meet one goal or objective at the expense of others.

Investments

In addition to the 10 new initiatives identified, the 2026 Budget includes a number of investments in promoting community vitality, enhancing environment sustainability and fostering a progressive government:

- **Capital Contributions** Like many communities, Oxford County is dealing with the financial impacts of key municipal infrastructure investments nearing the end of their intended lifespan. The County's reserves are built to fund the rehabilitation and replacement lifecycle needs of assets. The 2025 Asset Management Plan recommended proposed levels of service, with the 2026 Budget incorporating a fiscally responsible approach to moving the County closer to the capital contributions required to meet the proposed levels of service.
 - General Capital reserve contributions of \$23.1 million, an increase of \$0.67 million
 - Library Capital reserve contributions of \$0.4 million, an increase of \$0.01 million
 - Water and Wastewater reserve contributions of \$15.4 million, a decrease of \$1.66 million in wastewater to align contributions with the proposed levels of service and an increase of \$0.08 million in water
- **Affordable Housing** There continues to be a growing need to increase the supply of various housing options in the community, including transitional, supportive and affordable housing.
 - Continued investment of \$3.0 million in the Housing for All reserve, to support the creation of various affordable housing units through the My Second Unit program and ongoing development projects.
 - Leveraging funds from upper levels of government to support continued investments in affordable housing across the County.
 - Advocate for additional funding and explore additional opportunities to provide more affordable housing units.
- **Attract and Retain Staff** Over the last number of years we have seen our voluntary turnover rate and number of vacancies posted and filled increase drastically. While these numbers have now stabilized, they remain higher than historical rates due to the competitive labour market we are operating in and the portability of staff in the municipal sector. Attracting and retaining the highest quality staff remains a key priority to ensure the County continues to be able to meet increasing service level demands.
 - Executing the implementation of SAP, our new integrated Human Resources, Scheduling and Payroll system.
 - Designing and launching a new component of our leadership development pathway – *Leadership Fundamentals* – to ensure all new and existing leaders have the necessary skills to manage day to day human resources responsibilities and can navigate the unique challenges that arise in their leadership roles.
- **Planning for Growth** The County has recently experienced much higher than historic levels of growth, while also being faced with a host changes to Provincial legislation and policies related to planning for growth and housing. To ensure the County and Area Municipalities remain well positioned to continue to accommodate growth in accordance with current Provincial direction, the County has identified a range of growth related planning and infrastructure projects in the 2026 budget. These include, but are not limited to:
 - Initiating development of a new Official Plan to assess and update the County's overall land use policy framework to establish an updated vision for guiding growth and development in the County over the next 20-30 years and address key challenges and to

ensure the Plan is consistent with current Provincial Policy direction and reflective of local planning goals and objectives;

- Working with area municipalities to plan for and initiate secondary planning studies and processes necessary to better facilitate intensification in key areas and/or to expand settlement areas, where required to accommodate forecasted growth;
- Continuing to improve data and develop processes to monitor growth and infrastructure needs/capacity and establishing appropriate phasing policies and measures to ensure the timely provision of the services necessary to support expected growth, while also avoiding the premature and/or over expansion of costly infrastructure and public services;
- Reviewing opportunities to update zoning provisions to support increased density, height and/or unit mix, where appropriate;
- Working with the area municipal to continue improving development review processes and creating efficiencies, including potential interest in/benefit of further delegation of certain development approvals and implementing a Community Planning Permitting System for certain areas and/or types of development; and
- Undertaking numerous infrastructure projects to ensure the County and Area Municipalities maintain a sufficient supply of fully serviced growth land to accommodate growth in an efficient and sustainable manner.
- **Maintain Service Level** The budget includes a number of FTEs to meet temporary and long-term needs. This does not always mean an increase in service, but these resource investments are required to maintain the current service needs to meet the growing demand. The 2026 Budget includes an investment in staff resources of 25.5 FTE.
- **Safe Drinking Water** The 2026 budget includes an updated project list as approved by Council in PW2025-46 which represents a \$2.9 million continued investment in upgrading the County's Water and Wastewater SCADA system. This multi-year Master Plan will enhance critical control measures and monitoring of various risks identified in the

annual drinking water quality risk assessment, improving event detection and mitigating risks in our drinking water system.

- **Vulnerable and Unhoused Populations** The number of individuals experiencing homelessness, or those who are at risk of becoming unhoused, remains a concern. This ongoing concern is influenced by a range of complex factors including a lack of available housing options, affordability, mental illness and addictions.
 - The 2026 Budget includes ongoing support for the 24/7 emergency shelter services in the City of Woodstock and additional temporary shelter space in the Town of Tillsonburg.
 - The 2026 Budget also includes ongoing support to continue work on the actions identified in the community Homelessness Response Strategy, including a New Initiative to establish an annual operating fund for support services that are both flexible and focused on assisting individuals transition out of homelessness.
- **Road Safety and Traffic Calming** The 2026 Budget includes investments into County-wide evidence based speed management, traffic calming and road safety measures:
 - Intersection studies and safety upgrades at various locations.
 - An investment of \$325,000 into new controlled pedestrian crossings.
 - An additional \$240,000 investment for the development of an Oxford County Road Safety Strategy in collaboration with Area Municipalities, which includes the addition of a full-time position.
- **Curbside Waste Collection Services** The 2026 budget includes the provincial regulatory and policy changes to curbside waste collection services:
 - Launch of Source Separated Organics (SSO) collection in the City of Woodstock and the Township of South-West Oxford beginning January 2026.
 - Transition of the municipal blue box program to Producer responsibility from eligible sources starting January 1, 2026.
 - Implementation of County-wide blue box collection from non-eligible sources starting January 1, 2026.

- **Indigenous Reconciliation Action Plan and Updated Safe and Well Oxford Plan** Oxford County will maintain its efforts toward Indigenous reconciliation and enhancing community safety and well-being.
 - Carry out the updated Safe and Well Oxford plan, working with existing programs and service providers.
 - Work collaboratively with the consultant to develop an Indigenous Reconciliation and Action Plan, and support the implementation of its initiatives, including addressing the relevant Calls to Action outlined in the Truth and Reconciliation Commission report.
- **Ox on the Run** Transition Ox on the Run pilot program to a permanent library service.
 - 2026 budget includes the purchase of a new bookmobile vehicle and transitioning temporary staff to permanent to ensure successful continuation of the Ox on the Run program.

Challenges & Risks

Oxford County is facing a number of pressures in planning for 2026 that are not unique to Oxford, but reflective of the social and economic realities also faced by other communities in Ontario. They include:

- **Growth** The County continues to experience higher than historic population growth. As the County grows, so must the services to support the additional residents.
 - Impacts of Bill 23, the More Homes Built Faster Act, continue to be felt as part of the 2026 budget. It is imperative that solutions be found through collaboration, cooperation and innovation of all parties.
 - Significant industrial growth has contributed to water and wastewater service capacity availability and increases to the County's capital plan.
 - Plans for infrastructure growth are based on the current forecasts. There is a level of financial risk if the growth does not materialize or generate the level of economic development anticipated. Similarly, if adequate services are not available in a timely manner to accommodate development, it can limit growth.
 - Master Plans have been completed for a number of service areas outlining needs, in the near- and long-term to continue to support the community. Capital needs are resulting in a significant draw on current reserve balances.
 - Cycling Master Plan – Opportunities where on-road cycling facilities can be implemented as part of scheduled road reconstruction allows for optimization of resources and reductions in budgetary impacts.
 - Continued staffing demands to maintain service level requirements and meet increased service demands.
- **WSIB Costs** The County is a schedule 2 WSIB employer, thereby entirely responsible for the full cost of accident claims. The County has continued to see a significant increase in claims in Woodingford Lodge and Paramedic Services. Based on current trends, and the 2024 actuarial update, the 2026 budget includes a \$0.3 million increase in

WSIB costs.

- **Collective Bargaining** The County has 5 distinct Collective Bargaining agreements with our Human Services, Paramedic Services, Woodingford Lodge, Transportation and Waste Management, and Wastewater groups. 4 out of these 5 Collective Agreements expire December 31, 2025. Although we maintain positive relationships with all our union groups, collective bargaining does hold challenges and risks inherent to the process, such as the ability to strike, that will need to be managed throughout 2026.
- **Benefit Costs** As our workforce continues to age and the cost of medical and dental services continue to rise, so do our benefit premiums. While exploring cost containments is always top of mind, we must also maintain competitive benefit plans so we can attract and retain staff in a competitive employment landscape.
- **Tariffs** may have a notable effect on both the County's operating costs and the replacement cost of its assets. Initial impacts began to emerge in 2025. Given the volatile and uncertain nature of tariff environments, the full extent of their impact remains difficult to predict. This uncertainty presents a financial risk to the County's ability to manage service delivery costs and achieve the investment targets identified in the Asset Management Plan.
- **Paramedic Services Resources** Oxford County Paramedic Services (OCPS) faces significant operational and strategic challenges in 2026. Call volume continues to grow at a rate exceeding population growth, placing increasing pressure on staffing, response times, and available resources. Despite the ongoing need for expanded community-based care, funding for the Community Paramedic Program has remained flat for five years, creating sustainability concerns and uncertainty about the future funding model. Additionally, OCPS paramedic facilities have reached capacity, limiting the ability to accommodate service expansion, new staff, or evolving program needs. These pressures compound existing system strains and may impact service delivery and patient outcomes if not addressed. However, opportunities exist to improve efficiency and reduce out-of-area responses through the upcoming implementation of the Medical Priority Dispatch System (MPDS) at the London Central Ambulance Communications Centre. This initiative is expected to enhance triaging accuracy, optimize resource deployment, and support OCPS in maintaining service excellence amid growing demand.
- **Child Care Space** The Canada-Wide Early Learning and Child Care (CWELCC) agreement supports a high-quality, affordable, accessible and inclusive licensed childcare system. As part of CWELCC implementation, the County was allocated a directed growth space target, which was significantly reduced by the province in March 2025. With the initial CWELCC agreement ending March 2026, staff are preparing for a new agreement and associated direction. Advocacy efforts are ongoing to ensure the County's space target is increased, to support more affordable child care spaces throughout the community.
- **Shifting Fiscal Accountability** The complex challenges being faced by Ontario municipalities are exacerbated by inadequate financial resources. Programs and services that are typically administered by other levels of government are underfunded, shifting fiscal accountability to local municipalities. As the government closest to the people, municipalities are bridging the funding gap to provide much needed services including housing and homelessness, health care including long term care and paramedicine, and Community Safety and Well-Being plans. Until this funding imbalance is resolved, municipalities will continue to experience added financial pressures in order to support community needs and well-being.
- **Long-term Care** Ontario's long-term care sector continues to face significant pressures as it strives to meet the evolving and complex needs of residents. This budget reflects our commitment to improving care quality, enhancing staffing levels, and addressing the growing prevalence of dementia and mental health challenges within our homes.
 - In alignment with provincial mandates, we are prioritizing funding to meet the required four hours of direct care per resident per day and 36 minutes of allied health care. Meeting these targets are essential to ensuring our residents receive the attention and support they deserve.
 - With a rising number of residents living with dementia and complex

mental health conditions, we are investing in a specialized mental health professional to better support these individuals and improve quality of life.

- The acuity of residents entering LTC is increasing, with many requiring more intensive medical, emotional, behavioural, and psychosocial support. This trend places additional strain on existing resources and underscores the need for enhanced resources

The 2026 budget and new initiatives continue to demonstrate leadership and a commitment to partner with the community in efforts to stimulate our economy, support our social needs and protect our environment by *growing stronger...together.*

Draft Budget Documents

2026 Budget

Capital Budget Summary



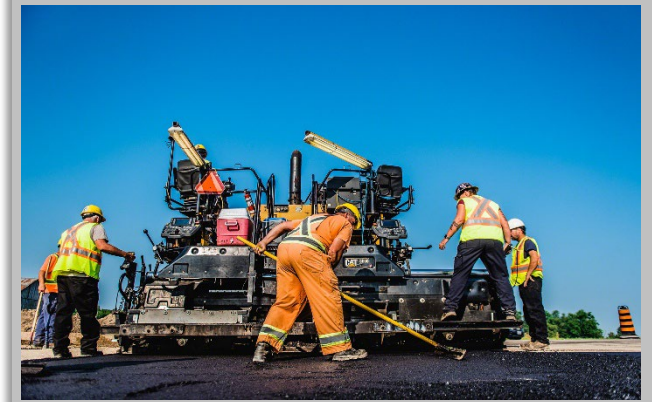
Capital Expenses

Capital expenses total \$127.9 million in 2026 (\$125.2 million–2025) representing a 2.1% increase (23.2% increase–2025). The 2026 capital expenses include \$32.2 million in carry forward projects. Of the capital projects included in the 2026 requested budget 29.2% represent road network projects, 6.4% stormwater projects, 12.1% bridges and culverts, 28.0% water and wastewater projects, 8.4% fleet and equipment, 6.5% facilities projects, and 9.4% furnishings and minor capital including studies.

Capital Revenue

The County of Oxford's capital budget is funded by several sources of revenues; taxation, water/wastewater rates and reserves, reserves, development charges, grants, debentures and other sources. The 2026 Capital Plan can be found on page 39.

- **Taxation** Funding raised through tax support from the operating budget. Funded from current year appropriations from the tax levy.
- **Water/Wastewater Rates and Reserves** User fees recovered from water and wastewater customers. Water and wastewater fees include an annual capital allocation to reserves, with any surplus from operating water and wastewater systems allocated to the respective reserves.
- **Reserves** Transfers from the County's reserves/reserve funds to fund capital projects. Reserves are funded from operating budget through taxation. Transfers from reserves offer financial flexibility and budgeted to offset significant capital costs.
- **Development Charges** Transfers from the County's reserves/reserve funds to fund capital projects. Reserves are funded from development charge revenues recovered in accordance with the County's development charge by-laws. Transfers from reserves offer financial flexibility and budgeted to offset significant capital costs.
- **Grants** Funds received from the provincial or federal government, or other sources to fund capital projects.
- **Debentures** A form of unsecured debt financing utilized by the municipality with debt repayments being funded through annual taxation, water/wastewater rates or development charges.
- **Other Sources** Recoveries from other sources such as: other municipalities for shared projects, capital billing recoveries from residents for new water/wastewater services, or other third party revenues.



Capital Projects – Tax Supported

Of the \$68.4 million in tax supported capital projects (2026 request) included in the 2026 budget 4.1% represent non infrastructure solutions, 38.0% replacement projects, 45.3% renewal projects, 0.7% maintenance projects and 11.9% expansion projects. Notable capital projects in the 2026 budget include:

Project Description	Asset Activity	Carry Forward ² \$	2026 Request \$	Total 2026 \$
Paramedic Services (page 313)				
Vehicles and equipment	Replacement	48,250	1,155,935	\$1,204,185
Woodingford Lodge (page 223)				
Equipment and furnishings	Replacement	-	477,200	477,200
Buildings	Renewal / Replacement	500,000	605,000	1,105,000
Facilities (page 94)				
Renewable Energy Projects	Expansion	1,100,000	3,910,000	5,010,000
Fleet (page 98)				
Vehicles	Replacement	-	3,738,310	3,738,310
Transportation Services (page 122)				
Various County Road and Intersection improvements	Various	1,878,000	30,355,000	32,233,000
Bridge and Culvert rehabilitation / replacement	Renewal / Replacement	2,100,000	12,349,000	14,449,000
Waste Management (page 138)				
Landfill Gas Collection System	Replacement	-	1,500,000	1,500,000
Housing and Homelessness Services (page 209)				
Housing / Shelter buildings	Renewal / Replacement	-	1,762,600	1,762,600

Funding details, along with the 10 year capital plan can be found starting on page 39 with capital projects described in the department's business plan

Capital Projects – Rate Supported

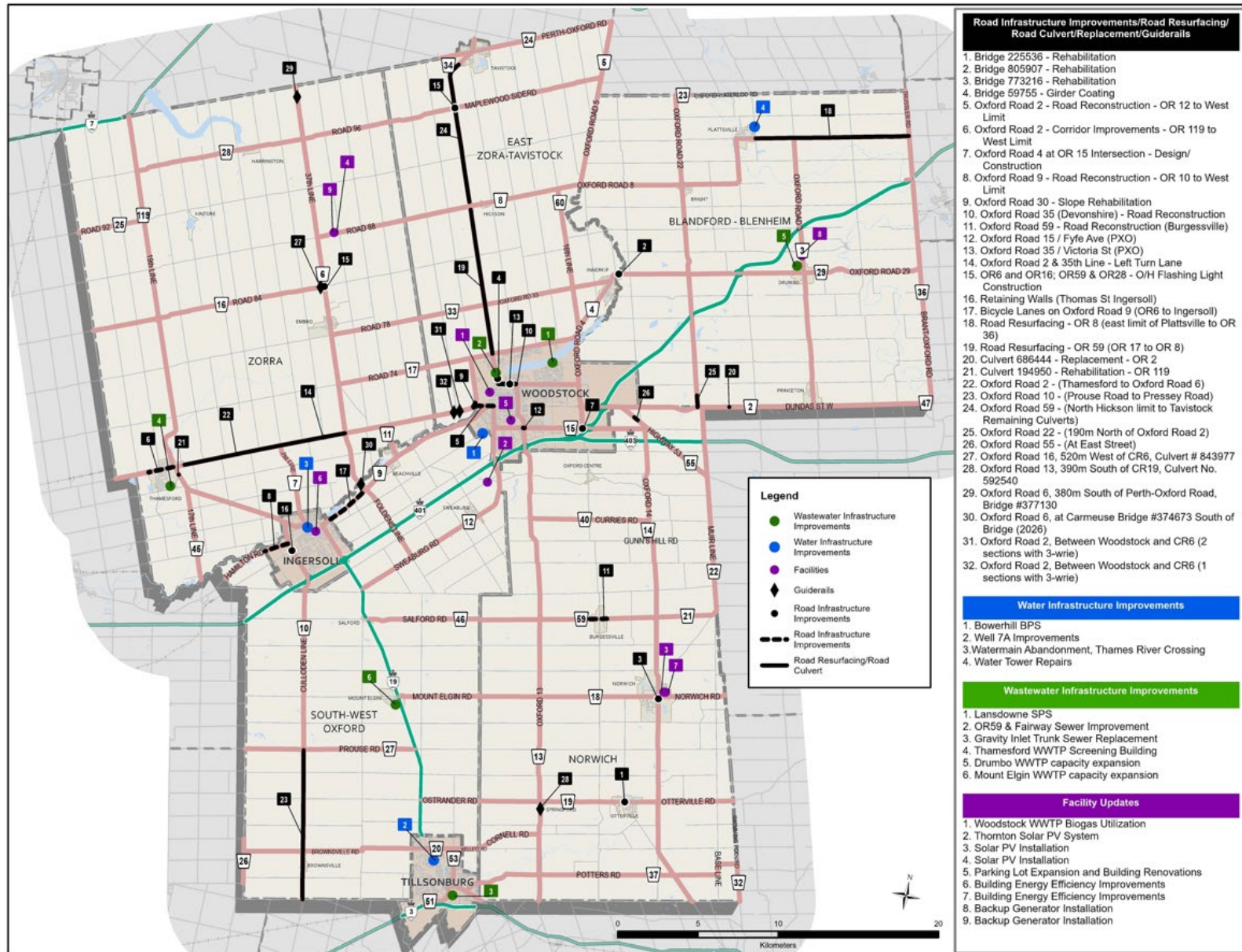
Of the \$33.9 million in rate supported capital projects (2026 request) included in the 2026 budget 6.2% represent non-infrastructure solutions, 55.7% replacement projects, 20.5% renewal projects, 4.2% maintenance projects and 13.4% expansion projects. Notable capital projects in the 2026 budget include:

Project Description	Asset Activity	Carry Forward ² \$	2026 Request \$	Total 2026 \$
Combined Water and Wastewater (page 157)				
SCADA master plan	Non-infrastructure solutions	806,031	2,088,969	2,895,000
Wastewater (page 156)				
Woodstock-Lansdowne Pumping Station	Expansion	2,000,000	675,000	2,675,000
Tillsonburg-Gravity Inlet Trunk	Replacement	100,000	1,250,000	1,350,000
Ingersoll-Town projects	Replacement	-	410,000	410,000
Norwich-Biosolids Clean-Out	Maintenance	-	1,400,000	1,400,000
Tavistock-Wastewater Treatment Plant Expansion EA	Expansion	47,000	750,000	797,000
Thamesford-Wastewater Treatment Plant process enhancements	Renewal	5,400,000	600,000	6,000,000
Mount Elgin-Wastewater Treatment Plant Capacity Expansion	Expansion	2,670,000	1,830,000	4,500,000
Water (page 151)				
Woodstock-City projects	Replacement	-	2,264,000	2,264,000
Woodstock-Bowerhill Booster Pumping Station	Expansion	400,000	400,000	800,000
Tillsonburg-Well 7A	Renewal	678,154	4,912,513	5,590,667
Ingersoll-Town projects	Replacement	-	1,286,000	1,286,000
Ingersoll-Cast Iron Pipe Replacement	Replacement	-	950,000	950,000
Plattsville-Water Tower Paint/Repair	Renewal	125,000	500,000	625,000

Funding details, along with the 10 year capital plan can be found starting on page 39 with capital projects described in the department's business plan.

² Carry forward includes prior years approved budget not spent

Oxford County 2026 Construction Projects



Asset Management Plan

The Asset Management Plan (AMP) sets out a strategic framework that will guide future investments that support economic growth and respond to changing needs in a fiscally responsible manner by aligning assets with service objectives, documenting core practices and procedures and guiding the action and investment needed to meet key business goals. The County's Asset Management Plan is available on the [website](#).

To ensure long-term sustainability of the County's assets, the capital budget must support the financial needs of its infrastructure. A longer-term outlook, one that may span longer than the budget and/or Council term is required.

Ontario Regulation 588/17, Asset Management Planning for Municipal Infrastructure, aims to implement best practices throughout the municipal sector and provide a degree of consistency to support collaboration between municipalities and the Province. This regulation aims to help municipalities more clearly identify what their asset needs are, thus, helping municipalities work towards a more sustainable position regarding the funding of their assets. Proposed levels of service along with a financial plan for achieving sustainability have been included in the County's 2025 AMP update.



Required Investment

Through the County's Asset Management Plan, staff reviewed multiple levels of service scenarios for each portfolio centered around budget, condition or useful life depending on the type of asset, using a decision support module within asset management software. Each scenario is reviewed over a 100-year period to identify the proposed sustainable level of service, while continuing to balance risk to the service provided. Based on the recommended scenarios, the proposed investment represents the amount of capital funding required to renew and maintain existing assets so services can continue to be delivered at the desired level. Utilizing an average annual figure for the investment, over a charge based on actual expenditures, helps smooth the impact on residents, helping with predictability and sustainability. These estimates assume that all work is completed as indicated and do not account for future changes due to environmental factors, new maintenance techniques, and unidentified growth.

Annual contribution levels for water and wastewater systems and levy funded asset types are reviewed with each business plan and budget process. The County's current investment in capital assets consists of:



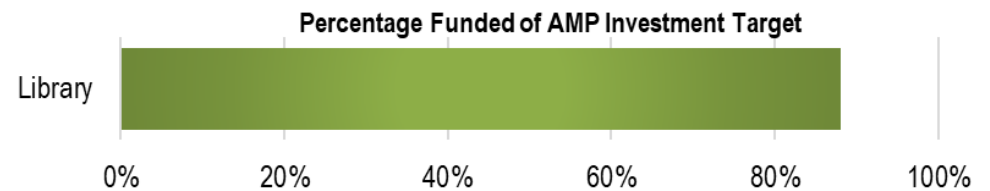
Closing the Funding Gap

The 2026 Budget takes steps towards closing the funding gaps identified in the County's latest AMP through a review of factors including interest rates, inflation, impact to the overall levy or rates, and risks to the delivery of the asset management program, bringing the County to 79% funded overall.

Library Levy

The 2026 Budget proposes only an inflationary increase for the Library Levy, as current funding levels are close to the required investment and other service priorities have been identified. The planned investment is slightly lower than what was anticipated in the 2025 AMP, reflecting reduced interest revenue resulting from declining rates. The total investment increase is just under \$1,000, representing a 0.01% increase over the 2025 Library Levy.

AMP Area \$Millions	AMP Investment Target	2026 Budget Investment	Surplus/ (Deficit)	% Funded
Library	0.50	0.44	(0.06)	88%
Total	\$0.50	\$0.44	(\$0.06)	88%

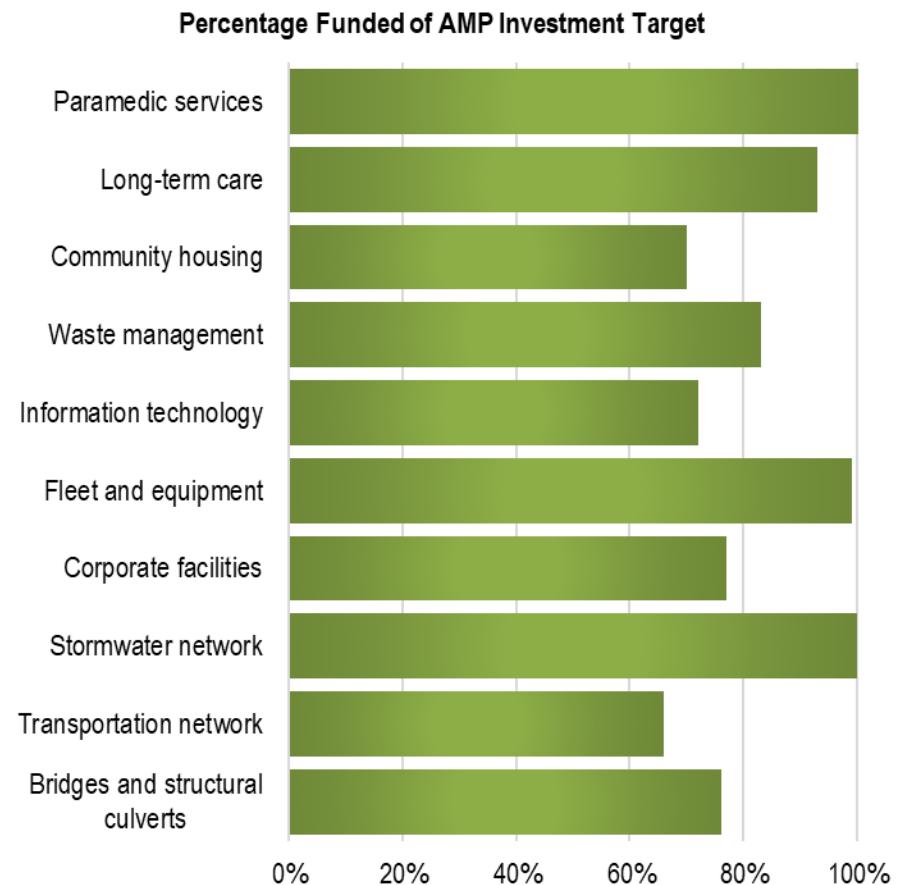


General Levy

The required investment levels and capital contributions have been reviewed for each service area supported by the General Levy, incorporating growth-related projects planned for completion in 2026. The Stormwater network is assumed to be fully funded, as a detailed analysis was not completed through the 2025 AMP due to insufficient and unreliable data.

For most service areas, the 2026 Budget includes an inflationary increase, along with additional investments aimed at progressing toward the funding targets identified in the 2025 AMP. Compared to projections in the AMP, the 2026 proposed investment reflects a reduction of just under \$540,000 in interest revenue—primarily due to lower interest rates and reduced reserve balances—and an increase of approximately \$700,000 in capital contributions.

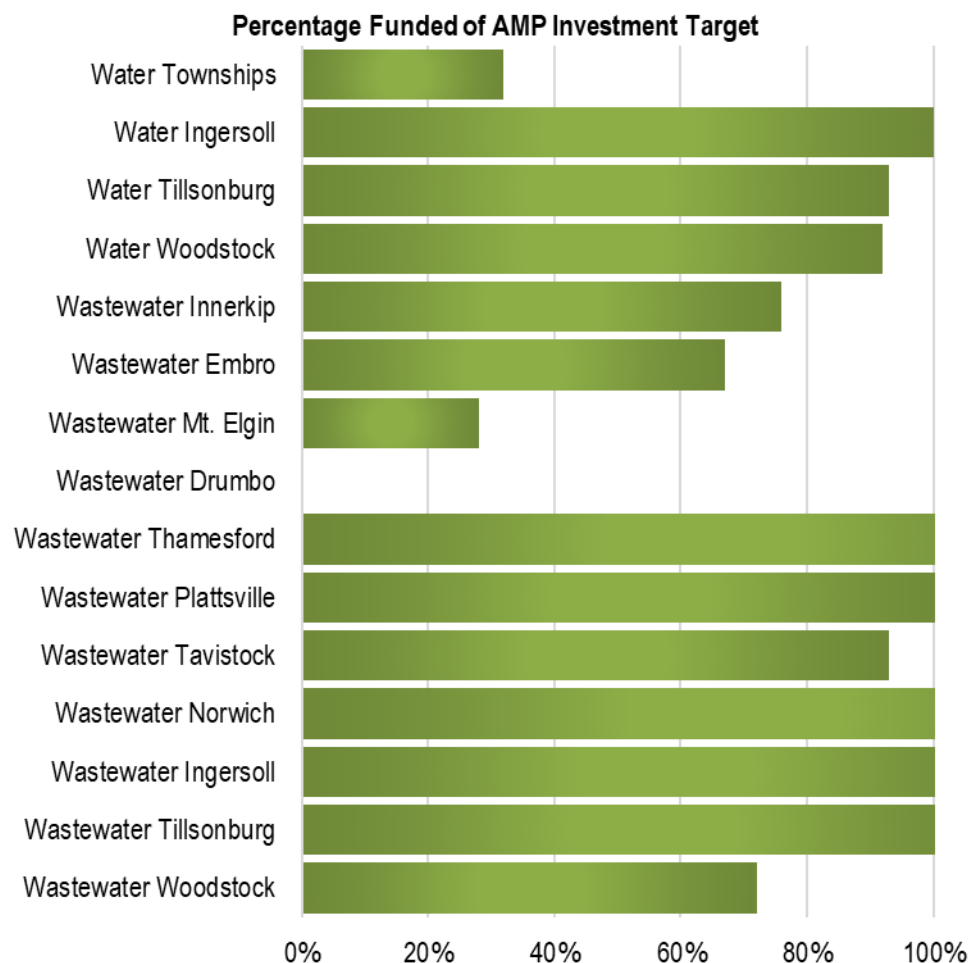
AMP Area \$Millions	AMP Investment Target	2026 Budget Investment	Surplus/ (Deficit)	% Funded
Bridges and culverts	\$7.02	\$5.37	(\$1.65)	76%
Transportation network	19.08	12.66	(6.42)	66%
Stormwater network	5.94	5.94	-	100%
Corporate facilities	1.55	1.20	(0.35)	77%
Fleet and equipment	3.54	3.49	(0.05)	99%
Information technology	0.39	0.28	(0.11)	72%
Waste management	1.07	0.89	(0.18)	83%
Community housing	2.09	1.46	(0.63)	70%
Long-term care	2.01	1.86	(0.15)	93%
Paramedic Services	1.24	1.29	0.05	104%
Total	\$43.93	\$34.44	(\$9.49)	78%



Water and Wastewater Rates

The Water and Wastewater Rate Policy establishes rates to achieve full cost recovery—both operating and capital—on a system-by-system basis, with a focus on long-term rate sustainability. While achieving full funding for capital investment remains the ultimate goal for all systems, the significant funding gap in some systems requires a phased approach to closing the shortfall, incorporating projected growth trends and balancing future capital needs. Sustainability must be assessed individually for each system, as capital requirements vary based on system age, size, and the combined financial impact on water and wastewater users within each serviced area. The 2026 Budget investments continue progressing toward the investment targets identified in the 2025 Asset Management Plan (AMP).

AMP Area \$Millions	AMP Investment Target	2026 Budget Investment	Surplus/ (Deficit)	% Funded
Wastewater - Woodstock	\$3.86	\$2.77	(\$1.09)	72%
Wastewater – Tillsonburg	1.47	1.63	0.16	111%
Wastewater – Ingersoll	1.44	1.66	0.22	115%
Wastewater – Norwich	0.35	0.48	0.13	137%
Wastewater – Tavistock	0.56	0.52	(0.04)	93%
Wastewater – Plattsville	0.27	0.28	0.01	104%
Wastewater – Thamesford	0.39	0.49	0.10	126%
Wastewater – Drumbo	0.25	-	(0.25)	0%
Wastewater – Mt Elgin	0.36	0.10	(0.26)	28%
Wastewater – Embro	0.21	0.14	(0.07)	67%
Wastewater – Innerkip	0.17	0.13	(0.04)	76%
Water – Woodstock	4.80	4.42	(0.38)	92%
Water – Tillsonburg	2.24	2.09	(0.15)	93%
Water – Ingersoll	1.63	1.63	-	100%
Water - Townships	3.53	1.13	(2.40)	32%
Total	\$21.53	\$17.47	(\$4.06)	81%



	CARRY	2026	2026		2026		WWW					
	FORWARD	REQUESTED	CAPITAL	UNFINANCED	FINANCED		RATES &					OTHER
DESCRIPTION	BUDGET (2)	BUDGET (3)	BUDGET	CAPITAL (1)	CAPITAL	TAXATION	RESERVES	RESERVES	DC	GRANTS	DEBT	SOURCES
CAO												
CAO												
GENERAL												
115000 STRATEGIC INITIATIVES	-	2,000	2,000	-	2,000	2,000	-	-	-	-	-	-
122000 CLERK OFFICE	-	2,000	2,000	-	2,000	2,000	-	-	-	-	-	-
TOTAL GENERAL	-	4,000	4,000	-	4,000	4,000	-	-	-	-	-	-
TOTAL CAO	-	4,000	4,000	-	4,000	4,000	-	-	-	-	-	-
TOTAL CAO	-	4,000	4,000	-	4,000	4,000	-	-	-	-	-	-
HUMAN RESOURCES												
HUMAN RESOURCES												
GENERAL												
112000 HUMAN RESOURCES	-	2,000	2,000	-	2,000	2,000	-	-	-	-	-	-
TOTAL GENERAL	-	2,000	2,000	-	2,000	2,000	-	-	-	-	-	-
TOTAL HUMAN RESOURCES	-	2,000	2,000	-	2,000	2,000	-	-	-	-	-	-
TOTAL HUMAN RESOURCES	-	2,000	2,000	-	2,000	2,000	-	-	-	-	-	-
CORPORATE SERVICES												
CORPORATE SERVICES												
GENERAL												
120000 FINANCE	-	10,000	10,000	-	10,000	5,000	5,000	-	-	-	-	-
121000 CUSTOMER SERVICE	-	2,000	2,000	-	2,000	2,000	-	-	-	-	-	-
123000 INFORMATION TECHNOLOGY	65,000	574,150	639,150	-	639,150	-	-	639,150	-	-	-	-
150000 POA	-	65,000	65,000	-	65,000	-	-	65,000	-	-	-	-
900050 ASSET MGMT SYSTEMS ENHANCEMENT	350,000	-	350,000	-	350,000	-	161,272	188,728	-	-	-	-
TOTAL GENERAL	415,000	651,150	1,066,150	-	1,066,150	7,000	166,272	892,878	-	-	-	-
TOTAL CORPORATE SERVICES	415,000	651,150	1,066,150	-	1,066,150	7,000	166,272	892,878	-	-	-	-
TOTAL CORPORATE SERVICES	415,000	651,150	1,066,150	-	1,066,150	7,000	166,272	892,878	-	-	-	-
PUBLIC WORKS												
ENGINEERING AND CONSTRUCTION												
GENERAL												
290000 CAPITAL ADMIN	-	104,500	104,500	-	104,500	93,500	-	11,000	-	-	-	-
TOTAL GENERAL	-	104,500	104,500	-	104,500	93,500	-	11,000	-	-	-	-
TOTAL ENGINEERING AND CONSTRUCTION	-	104,500	104,500	-	104,500	93,500	-	11,000	-	-	-	-
FACILITIES												
ENERGY EFFICIENCY												
911006 ENERGY CONSERVATION FACILITIES	-	1,762,100	1,762,100	-	1,762,100	-	-	1,298,180	-	463,920	-	-
911012 EV CHARGERS	-	360,000	360,000	-	360,000	-	360,000	-	-	-	-	-
911900 FACILITIES RENEWABLE ENERGY	1,100,000	3,910,000	5,010,000	(4,014,819)	995,181	-	-	-	405,298	48,000	541,883	-
TOTAL ENERGY EFFICIENCY	1,100,000	6,032,100	7,132,100	(4,014,819)	3,117,281	-	360,000	1,298,180	405,298	511,920	541,883	-
ADMINISTRATION BUILDINGS												
210000 FACILITIES ADMIN	-	56,000	56,000	-	56,000	56,000	-	-	-	-	-	-
210010 ADMIN BUILDING (21 REEVE)	-	109,000	109,000	-	109,000	-	-	109,000	-	-	-	-

	CARRY	2026	2026		2026		WWW					
	FORWARD	REQUESTED	CAPITAL	UNFINANCED	FINANCED		RATES &					OTHER
DESCRIPTION	BUDGET (2)	BUDGET (3)	BUDGET	CAPITAL (1)	CAPITAL	TAXATION	RESERVES	RESERVES	DC	GRANTS	DEBT	SOURCES
210040 POA (419 HUNTER)	-	17,500	17,500	-	17,500	-	-	17,500	-	-	-	-
210110 COIN TOWERS	-	39,400	39,400	-	39,400	-	-	39,400	-	-	-	-
911000 FACILITIES CONDITION ASSESSMT	-	400,000	400,000	-	400,000	-	330,000	70,000	-	-	-	-
911002 COURTHOUSE RENOVATIONS	-	18,000	18,000	-	18,000	-	-	18,000	-	-	-	-
TOTAL ADMINISTRATION BUILDINGS	-	639,900	639,900	-	639,900	56,000	330,000	253,900	-	-	-	-
TOTAL FACILITIES	1,100,000	6,672,000	7,772,000	(4,014,819)	3,757,181	56,000	690,000	1,552,080	405,298	511,920	541,883	-
FLEET												
FLEET												
220000 EQUIPMENT MASTER	-	2,000	2,000	-	2,000	2,000	-	-	-	-	-	-
220104 F - VAN	-	80,400	80,400	-	80,400	-	-	80,400	-	-	-	-
220364 R - H - TANDEM	-	495,000	495,000	-	495,000	-	-	495,000	-	-	-	-
220365 R - D - TANDEM	-	495,000	495,000	-	495,000	-	-	495,000	-	-	-	-
220408 R - H - ASPHALT PAVER	-	300,000	300,000	-	300,000	-	-	300,000	-	-	-	-
220414 R - D - GRADER	-	29,000	29,000	-	29,000	-	-	29,000	-	-	-	-
220417 R - D - SWEEPER	-	525,000	525,000	-	525,000	-	-	525,000	-	-	-	-
220420 R - D - TRACTOR	-	297,100	297,100	-	297,100	-	-	297,100	-	-	-	-
220426 R - W - BACKHOE	-	225,000	225,000	-	225,000	-	-	225,000	-	-	-	-
220427 R - W - TRACTOR	-	254,310	254,310	-	254,310	-	-	254,310	-	-	-	-
220556 WW - VAC TRUCK	-	450,000	450,000	-	450,000	-	-	450,000	-	-	-	-
220620 W - TRAILER	-	10,500	10,500	-	10,500	-	-	10,500	-	-	-	-
220632 W - PICKUP	-	77,500	77,500	-	77,500	-	-	77,500	-	-	-	-
220633 W - PICKUP	-	76,000	76,000	-	76,000	-	-	76,000	-	-	-	-
220646 W - PICKUP	-	76,000	76,000	-	76,000	-	-	76,000	-	-	-	-
220648 W - PICKUP	-	77,500	77,500	-	77,500	-	-	77,500	-	-	-	-
220652 W - PICKUP	-	77,500	77,500	-	77,500	-	-	77,500	-	-	-	-
220691 W - FLAT BED TRAILER	-	10,500	10,500	-	10,500	-	-	10,500	-	-	-	-
220692 GENSET TRAILER	-	60,000	60,000	-	60,000	-	-	60,000	-	-	-	-
220695 SCRUBBER TRAILER	-	60,000	60,000	-	60,000	-	-	60,000	-	-	-	-
220696 SCRUBBER TRAILER	-	60,000	60,000	-	60,000	-	-	60,000	-	-	-	-
TOTAL FLEET	-	3,738,310	3,738,310	-	3,738,310	2,000	-	3,736,310	-	-	-	-
TOTAL FLEET	-	3,738,310	3,738,310	-	3,738,310	2,000	-	3,736,310	-	-	-	-
TRANSPORTATION SERVICES												
GENERAL												
230000 ROADS ADMIN	-	348,000	348,000	-	348,000	306,000	-	42,000	-	-	-	-
TOTAL GENERAL	-	348,000	348,000	-	348,000	306,000	-	42,000	-	-	-	-
FACILITIES												
213000 DRUMBO YARD FAC	-	25,000	25,000	-	25,000	-	-	25,000	-	-	-	-
213010 HIGHLAND YARD FAC	-	48,500	48,500	-	48,500	-	-	48,500	-	-	-	-
213020 SPRINGFORD YARD FAC	-	34,500	34,500	-	34,500	6,000	-	28,500	-	-	-	-
213030 WOODSTOCK YARD FAC	-	25,000	25,000	-	25,000	-	-	25,000	-	-	-	-
911301 DRUMBO YARD FACILITIES	-	175,000	175,000	-	175,000	-	-	175,000	-	-	-	-

	CARRY	2026	2026		2026		WWW					
	FORWARD	REQUESTED	CAPITAL	UNFINANCED	FINANCED		RATES &					OTHER
DESCRIPTION	BUDGET (2)	BUDGET (3)	BUDGET	CAPITAL (1)	CAPITAL	TAXATION	RESERVES	RESERVES	DC	GRANTS	DEBT	SOURCES
911302 HIGHLAND YARD FACILITIES	-	175,000	175,000	-	175,000	-	-	175,000	-	-	-	-
TOTAL FACILITIES	-	483,000	483,000	-	483,000	6,000	-	477,000	-	-	-	-
ROAD NETWORK												
930001 ROADS NEEDS STUDY	30,000	-	30,000	-	30,000	-	-	30,000	-	-	-	-
930002 CR 2	-	4,300,000	4,300,000	-	4,300,000	-	-	3,329,559	970,441	-	-	-
930004 CR 4	-	6,400,000	6,400,000	(4,138,765)	2,261,235	-	-	1,496,326	764,909	-	-	-
930019 CR 19	798,000	150,000	948,000	-	948,000	-	-	786,593	161,407	-	-	-
930035 CR 35	-	2,650,000	2,650,000	-	2,650,000	-	-	1,135,081	232,919	1,250,000	-	32,000
930059 CR 59	-	850,000	850,000	-	850,000	-	-	815,947	34,053	-	-	-
930070 GUIDE RAILS	-	470,000	470,000	-	470,000	-	-	470,000	-	-	-	-
930076 PEDESTRIAN CROSSINGS	-	325,000	325,000	-	325,000	260,000	-	-	65,000	-	-	-
930077 INTERSECTION UPGRADES	-	790,000	790,000	-	790,000	-	-	521,460	268,540	-	-	-
930078 INTERSECTION ILLUMINATION	100,000	100,000	200,000	-	200,000	80,000	-	50,000	20,000	-	-	50,000
930079 CYCLING INFRASTRUCTURE	-	530,000	530,000	-	530,000	304,432	-	-	225,568	-	-	-
930080 RETAINING WALLS	950,000	275,000	1,225,000	-	1,225,000	-	-	1,225,000	-	-	-	-
930099 REHAB & RESURFACING	-	7,190,000	7,190,000	-	7,190,000	-	-	1,822,000	-	5,368,000	-	-
930102 CRACK SEALING	-	300,000	300,000	-	300,000	-	-	200,000	-	-	-	100,000
930119 CR 119	-	400,000	400,000	-	400,000	-	-	110,555	289,445	-	-	-
930150 URBANIZATION	-	4,100,000	4,100,000	-	4,100,000	-	-	2,244,937	1,745,063	-	-	110,000
930300 TRAFFIC SIGNALS	-	1,375,000	1,375,000	-	1,375,000	-	-	825,000	50,000	-	-	500,000
930301 TRAFFIC - TRAFFIC CALMING	-	150,000	150,000	-	150,000	120,000	-	-	30,000	-	-	-
TOTAL ROAD NETWORK	1,878,000	30,355,000	32,233,000	(4,138,765)	28,094,235	764,432	-	15,062,458	4,857,345	6,618,000	-	792,000
STORM NETWORK												
930115 DRAIN IMPROV	-	325,000	325,000	-	325,000	-	-	325,000	-	-	-	-
930198 URBAN STORM SEWER	-	1,375,000	1,375,000	-	1,375,000	-	-	1,289,902	85,098	-	-	-
930199 RURAL STORM SEWER	-	4,835,000	4,835,000	-	4,835,000	-	-	862,136	744,864	3,228,000	-	-
TOTAL STORM NETWORK	-	6,535,000	6,535,000	-	6,535,000	-	-	2,477,038	829,962	3,228,000	-	-
BRIDGES AND CULVERTS												
930200 BRIDGE REHAB	2,100,000	12,349,000	14,449,000	-	14,449,000	-	-	9,686,000	-	4,438,000	-	325,000
930201 BRIDGE NEEDS STUDY	-	150,000	150,000	-	150,000	-	-	150,000	-	-	-	-
TOTAL BRIDGES AND CULVERTS	2,100,000	12,499,000	14,599,000	-	14,599,000	-	-	9,836,000	-	4,438,000	-	325,000
TOTAL TRANSPORTATION SERVICES	3,978,000	50,220,000	54,198,000	(4,138,765)	50,059,235	1,076,432	-	27,894,496	5,687,307	14,284,000	-	1,117,000
WASTE MANAGEMENT												
GENERAL												
280000 WASTE MGMT	355,000	312,700	667,700	-	667,700	78,200	-	589,500	-	-	-	-
283000 WASTE MGMT - TILLSONBURG	-	1,000	1,000	-	1,000	1,000	-	-	-	-	-	-
900032 LANDFILL GAS COLLECTION SYSTEM	-	1,500,000	1,500,000	-	1,500,000	-	-	1,500,000	-	-	-	-
900033 LANDFILL COVER	-	164,000	164,000	-	164,000	-	-	164,000	-	-	-	-
918700 LANDFILL SOUTH OPERATING ARE	-	20,000	20,000	-	20,000	-	-	20,000	-	-	-	-
TOTAL GENERAL	355,000	1,997,700	2,352,700	-	2,352,700	79,200	-	2,273,500	-	-	-	-
FACILITIES												

	CARRY	2026	2026		2026		WWW					
	FORWARD	REQUESTED	CAPITAL	UNFINANCED	FINANCED		RATES &					OTHER
DESCRIPTION	BUDGET (2)	BUDGET (3)	BUDGET	CAPITAL (1)	CAPITAL	TAXATION	RESERVES	RESERVES	DC	GRANTS	DEBT	SOURCES
218700 SALFORD LF BLDGS	-	111,500	111,500	-	111,500	15,000	-	96,500	-	-	-	-
911800 SALFORD LANDFILL FACILITIES	-	80,000	80,000	-	80,000	-	-	80,000	-	-	-	-
TOTAL FACILITIES	-	191,500	191,500	-	191,500	15,000	-	176,500	-	-	-	-
TOTAL WASTE MANAGEMENT	355,000	2,189,200	2,544,200	-	2,544,200	94,200	-	2,450,000	-	-	-	-
TOTAL PUBLIC WORKS	5,433,000	62,924,010	68,357,010	(8,153,584)	60,203,426	1,322,132	690,000	35,643,886	6,092,605	14,795,920	541,883	1,117,000
WOODINGFORD LODGE												
WOODINGFORD LODGE												
GENERAL												
391000 WFL - WOODSTOCK	-	971,520	971,520	-	971,520	2,500	-	911,820	-	57,200	-	-
392000 WFL - INGERSOLL	-	58,730	58,730	-	58,730	2,000	-	55,980	-	750	-	-
393000 WFL - TILLSONBURG	500,000	51,950	551,950	-	551,950	2,000	-	549,200	-	750	-	-
TOTAL GENERAL	500,000	1,082,200	1,582,200	-	1,582,200	6,500	-	1,517,000	-	58,700	-	-
TOTAL WOODINGFORD LODGE	500,000	1,082,200	1,582,200	-	1,582,200	6,500	-	1,517,000	-	58,700	-	-
TOTAL WOODINGFORD LODGE	500,000	1,082,200	1,582,200	-	1,582,200	6,500	-	1,517,000	-	58,700	-	-
HUMAN SERVICES												
HOUSING												
SOCIAL HOUSING FACILITIES												
360000 H.S.I. SHELTER	-	37,700	37,700	-	37,700	-	-	37,700	-	-	-	-
360425 HSG - 16 GEORGE	-	6,500	6,500	-	6,500	-	-	6,500	-	-	-	-
360435 HSG - 70 MARIA	-	195,000	195,000	-	195,000	-	-	137,250	-	57,750	-	-
360440 HSG - 111 BROCK	-	162,000	162,000	-	162,000	-	-	114,150	-	47,850	-	-
360451 HSG - 235 THAMES	-	83,600	83,600	-	83,600	-	-	58,520	-	25,080	-	-
360452 HSG - 221 THAMES	-	61,000	61,000	-	61,000	-	-	49,450	-	11,550	-	-
360454 HSG - 178 EARL	-	78,000	78,000	-	78,000	-	-	59,850	-	18,150	-	-
360455 HSG - 135 CARROLL	-	49,000	49,000	-	49,000	-	-	35,800	-	13,200	-	-
360461 HSG - 57 ROLPH	-	28,000	28,000	-	28,000	-	-	23,950	-	4,050	-	-
360462 HSG - 174 LISGAR	-	123,500	123,500	-	123,500	-	-	87,200	-	36,300	-	-
360463 HSG - 215 LISGAR	-	290,500	290,500	-	290,500	-	-	210,550	-	79,950	-	-
360464 HSG - EARLE	-	40,000	40,000	-	40,000	-	-	40,000	-	-	-	-
360471 HSG - JAMES	-	10,000	10,000	-	10,000	-	-	10,000	-	-	-	-
360472 HSG - 816 ALICE	-	97,800	97,800	-	97,800	-	-	70,410	-	27,390	-	-
360475 HSG - 742 PAVEY	-	24,000	24,000	-	24,000	-	-	24,000	-	-	-	-
360476 HSG - 82 FINKLE	-	156,500	156,500	-	156,500	-	-	110,300	-	46,200	-	-
360477 HSG - 161 FYFE	-	69,000	69,000	-	69,000	-	-	69,000	-	-	-	-
360478 HSG - 738 PARKINSON	-	2,500	2,500	-	2,500	-	-	2,500	-	-	-	-
360479 HSG - 1132 CREE	-	9,000	9,000	-	9,000	-	-	9,000	-	-	-	-
360481 HSG - 36-40 STAFFORD	-	212,000	212,000	-	212,000	-	-	212,000	-	-	-	-
360486 HSG - 140 WINNIETT	-	27,000	27,000	-	27,000	-	-	27,000	-	-	-	-
TOTAL SOCIAL HOUSING FACILITIES	-	1,762,600	1,762,600	-	1,762,600	-	-	1,395,130	-	367,470	-	-
TOTAL HOUSING	-	1,762,600	1,762,600	-	1,762,600	-	-	1,395,130	-	367,470	-	-
COMMUNITY & SOCIAL SERVICES												

	CARRY	2026	2026		2026		WWW					
	FORWARD	REQUESTED	CAPITAL	UNFINANCED	FINANCED		RATES &					OTHER
DESCRIPTION	BUDGET (2)	BUDGET (3)	BUDGET	CAPITAL (1)	CAPITAL	TAXATION	RESERVES	RESERVES	DC	GRANTS	DEBT	SOURCES
COMMUNITY & SOCIAL SERVICES												
300000 COMMUNITY & SOCIAL SERVICES	-	18,200	18,200	-	18,200	-	-	-	-	18,200	-	-
TOTAL COMMUNITY & SOCIAL SERVICES	-	18,200	18,200	-	18,200	-	-	-	-	18,200	-	-
TOTAL COMMUNITY & SOCIAL SERVICES	-	18,200	18,200	-	18,200	-	-	-	-	18,200	-	-
TOTAL HUMAN SERVICES	-	1,780,800	1,780,800	-	1,780,800	-	-	1,395,130	-	385,670	-	-
PARAMEDIC SERVICES												
PARAMEDIC SERVICES												
GENERAL												
510000 PARAMEDIC SERVICES	48,250	1,155,935	1,204,185	-	1,204,185	317,237	-	857,480	29,468	-	-	-
TOTAL GENERAL	48,250	1,155,935	1,204,185	-	1,204,185	317,237	-	857,480	29,468	-	-	-
FACILITIES												
915010 EMS MILL ST	-	30,000	30,000	-	30,000	-	-	30,000	-	-	-	-
915040 EMS 81 KING TBURG	-	50,000	50,000	-	50,000	-	-	50,000	-	-	-	-
915070 EMS TIDEY NORWICH	-	44,000	44,000	-	44,000	-	-	44,000	-	-	-	-
TOTAL FACILITIES	-	124,000	124,000	-	124,000	-	-	124,000	-	-	-	-
TOTAL PARAMEDIC SERVICES	48,250	1,279,935	1,328,185	-	1,328,185	317,237	-	981,480	29,468	-	-	-
TOTAL PARAMEDIC SERVICES	48,250	1,279,935	1,328,185	-	1,328,185	317,237	-	981,480	29,468	-	-	-
PLANNING												
PLANNING												
GENERAL												
400000 PLANNING	-	5,000	5,000	-	5,000	3,000	-	2,000	-	-	-	-
TOTAL GENERAL	-	5,000	5,000	-	5,000	3,000	-	2,000	-	-	-	-
TOTAL PLANNING	-	5,000	5,000	-	5,000	3,000	-	2,000	-	-	-	-
TOTAL PLANNING	-	5,000	5,000	-	5,000	3,000	-	2,000	-	-	-	-
LIBRARY												
LIBRARY												
GENERAL												
600000 LIBRARY ADMINISTRATION	-	327,000	327,000	-	327,000	6,000	-	321,000	-	-	-	-
610000 SPECIAL PROGRAMS	-	300,000	300,000	-	300,000	-	-	300,000	-	-	-	-
TOTAL GENERAL	-	627,000	627,000	-	627,000	6,000	-	621,000	-	-	-	-
FACILITIES												
600500 BRANCH LIBRARIES	-	15,000	15,000	-	15,000	15,000	-	-	-	-	-	-
916040 OCL ING	-	30,100	30,100	-	30,100	-	-	30,100	-	-	-	-
916060 NORWICH LIBRARY	-	12,000	12,000	-	12,000	-	-	12,000	-	-	-	-
916140 TILLSONBURG LIBRARY	-	25,000	25,000	-	25,000	-	-	25,000	-	-	-	-
TOTAL FACILITIES	-	82,100	82,100	-	82,100	15,000	-	67,100	-	-	-	-
TOTAL LIBRARY	-	709,100	709,100	-	709,100	21,000	-	688,100	-	-	-	-
TOTAL LIBRARY	-	709,100	709,100	-	709,100	21,000	-	688,100	-	-	-	-
WATER & WASTEWATER												
WATER & WASTEWATER GENERAL												
ENERGY EFFICIENCY												

	CARRY	2026	2026		2026		WWW					
	FORWARD	REQUESTED	CAPITAL	UNFINANCED	FINANCED		RATES &					OTHER
DESCRIPTION	BUDGET (2)	BUDGET (3)	BUDGET	CAPITAL (1)	CAPITAL	TAXATION	RESERVES	RESERVES	DC	GRANTS	DEBT	SOURCES
911007 ENERGY CONSERVATION WATER	-	21,100	21,100	-	21,100	-	21,100	-	-	-	-	-
911008 ENERGY CONSERVATION WASTEWATER	-	138,300	138,300	-	138,300	-	138,300	-	-	-	-	-
TOTAL ENERGY EFFICIENCY	-	159,400	159,400	-	159,400	-	159,400	-	-	-	-	-
GENERAL												
250000 WW GENERAL	-	108,800	108,800	-	108,800	-	106,700	-	-	-	-	2,100
260000 WATER GENERAL	-	32,500	32,500	-	32,500	-	32,500	-	-	-	-	-
900015 BIOSOLIDS BUILDING	-	130,000	130,000	-	130,000	-	130,000	-	-	-	-	-
900016 SCADA MASTER PLAN	806,031	2,088,969	2,895,000	(183,894)	2,711,106	-	2,513,609	-	197,497	-	-	-
TOTAL GENERAL	806,031	2,360,269	3,166,300	(183,894)	2,982,406	-	2,782,809	-	197,497	-	-	2,100
TOTAL WATER & WASTEWATER GENERAL	806,031	2,519,669	3,325,700	(183,894)	3,141,806	-	2,942,209	-	197,497	-	-	2,100
WASTEWATER SYSTEMS												
WOODSTOCK - WW												
250100 WW WDSK	-	253,000	253,000	-	253,000	-	253,000	-	-	-	-	-
911280 WDSK - WW FACILITIES - T	-	185,000	185,000	-	185,000	-	185,000	-	-	-	-	-
950150 WDSK - NE INDUSTRIAL PARK	6,036,000	-	6,036,000	(1,023,770)	5,012,230	-	1,818,418	-	3,193,812	-	-	-
950158 WDSK - CITY PROJECTS	-	1,885,000	1,885,000	-	1,885,000	-	1,885,000	-	-	-	-	-
950163 WDSK - LANSLOWNE PS	2,000,000	675,000	2,675,000	659,888	3,334,888	-	805,888	-	-	-	2,529,000	-
950164 WDSK - LANSLOWNE SEWER EXT	-	105,000	105,000	-	105,000	-	31,626	-	73,374	-	-	-
950171 WDSK - TRUNK SEWER UPGRADES	-	100,000	100,000	-	100,000	-	44,200	-	55,800	-	-	-
950173 WDSK - SAN REPL (59&FAIRWAY	-	950,000	950,000	-	950,000	-	817,250	-	132,750	-	-	-
950174 WDSK - LINEAR R/R CR PROJ	-	1,100,000	1,100,000	-	1,100,000	-	1,100,000	-	-	-	-	-
TOTAL WOODSTOCK - WW	8,036,000	5,253,000	13,289,000	(363,882)	12,925,118	-	6,940,382	-	3,455,736	-	2,529,000	-
TILLSONBURG - WW												
250200 WW TBURG	-	46,000	46,000	-	46,000	-	46,000	-	-	-	-	-
911281 TBURG - WW FACILITIES - T	-	205,200	205,200	-	205,200	-	205,200	-	-	-	-	-
911292 TBURG - WW FACILITIES - C	-	8,500	8,500	-	8,500	-	8,500	-	-	-	-	-
950216 TBURG - CRANBERRY RD EXT	-	-	-	31,416	31,416	-	-	7,854	-	-	-	23,562
950220 TBURG - JOHN POUND SPS	-	118,000	118,000	-	118,000	-	-	-	118,000	-	-	-
950222 TBURG - JOHN POUND FORCEMAIN	-	39,000	39,000	-	39,000	-	19,502	-	19,498	-	-	-
950223 TBURG - GRAVITY INLET TRUNK	100,000	1,250,000	1,350,000	-	1,350,000	-	674,774	-	675,226	-	-	-
950226 TBURG - TOWN PROJECTS	-	30,000	30,000	-	30,000	-	30,000	-	-	-	-	-
950249 TBURG - SANITARY OVERSIZING	-	70,000	70,000	-	70,000	-	70,000	-	-	-	-	-
TOTAL TILLSONBURG - WW	100,000	1,766,700	1,866,700	31,416	1,898,116	-	1,053,976	7,854	812,724	-	-	23,562
INGERSOLL - WW												
250300 WW INGERSOLL	-	64,000	64,000	-	64,000	-	64,000	-	-	-	-	-
911282 ING - WW FACILITIES - T	-	36,800	36,800	-	36,800	-	36,800	-	-	-	-	-
950329 ING - THAMES RIVER TRUNK	-	250,000	250,000	-	250,000	-	163,434	-	86,566	-	-	-
950330 ING - TOWN PROJECTS	-	410,000	410,000	-	410,000	-	410,000	-	-	-	-	-
950336 ING - SW INDUSTRIAL PARK	-	100,000	100,000	3,635,726	3,735,726	-	30,748	199,598	69,252	-	2,837,334	598,794
TOTAL INGERSOLL - WW	-	860,800	860,800	3,635,726	4,496,526	-	704,982	199,598	155,818	-	2,837,334	598,794
NORWICH - WW												

	CARRY	2026	2026		2026		WWW					
	FORWARD	REQUESTED	CAPITAL	UNFINANCED	FINANCED		RATES &					OTHER
DESCRIPTION	BUDGET (2)	BUDGET (3)	BUDGET	CAPITAL (1)	CAPITAL	TAXATION	RESERVES	RESERVES	DC	GRANTS	DEBT	SOURCES
250400 WW NORWICH	-	10,000	10,000	-	10,000	-	10,000	-	-	-	-	-
911294 NOR - WW FACILITIES - C	-	8,300	8,300	-	8,300	-	8,300	-	-	-	-	-
950409 NOR - BIOSOLIDS CLEAN-OUT	-	1,400,000	1,400,000	-	1,400,000	-	1,400,000	-	-	-	-	-
950450 NOR - SANITARY REPLACEMENTS	-	200,000	200,000	-	200,000	-	200,000	-	-	-	-	-
TOTAL NORWICH - WW	-	1,618,300	1,618,300	-	1,618,300	-	1,618,300	-	-	-	-	-
TAVISTOCK - WW												
250500 WW TAVISTOCK	-	99,000	99,000	-	99,000	-	99,000	-	-	-	-	-
911295 TAV - WW FACILITIES - C	-	13,500	13,500	-	13,500	-	13,500	-	-	-	-	-
950504 TAV - WWTP EXPANSION/UPGRADE	47,000	750,000	797,000	-	797,000	-	500,277	-	296,723	-	-	-
950513 TAV - WILLIAM SPS	712,000	-	712,000	-	712,000	-	454,941	-	257,059	-	-	-
950550 TAV - SANITARY REPLACEMENTS	-	532,000	532,000	-	532,000	-	532,000	-	-	-	-	-
950551 TAV - WILLIAM SEWER REPL & UPS	25,000	100,000	125,000	-	125,000	-	67,896	-	57,104	-	-	-
TOTAL TAVISTOCK - WW	784,000	1,494,500	2,278,500	-	2,278,500	-	1,667,614	-	610,886	-	-	-
PLATTSVILLE - WW												
250600 WW PLATTSVILLE	-	10,000	10,000	-	10,000	-	10,000	-	-	-	-	-
950608 PLAT - BERM REPAIR	135,000	-	135,000	-	135,000	-	135,000	-	-	-	-	-
950609 PLAT - WWTP OPERATION ENHANCE	350,000	-	350,000	-	350,000	-	280,000	-	70,000	-	-	-
TOTAL PLATTSVILLE - WW	485,000	10,000	495,000	-	495,000	-	425,000	-	70,000	-	-	-
THAMESFORD - WW												
250700 WW THAMESFORD	-	35,500	35,500	-	35,500	-	35,500	-	-	-	-	-
911286 THAMES - WW FACILITIES - T	-	23,000	23,000	-	23,000	-	23,000	-	-	-	-	-
950718 THAMES - WWTP UPGRADE	5,400,000	600,000	6,000,000	(2,316,369)	3,683,631	-	2,999,981	-	683,650	-	-	-
TOTAL THAMESFORD - WW	5,400,000	658,500	6,058,500	(2,316,369)	3,742,131	-	3,058,481	-	683,650	-	-	-
DRUMBO - WW												
250800 WW DRUMBO	-	10,000	10,000	-	10,000	-	10,000	-	-	-	-	-
950810 DRUMBO - WWTP CAPACITY EXP	330,000	330,000	660,000	(284,747)	375,253	-	-	-	375,253	-	-	-
TOTAL DRUMBO - WW	330,000	340,000	670,000	(284,747)	385,253	-	10,000	-	375,253	-	-	-
MT ELGIN - WW												
250900 WW MT. ELGIN	-	12,000	12,000	-	12,000	-	12,000	-	-	-	-	-
950905 MT ELGIN - WWTP CAPACITY EXP	2,670,000	1,830,000	4,500,000	111,265	4,611,265	-	691,939	-	424,326	-	3,495,000	-
950906 MT ELGIN - SAN SEWER UPGRADES	-	20,000	20,000	-	20,000	-	20,000	-	-	-	-	-
TOTAL MT ELGIN - WW	2,670,000	1,862,000	4,532,000	111,265	4,643,265	-	723,939	-	424,326	-	3,495,000	-
EMBRO - WW												
251000 WW EMBRO	-	20,000	20,000	-	20,000	-	20,000	-	-	-	-	-
TOTAL EMBRO - WW	-	20,000	20,000	-	20,000	-	20,000	-	-	-	-	-
INNERKIP - WW												
251100 WW INNERKIP	-	20,000	20,000	-	20,000	-	20,000	-	-	-	-	-
TOTAL INNERKIP - WW	-	20,000	20,000	-	20,000	-	20,000	-	-	-	-	-
TOTAL WASTEWATER SYSTEMS	17,805,000	13,903,800	31,708,800	813,409	32,522,209	-	16,242,674	207,452	6,588,393	-	8,861,334	622,356
WATER SYSTEMS												
WOODSTOCK - W												

	CARRY	2026	2026		2026		WWW					
	FORWARD	REQUESTED	CAPITAL	UNFINANCED	FINANCED		RATES &					OTHER
DESCRIPTION	BUDGET (2)	BUDGET (3)	BUDGET	CAPITAL (1)	CAPITAL	TAXATION	RESERVES	RESERVES	DC	GRANTS	DEBT	SOURCES
260100 WATER WOODSTOCK	215,000	290,000	505,000	-	505,000	-	505,000	-	-	-	-	-
911261 WDSK - WATER FAC - T	-	495,800	495,800	-	495,800	-	495,800	-	-	-	-	-
911265 WDSK - WATER FAC - D	-	17,800	17,800	-	17,800	-	17,800	-	-	-	-	-
960122 WDSK - NW WATER TOWER	-	30,000	30,000	-	30,000	-	30,000	-	-	-	-	-
960124 WDSK - EAST WATER TOWER	-	400,000	400,000	-	400,000	-	400,000	-	-	-	-	-
960135 WDSK - NE INDUSTRIAL PARK	3,399,000	-	3,399,000	-	3,399,000	-	1,023,233	-	-	-	2,375,767	-
960141 WDSK - CITY PROJECTS	-	2,264,000	2,264,000	-	2,264,000	-	2,264,000	-	-	-	-	-
960153 WDSK - LINEAR R/R CR PROJ	-	2,500,000	2,500,000	-	2,500,000	-	2,500,000	-	-	-	-	-
960154 WDSK - BOWERHILL BPS	400,000	400,000	800,000	897,918	1,697,918	-	296,758	-	1,401,160	-	-	-
960159 WDSK - THORNTON FEEDERMN REPL	-	250,000	250,000	-	250,000	-	110,210	-	139,790	-	-	-
960166 WDSK - FEEDERMAIN RELINING	-	300,000	300,000	-	300,000	-	195,149	-	104,851	-	-	-
TOTAL WOODSTOCK - W	4,014,000	6,947,600	10,961,600	897,918	11,859,518	-	7,837,950	-	1,645,801	-	2,375,767	-
TILLSONBURG - W												
260200 WATER TILLSONBURG	180,000	241,000	421,000	-	421,000	-	421,000	-	-	-	-	-
911262 TBURG - WATER FACILITIES - T	-	29,000	29,000	-	29,000	-	29,000	-	-	-	-	-
960200 TBURG - WELL 7A	678,154	4,912,513	5,590,667	-	5,590,667	-	3,605,719	-	901,311	1,083,637	-	-
960201 TBURG - WELL 3 UPGRADE	-	415,000	415,000	(34,720)	380,280	-	-	-	380,280	-	-	-
960202 TBURG - WELL 6A	120,000	-	120,000	-	120,000	-	12,000	-	108,000	-	-	-
960204 TBURG - WELL 11	342,000	-	342,000	-	342,000	-	273,600	-	68,400	-	-	-
960213 TBURG - CRANBERRY RD EXT	-	-	-	21,636	21,636	-	-	5,409	-	-	-	16,227
960235 TBURG - TOWN PROJECTS	-	30,000	30,000	-	30,000	-	30,000	-	-	-	-	-
960245 TBURG - WATERMAIN LOOPING	452,000	-	452,000	-	452,000	-	90,480	-	361,520	-	-	-
TOTAL TILLSONBURG - W	1,772,154	5,627,513	7,399,667	(13,084)	7,386,583	-	4,461,799	5,409	1,819,511	1,083,637	-	16,227
INGERSOLL - W												
260300 WATER INGERSOLL	40,000	110,000	150,000	-	150,000	-	150,000	-	-	-	-	-
911267 WATER INGERSOLL FACILITIES - D	-	10,000	10,000	-	10,000	-	10,000	-	-	-	-	-
911272 WATER INGERSOLL FACILITIES - T	-	42,600	42,600	-	42,600	-	42,600	-	-	-	-	-
960310 ING - WELL 11 UPGRADE	100,000	-	100,000	-	100,000	-	86,423	-	13,577	-	-	-
960325 ING - TOWN PROJECTS	-	1,286,000	1,286,000	-	1,286,000	-	1,286,000	-	-	-	-	-
960335 ING - CAST IRON PIPE REPLACE	-	950,000	950,000	-	950,000	-	950,000	-	-	-	-	-
960337 ING - SW INDUSTRIAL PARK	-	100,000	100,000	-	100,000	-	32,114	-	67,886	-	-	-
960338 ING - WALLACE LN IND PARK	-	300,000	300,000	-	300,000	-	96,340	-	203,660	-	-	-
TOTAL INGERSOLL - W	140,000	2,798,600	2,938,600	-	2,938,600	-	2,653,477	-	285,123	-	-	-
TOWNSHIPS - W												
260400 WATER TOWNSHIPS	30,000	288,000	318,000	-	318,000	-	318,000	-	-	-	-	-
911264 WATER TOWNSHIP FACILITIES - T	2,200	45,600	47,800	-	47,800	-	47,800	-	-	-	-	-
911268 WATER TOWNSHIP FACILITIES - D	-	85,000	85,000	-	85,000	-	85,000	-	-	-	-	-
960400 TOWNSHIP DISTRIB REPLACEMENT	-	980,000	980,000	-	980,000	-	980,000	-	-	-	-	-
960402 NEW ASSET SUPPLY/LINEAR	-	84,000	84,000	-	84,000	-	84,000	-	-	-	-	-
960420 DRUMBO - NEW WELL SUPPLY	-	-	-	25,263	25,263	-	-	-	25,263	-	-	-
960422 TWSP - WATER QUALITY IMP	150,000	-	150,000	-	150,000	-	150,000	-	-	-	-	-

	CARRY	2026	2026		2026		WWW					
	FORWARD	REQUESTED	CAPITAL	UNFINANCED	FINANCED		RATES &					OTHER
DESCRIPTION	BUDGET (2)	BUDGET (3)	BUDGET	CAPITAL (1)	CAPITAL	TAXATION	RESERVES	RESERVES	DC	GRANTS	DEBT	SOURCES
960430 TREATABILITY STUDY	150,000	-	150,000	-	150,000	-	150,000	-	-	-	-	-
960437 TAV - WELL 4	798,000	-	798,000	-	798,000	-	438,719	-	359,281	-	-	-
960451 EMBRO - CT ENHANCEMENT STUDY	-	80,000	80,000	-	80,000	-	12,436	-	67,564	-	-	-
960461 PLATT - TOWER PAINT/REPAIR	125,000	500,000	625,000	-	625,000	-	625,000	-	-	-	-	-
TOTAL TOWNSHIPS - W	1,255,200	2,062,600	3,317,800	25,263	3,343,063	-	2,890,955	-	452,108	-	-	-
TOTAL WATER SYSTEMS	7,181,354	17,436,313	24,617,667	910,097	25,527,764	-	17,844,181	5,409	4,202,543	1,083,637	2,375,767	16,227
TOTAL WATER & WASTEWATER	25,792,385	33,859,782	59,652,167	1,539,612	61,191,779	-	37,029,064	212,861	10,988,433	1,083,637	11,237,101	640,683
TOTAL County of Oxford - Capital	32,188,635	102,297,977	134,486,612	(6,613,972)	127,872,640	1,682,869	37,885,336	41,333,335	17,110,506	16,323,927	11,778,984	1,757,683

1. Unfinanced Capital: Projects financed in a different year than expenses incurred.
2. Carry Forward Budget: Prior year's approved budget not spent.
3. New Requested Budget: Additional or new project budget requested.

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL
CAO											
GENERAL	4,000	2,400	-	-	-	-	-	-	-	-	6,400
TOTAL CAO	4,000	2,400	-	-	-	-	-	-	-	-	6,400
HUMAN RESOURCES											
GENERAL	2,000	-	-	-	-	-	-	-	-	-	2,000
TOTAL HUMAN RESOURCES	2,000	-	-	-	-	-	-	-	-	-	2,000
CORPORATE SERVICES											
GENERAL	1,066,150	139,400	171,200	632,900	199,150	420,400	171,200	418,900	199,150	139,400	3,557,850
TOTAL CORPORATE SERVICES	1,066,150	139,400	171,200	632,900	199,150	420,400	171,200	418,900	199,150	139,400	3,557,850
PUBLIC WORKS											
ENGINEERING AND CONSTRUCTION											
GENERAL	104,500	-	-	30,000	10,000	10,000	-	-	-	11,000	165,500
TOTAL ENGINEERING AND CONSTRUCTION	104,500	-	-	30,000	10,000	10,000	-	-	-	11,000	165,500
FACILITIES											
ENERGY EFFICIENCY											
911006 ENERGY CONSERVATION FACILITIES	1,762,100	926,800	422,200	-	-	-	-	-	-	-	3,111,100
911012 EV CHARGERS	360,000	-	-	-	500,000	-	-	-	-	-	860,000
911900 FACILITIES RENEWABLE ENERGY	995,181	5,484,120	-	1,880,000	2,360,000	150,000	905,000	100,000	1,000,000	1,000,000	13,874,301
TOTAL ENERGY EFFICIENCY	3,117,281	6,410,920	422,200	1,880,000	2,860,000	150,000	905,000	100,000	1,000,000	1,000,000	17,845,401
ADMINISTRATION BUILDINGS											
210000 FACILITIES ADMIN	56,000	-	-	-	-	-	-	-	-	-	56,000
210010 ADMIN BUILDING (21 REEVE)	109,000	62,400	801,900	71,800	29,000	29,000	41,000	229,000	29,000	79,000	1,481,100
210040 POA (419 HUNTER)	17,500	-	11,700	-	-	-	-	-	-	-	29,200
210070 93 GRAHAM	-	33,000	77,000	-	-	-	-	-	150,000	-	260,000
210110 COIN TOWERS	39,400	14,300	5,500	13,200	-	5,500	-	-	-	-	77,900
215000 410 BULLER	-	66,000	220,000	-	71,500	82,500	-	5,000	-	-	445,000
911000 FACILITIES CONDITION ASSESSMT	400,000	-	30,000	12,000	250,000	-	-	-	-	-	692,000
911002 COURTHOUSE RENOVATIONS	18,000	150,000	270,000	100,000	250,000	250,000	250,000	100,000	100,000	100,000	1,588,000
911080 75 GRAHAM	-	170,000	40,000	-	100,000	-	-	-	-	-	310,000
915000 BOH - Facility	-	-	176,000	-	-	-	-	-	-	-	176,000
TOTAL ADMINISTRATION BUILDINGS	639,900	495,700	1,632,100	197,000	700,500	367,000	291,000	334,000	279,000	179,000	5,115,200
TOTAL FACILITIES	3,757,181	6,906,620	2,054,300	2,077,000	3,560,500	517,000	1,196,000	434,000	1,279,000	1,179,000	22,960,601
FLEET											
FLEET	3,738,310	4,404,300	2,171,300	3,520,000	3,987,900	1,850,000	2,406,950	2,877,300	5,791,400	2,266,900	33,014,360
TOTAL FLEET	3,738,310	4,404,300	2,171,300	3,520,000	3,987,900	1,850,000	2,406,950	2,877,300	5,791,400	2,266,900	33,014,360
TRANSPORTATION SERVICES											
GENERAL	348,000	131,000	-	-	-	-	-	-	-	-	479,000
ENERGY EFFICIENCY	-	-	9,500	-	-	-	-	-	-	-	9,500
FACILITIES											
213000 DRUMBO YARD FAC	25,000	220,000	51,000	71,500	5,500	-	-	-	37,500	-	410,500
213010 HIGHLAND YARD FAC	48,500	4,000	19,800	16,500	55,000	-	9,400	10,000	20,000	86,000	269,200
213020 SPRINGFORD YARD FAC	34,500	-	22,000	-	-	-	-	6,500	20,000	181,000	264,000

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL
213030 WOODSTOCK YARD FAC	25,000	5,500	28,200	-	-	-	-	-	-	-	58,700
911300 ROADS FACILITIES GENERAL	-	-	-	11,000	-	-	-	-	16,000	-	27,000
911301 DRUMBO YARD FACILITIES	175,000	-	-	-	-	-	-	-	-	-	175,000
911302 HIGHLAND YARD FACILITIES	175,000	-	-	-	-	-	-	-	-	-	175,000
TOTAL FACILITIES	483,000	229,500	121,000	99,000	60,500	-	9,400	16,500	93,500	267,000	1,379,400
ROAD NETWORK											
930001 ROADS NEEDS STUDY	30,000	-	-	-	150,000	-	-	-	-	150,000	330,000
930002 CR 2	4,300,000	-	-	-	-	-	-	-	-	-	4,300,000
930004 CR 4	2,261,235	2,100,000	2,888,765	750,000	4,000,000	3,064,678	2,935,322	-	-	-	18,000,000
930009 CR 9	-	-	-	-	-	-	300,000	-	-	-	300,000
930012 CR 12	-	-	-	-	50,000	-	550,000	-	500,000	-	1,100,000
930014 CR 14	-	-	-	-	250,000	250,000	750,000	750,000	6,000,000	6,000,000	14,000,000
930017 CR 17	-	-	-	250,000	250,000	200,000	2,700,000	2,700,000	250,000	-	6,350,000
930018 CR 18	-	200,000	100,000	750,000	500,000	4,500,000	-	-	-	-	6,050,000
930019 CR 19	948,000	300,000	6,300,000	6,300,000	6,300,000	6,300,000	-	-	-	-	26,448,000
930020 CR 20	-	150,000	150,000	250,000	300,000	200,000	3,000,000	3,000,000	-	-	7,050,000
930022 CR 22	-	-	-	-	-	-	-	300,000	300,000	1,000,000	1,600,000
930028 CR 28	-	-	-	-	250,000	250,000	750,000	750,000	6,000,000	6,000,000	14,000,000
930035 CR 35	2,650,000	9,600,000	1,800,000	-	-	-	-	-	-	-	14,050,000
930053 CR 53	-	-	-	-	-	200,000	200,000	250,000	2,750,000	2,500,000	5,900,000
930059 CR 59	850,000	1,150,000	2,275,000	1,900,000	1,920,000	-	-	300,000	300,000	500,000	9,195,000
930070 GUIDE RAILS	470,000	300,000	300,000	300,000	300,000	50,000	550,000	300,000	300,000	300,000	3,170,000
930076 PEDESTRIAN CROSSINGS	325,000	775,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	3,700,000
930077 INTERSECTION UPGRADES	790,000	925,000	250,000	100,000	5,705,000	250,000	100,000	11,060,000	6,000,000	2,000,000	27,180,000
930078 INTERSECTION ILLUMINATION	200,000	110,000	25,000	75,000	25,000	25,000	25,000	25,000	25,000	25,000	560,000
930079 CYCLING INFRASTRUCTURE	530,000	2,260,000	450,000	750,000	500,000	1,700,000	1,500,000	850,000	450,000	-	8,990,000
930080 RETAINING WALLS	1,225,000	250,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	3,315,000
930099 REHAB & RESURFACING	7,190,000	8,170,000	6,400,000	5,500,000	4,000,000	7,000,000	5,500,000	3,500,000	4,500,000	5,000,000	56,760,000
930102 CRACK SEALING	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	3,000,000
930119 CR 119	400,000	3,083,033	661,150	3,855,817	-	-	-	-	-	-	8,000,000
930150 URBANIZATION	4,100,000	300,000	2,300,000	-	-	-	-	-	-	-	6,700,000
930300 TRAFFIC SIGNALS	1,375,000	250,000	1,500,000	500,000	1,715,000	290,000	650,000	1,390,000	140,000	1,390,000	9,200,000
930301 TRAFFIC - TRAFFIC CALMING	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,500,000
TOTAL ROAD NETWORK	28,094,235	30,373,033	26,404,915	22,285,817	27,220,000	25,284,678	20,515,322	26,180,000	28,520,000	25,870,000	260,748,000
STORM NETWORK											
930115 DRAIN IMPROV	325,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,125,000
930198 URBAN STORM SEWER	1,375,000	350,000	900,000	1,000,000	1,200,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	9,825,000
930199 RURAL STORM SEWER	4,835,000	2,750,000	3,950,000	3,950,000	3,450,000	3,750,000	2,750,000	3,250,000	2,750,000	2,750,000	34,185,000
TOTAL STORM NETWORK	6,535,000	3,300,000	5,050,000	5,150,000	4,850,000	4,950,000	3,950,000	4,450,000	3,950,000	3,950,000	46,135,000
BRIDGES AND CULVERTS											
930200 BRIDGE REHAB	14,449,000	6,328,000	6,041,000	4,511,000	4,619,000	3,925,000	6,453,000	4,202,000	4,508,000	6,861,000	61,897,000
930201 BRIDGE NEEDS STUDY	150,000	-	150,000	-	150,000	-	170,000	-	170,000	-	790,000

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL
TOTAL BRIDGES AND CULVERTS	14,599,000	6,328,000	6,191,000	4,511,000	4,769,000	3,925,000	6,623,000	4,202,000	4,678,000	6,861,000	62,687,000
TOTAL TRANSPORTATION SERVICES	50,059,235	40,361,533	37,776,415	32,045,817	36,899,500	34,159,678	31,097,722	34,848,500	37,241,500	36,948,000	371,437,900
WASTE MANAGEMENT	2,544,200	2,377,000	7,366,500	187,300	289,600	110,000	6,031,000	1,261,300	5,029,700	320,000	25,516,600
TOTAL PUBLIC WORKS	60,203,426	54,049,453	49,368,515	37,860,117	44,747,500	36,646,678	40,731,672	39,421,100	49,341,600	40,724,900	453,094,961
WOODINGFORD LODGE											
391000 WFL - WOODSTOCK	971,520	450,170	638,650	614,075	490,200	567,690	723,194	550,464	390,650	286,000	5,682,613
392000 WFL - INGERSOLL	58,730	323,300	128,050	157,800	156,950	133,900	134,650	102,100	466,350	1,218,800	2,880,630
393000 WFL - TILSONBURG	551,950	369,380	110,750	143,970	225,082	108,860	171,340	158,100	61,000	65,000	1,965,432
TOTAL WOODINGFORD LODGE	1,582,200	1,142,850	877,450	915,845	872,232	810,450	1,029,184	810,664	918,000	1,569,800	10,528,675
HUMAN SERVICES											
HOUSING											
SOCIAL HOUSING FACILITIES											
360000 H.S.I. SHELTER	37,700	38,400	39,200	39,900	40,800	41,600	42,400	43,500	45,000	47,500	416,000
360425 HSG - 16 GEORGE	6,500	-	-	-	33,000	38,500	99,000	-	36,000	23,500	236,500
360435 HSG - 70 MARIA	195,000	-	-	-	420,200	-	-	-	-	15,000	630,200
360440 HSG - 111 BROCK	162,000	-	60,000	-	-	177,100	-	-	-	67,500	466,600
360451 HSG - 235 THAMES	83,600	11,000	-	-	76,600	-	-	-	-	-	171,200
360452 HSG - 221 THAMES	61,000	-	-	6,600	11,600	-	110,000	-	22,500	-	211,700
360453 HSG - 272 HARRIS	-	-	-	19,800	-	64,900	-	-	-	-	84,700
360454 HSG - 178 EARL	78,000	-	-	11,000	115,500	11,000	-	-	-	-	215,500
360455 HSG - 135 CARROLL	49,000	22,000	23,100	-	12,000	88,000	-	-	-	22,500	216,600
360456 HSG - 329 TUNIS	-	-	-	13,200	71,500	-	-	-	-	85,000	169,700
360461 HSG - 57 ROLPH	28,000	-	-	-	-	-	-	-	-	-	28,000
360462 HSG - 174 LISGAR	123,500	-	11,000	105,600	5,500	-	110,000	-	7,500	285,000	648,100
360463 HSG - 215 LISGAR	290,500	55,000	-	-	44,000	11,000	49,500	-	7,500	-	457,500
360464 HSG - EARLE	40,000	20,900	49,500	9,900	15,400	-	-	-	-	-	135,700
360465 HSG - VERNA	-	100,000	22,000	-	33,000	22,000	-	-	-	-	177,000
360470 HSG - PAVEY/ALICE	-	11,000	20,100	-	4,400	-	-	-	-	5,000	40,500
360471 HSG - JAMES	10,000	180,000	204,600	49,500	-	-	264,000	-	-	-	708,100
360472 HSG - 816 ALICE	97,800	40,000	71,500	-	63,800	38,500	49,500	-	-	-	361,100
360473 HSG - CROSS PL	-	74,800	57,200	214,500	-	33,000	-	-	-	-	379,500
360474 HSG - KARN	-	212,800	154,000	44,000	-	77,000	-	-	-	75,000	562,800
360475 HSG - 742 PAVEY	24,000	154,000	418,000	247,500	440,000	115,500	-	-	-	-	1,399,000
360476 HSG - 82 FINKLE	156,500	-	12,500	16,500	22,000	-	-	-	111,500	-	319,000
360477 HSG - 161 FYFE	69,000	-	58,300	88,000	-	-	49,500	-	-	90,000	354,800
360478 HSG - 738 PARKINSON	2,500	16,500	99,000	5,500	22,000	143,000	-	-	15,000	-	303,500
360479 HSG - 1132 CREE	9,000	7,000	18,000	5,000	8,000	-	-	-	-	-	47,000
360480 HSG - 1060 CANFIELD CRES	-	4,000	16,000	6,000	8,000	-	-	-	-	-	34,000
360481 HSG - 36-40 STAFFORD	212,000	99,000	55,000	15,000	264,000	-	-	20,000	-	-	665,000
360484 HSG - 744-746 RATHBOURNE	-	20,000	37,000	125,000	220,000	-	-	-	-	-	402,000
360486 HSG - 140 WINNIETT	27,000	-	20,000	10,000	17,000	-	-	-	-	-	74,000
TOTAL SOCIAL HOUSING FACILITIES	1,762,600	1,066,400	1,446,000	1,032,500	1,948,300	861,100	773,900	63,500	245,000	716,000	9,915,300

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL
TOTAL HOUSING	1,762,600	1,066,400	1,446,000	1,032,500	1,948,300	861,100	773,900	63,500	245,000	716,000	9,915,300
COMMUNITY & SOCIAL SERVICES											
COMMUNITY & SOCIAL SERVICES	18,200	-	-	-	-	-	-	-	-	-	18,200
TOTAL COMMUNITY & SOCIAL SERVICES	18,200	-	-	-	-	-	-	-	-	-	18,200
TOTAL HUMAN SERVICES	1,780,800	1,066,400	1,446,000	1,032,500	1,948,300	861,100	773,900	63,500	245,000	716,000	9,933,500
PARAMEDIC SERVICES											
GENERAL											
510000 PARAMEDIC SERVICES	1,204,185	1,194,204	217,000	1,419,100	1,850,650	976,950	2,198,174	1,788,404	201,700	2,098,400	13,148,767
TOTAL GENERAL	1,204,185	1,194,204	217,000	1,419,100	1,850,650	976,950	2,198,174	1,788,404	201,700	2,098,400	13,148,767
FACILITIES											
915010 EMS MILL ST	30,000	-	11,100	-	-	-	-	99,600	50,000	-	190,700
915020 EMS 208 BYSHAM	-	27,000	-	-	-	-	-	-	-	10,000	37,000
915030 EMS 162 CARNEGIE ING	-	8,800	5,500	-	8,300	-	16,500	-	-	-	39,100
915040 EMS 81 KING TBURG	50,000	-	35,800	41,300	93,500	38,500	11,000	13,000	57,000	-	340,100
915050 EMS WILMOT DRUMBO	-	-	-	-	7,700	-	15,000	-	-	56,000	78,700
915060 EMS CR8 EMBRO	-	-	-	-	7,700	-	-	-	-	56,000	63,700
915070 EMS TIDEY NORWICH	44,000	102,600	-	-	-	-	33,000	-	11,000	-	190,600
915080 EMS EXPANSION	-	2,585,872	758,326	758,326	758,326	758,326	758,326	758,326	-	-	7,135,828
TOTAL FACILITIES	124,000	2,724,272	810,726	799,626	875,526	796,826	833,826	870,926	118,000	122,000	8,075,728
TOTAL PARAMEDIC SERVICES	1,328,185	3,918,476	1,027,726	2,218,726	2,726,176	1,773,776	3,032,000	2,659,330	319,700	2,220,400	21,224,495
TOTAL PARAMEDIC SERVICES	1,328,185	3,918,476	1,027,726	2,218,726	2,726,176	1,773,776	3,032,000	2,659,330	319,700	2,220,400	21,224,495
PLANNING											
GENERAL	5,000	-	-	-	-	-	-	-	-	-	5,000
TOTAL PLANNING	5,000	-	-	-	-	-	-	-	-	-	5,000
LIBRARY											
GENERAL											
600000 LIBRARY ADMINISTRATION	327,000	323,000	332,000	312,000	317,000	355,000	360,000	332,000	337,000	342,000	3,337,000
610000 SPECIAL PROGRAMS	300,000	-	-	-	-	-	-	-	-	-	300,000
TOTAL GENERAL	627,000	323,000	332,000	312,000	317,000	355,000	360,000	332,000	337,000	342,000	3,637,000
FACILITIES											
600500 BRANCH LIBRARIES	15,000	-	-	-	-	-	-	-	11,000	-	26,000
916040 OCL ING	30,100	21,500	-	-	-	375,000	64,000	-	-	5,000	495,600
916060 NORWICH LIBRARY	12,000	-	-	-	-	-	-	-	-	-	12,000
916110 THAMESFORD LIBRARY	-	223,300	-	-	27,500	-	350,400	-	-	-	601,200
916140 TILLSONBURG LIBRARY	25,000	-	27,500	256,200	-	-	-	-	-	-	308,700
TOTAL FACILITIES	82,100	244,800	27,500	256,200	27,500	375,000	414,400	-	11,000	5,000	1,443,500
TOTAL LIBRARY	709,100	567,800	359,500	568,200	344,500	730,000	774,400	332,000	348,000	347,000	5,080,500
TOTAL LIBRARY	709,100	567,800	359,500	568,200	344,500	730,000	774,400	332,000	348,000	347,000	5,080,500
WATER & WASTEWATER											
WATER & WASTEWATER GENERAL											
ENERGY EFFICIENCY	159,400	60,200	138,200	-	-	-	-	-	-	-	357,800
GENERAL											

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL
250000 WW GENERAL	108,800	-	-	-	-	-	-	-	-	-	108,800
260000 WATER GENERAL	32,500	-	-	-	-	-	-	-	-	-	32,500
900015 BIOSOLIDS BUILDING	130,000	-	-	-	-	-	-	-	-	-	130,000
900016 SCADA MASTER PLAN	2,711,106	3,341,346	3,567,000	2,724,591	2,434,549	1,482,620	164,727	2,173	4,153	101	16,432,366
TOTAL GENERAL	2,982,406	3,341,346	3,567,000	2,724,591	2,434,549	1,482,620	164,727	2,173	4,153	101	16,703,666
TOTAL WATER & WASTEWATER GENERAL	3,141,806	3,401,546	3,705,200	2,724,591	2,434,549	1,482,620	164,727	2,173	4,153	101	17,061,466
WASTEWATER SYSTEMS											
WOODSTOCK - WW											
250100 WW WDSK	253,000	222,000	-	13,000	705,000	545,000	-	65,000	105,000	331,000	2,239,000
911279 WDSK - WW FACILITIES - C	-	67,200	-	50,500	-	-	-	-	11,000	-	128,700
911280 WDSK - WW FACILITIES - T	185,000	45,100	731,500	148,000	56,100	-	-	7,000	5,500	150,500	1,328,700
950103 WDSK - WWTP UPGRADES	-	-	-	-	-	-	-	500,000	2,484,572	3,125,000	6,109,572
950128 WDSK - THAMESVALLEY SPS UPG	-	-	102,000	2,983,000	-	-	-	-	-	-	3,085,000
950150 WDSK - NE INDUSTRIAL PARK	5,012,230	3,164,930	1,152,400	-	413,440	-	-	-	-	-	9,743,000
950152 WDSK - SE SERVICING PHASE 2	-	-	-	1,767,000	-	-	-	-	-	-	1,767,000
950155 WDSK - SW SANITARY EXTENSION	-	-	-	545,000	-	-	-	-	-	-	545,000
950158 WDSK - CITY PROJECTS	1,885,000	2,278,000	2,411,000	1,684,000	2,256,000	3,420,000	2,603,000	2,512,000	2,360,000	2,519,000	23,928,000
950159 WDSK - BRICK PONDS TRUNK SEWER	-	-	-	-	-	214,000	163,000	1,633,000	3,000,000	-	5,010,000
950162 WDSK - 11th LINE SANITARY	-	-	-	40,000	1,149,000	-	-	-	-	-	1,189,000
950163 WDSK - LANSLOWNE PS	3,334,888	1,730,000	-	-	-	-	-	-	-	-	5,064,888
950164 WDSK - LANSLOWNE SEWER EXT	105,000	-	-	-	-	-	-	-	-	-	105,000
950165 WDSK - SANITARY OVERSIZING	-	67,000	-	-	-	-	-	-	-	-	67,000
950170 WDSK - TRUNK I&I REDUCTION	-	500,000	500,000	-	-	-	-	-	-	-	1,000,000
950171 WDSK - TRUNK SEWER UPGRADES	100,000	122,000	1,641,204	3,016,796	2,674,000	4,586,000	3,970,000	206,000	4,171,000	816,000	21,303,000
950173 WDSK - SAN REPL (59&FAIRWAY	950,000	-	-	-	-	-	-	-	-	-	950,000
950174 WDSK - LINEAR R/R CR PROJ	1,100,000	-	400,000	150,000	150,000	20,000	700,000	-	1,000,000	-	3,520,000
TOTAL WOODSTOCK - WW	12,925,118	8,196,230	6,938,104	10,397,296	7,403,540	8,785,000	7,436,000	4,923,000	13,137,072	6,941,500	87,082,860
TILLSONBURG - WW											
250200 WW TBURG	46,000	63,000	-	36,000	226,000	211,000	843,000	96,000	-	170,000	1,691,000
911281 TBURG - WW FACILITIES - T	205,200	17,200	-	-	19,300	-	-	11,000	-	9,900	262,600
911292 TBURG - WW FACILITIES - C	8,500	-	-	-	-	4,400	-	-	-	-	12,900
950203 TBURG - WWTP EXPANSION	-	700,000	3,750,000	3,750,000	-	-	-	-	-	-	8,200,000
950216 TBURG - CRANBERRY RD EXT	31,416	-	-	-	-	-	-	-	-	-	31,416
950218 TBURG - ROUSE ST SPS	-	-	153,000	61,000	1,744,000	-	-	-	-	-	1,958,000
950220 TBURG - JOHN POUND SPS	118,000	214,000	-	-	-	-	-	-	-	-	332,000
950222 TBURG - JOHN POUND FORCEMAIN	39,000	1,112,000	-	-	-	-	-	-	-	-	1,151,000
950223 TBURG - GRAVITY INLET TRUNK	1,350,000	-	-	-	-	-	-	-	-	-	1,350,000
950226 TBURG - TOWN PROJECTS	30,000	903,000	732,000	1,695,000	358,000	926,000	1,141,000	492,000	387,000	-	6,664,000
950230 TBURG - SANITARY EXTENSION	-	-	249,000	-	-	-	-	-	-	-	249,000
950249 TBURG - SANITARY OVERSIZING	70,000	1,460,000	-	-	-	-	-	-	-	-	1,530,000
950250 TBURG - TRUNK I&I REDUCTION	-	63,000	-	-	-	-	-	-	-	-	63,000
TOTAL TILLSONBURG - WW	1,898,116	4,532,200	4,884,000	5,542,000	2,347,300	1,141,400	1,984,000	599,000	387,000	179,900	23,494,916

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL
INGERSOLL - WW											
250300 WW INGERSOLL	64,000	87,000	372,000	110,000	152,000	54,000	565,000	88,000	-	754,000	2,246,000
911282 ING - WW FACILITIES - T	36,800	7,700	30,050	51,400	-	-	-	-	-	35,000	160,950
950303 ING - TRUNK I&I REDUCTION	-	-	-	-	-	-	63,000	63,000	-	-	126,000
950308 ING - DIGESTER BIOGAS	-	-	-	100,000	50,000	500,000	-	-	-	-	650,000
950329 ING - THAMES RIVER TRUNK	250,000	250,000	150,000	3,000,000	-	-	-	-	-	-	3,650,000
950330 ING - TOWN PROJECTS	410,000	855,000	1,238,000	306,000	306,000	1,303,000	634,000	2,485,000	1,583,000	1,720,000	10,840,000
950332 ING-RELINING	-	250,000	-	-	-	-	-	-	-	-	250,000
950336 ING - SW INDUSTRIAL PARK	3,735,726	1,648,000	97,000	5,748,000	3,173,191	1,630,000	3,087,000	1,040,809	-	-	20,159,726
TOTAL INGERSOLL - WW	4,496,526	3,097,700	1,887,050	9,315,400	3,681,191	3,487,000	4,349,000	3,676,809	1,583,000	2,509,000	38,082,676
NORWICH - WW											
250400 WW NORWICH	10,000	181,000	58,000	-	20,000	7,000	1,599,000	-	-	45,000	1,920,000
911294 NOR - WW FACILITIES - C	8,300	22,000	2,800	-	66,000	-	-	-	-	-	99,100
950409 NOR - BIOSOLIDS CLEAN-OUT	1,400,000	-	-	-	-	-	-	-	-	-	1,400,000
950412 NOR-LAGOON EXPANSION	-	400,000	350,000	7,400,000	7,000,000	5,600,000	-	-	-	-	20,750,000
950413 NOR - TRUNK I&I REDUCTION	-	62,000	-	-	-	-	-	-	-	-	62,000
950450 NOR - SANITARY REPLACEMENTS	200,000	20,000	927,000	-	-	-	12,000	671,000	-	-	1,830,000
TOTAL NORWICH - WW	1,618,300	685,000	1,337,800	7,400,000	7,086,000	5,607,000	1,611,000	671,000	-	45,000	26,061,100
TAVISTOCK - WW											
250500 WW TAVISTOCK	99,000	40,000	-	5,000	386,000	38,000	10,000	294,000	110,000	234,000	1,216,000
911284 TAV - WW FACILITIES - T	-	5,500	-	-	22,000	-	-	-	-	-	27,500
911295 TAV - WW FACILITIES - C	13,500	-	-	58,300	-	-	-	-	-	-	71,800
950502 TAV - TRUNK I&I REDUCTION	-	62,000	-	-	-	-	-	-	-	-	62,000
950504 TAV - WWTP EXPANSION/UPGRADE	797,000	1,000,000	930,000	5,256,584	2,873,944	21,488,540	2,370,933	-	-	-	34,717,001
950513 TAV - WILLIAM SPS	712,000	3,200,000	3,200,000	-	-	-	-	-	-	-	7,112,000
950550 TAV - SANITARY REPLACEMENTS	532,000	662,000	-	-	-	-	-	-	-	-	1,194,000
950551 TAV - WILLIAM SEWER REPL & UPS	125,000	2,000,000	-	-	-	-	-	-	-	-	2,125,000
TOTAL TAVISTOCK - WW	2,278,500	6,969,500	4,130,000	5,319,884	3,281,944	21,526,540	2,380,933	294,000	110,000	234,000	46,525,301
PLATTSVILLE - WW											
250600 WW PLATTSVILLE	10,000	75,000	20,000	20,000	22,000	-	35,000	397,000	35,000	46,000	660,000
911285 PLAT - WW FACILITIES - T	-	-	-	-	7,700	-	-	-	-	4,000	11,700
911296 PLAT - WW FACILITIES - C	-	16,000	24,700	-	7,700	-	-	-	-	-	48,400
950608 PLAT - BERM REPAIR	135,000	-	-	-	-	-	-	-	-	-	135,000
950609 PLAT - WWTP OPERATION ENHANCE	350,000	1,300,000	4,700,000	-	-	-	-	-	-	-	6,350,000
950611 PLAT-FM TWINNING & SPS REVIEW	-	-	-	27,380	40,710	48,180	8,730	-	-	-	125,000
TOTAL PLATTSVILLE - WW	495,000	1,391,000	4,744,700	47,380	78,110	48,180	43,730	397,000	35,000	50,000	7,330,100
THAMESFORD - WW											
250700 WW THAMESFORD	35,500	11,000	13,000	-	94,000	23,000	245,500	-	117,000	20,000	559,000
911286 THAMES - WW FACILITIES - T	23,000	6,600	46,300	-	14,300	6,600	-	-	-	10,000	106,800
950718 THAMES - WWTP UPGRADE	3,683,631	2,436,055	4,480,641	-	-	-	-	-	-	-	10,600,327
TOTAL THAMESFORD - WW	3,742,131	2,453,655	4,539,941	-	108,300	29,600	245,500	-	117,000	30,000	11,266,127
DRUMBO - WW											

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL
250800 WW DRUMBO	10,000	38,353	-	-	-	22,000	-	31,647	-	415,000	517,000
911291 DRUMBO - WW FACILITIES - T	-	20,000	-	-	-	-	-	47,300	3,900	4,400	75,600
950810 DRUMBO - WWTP CAPACITY EXP	375,253	-	-	-	-	-	-	-	-	-	375,253
TOTAL DRUMBO - WW	385,253	58,353	-	-	-	22,000	-	78,947	3,900	419,400	967,853
MT ELGIN - WW											
250900 WW MT. ELGIN	12,000	-	3,000	3,000	12,000	3,000	-	-	-	-	33,000
911288 MT ELGIN - WW FACILITIES - T	-	-	-	-	-	-	-	16,500	-	-	16,500
950905 MT ELGIN - WWTP CAPACITY EXP	4,611,265	-	-	85,000	-	-	-	-	-	-	4,696,265
950906 MT ELGIN - SAN SEWER UPGRADES	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	-	-	160,000
950907 MT ELGIN - FORCEMAIN UPSIZING	-	-	871,000	20,000	-	-	-	-	-	-	891,000
TOTAL MT ELGIN - WW	4,643,265	20,000	894,000	128,000	32,000	23,000	20,000	36,500	-	-	5,796,765
EMBRO - WW											
251000 WW EMBRO	20,000	5,000	-	5,000	5,000	60,000	5,000	-	-	-	100,000
951001 EMBRO - SPS	-	-	-	-	-	-	-	750,000	-	-	750,000
TOTAL EMBRO - WW	20,000	5,000	-	5,000	5,000	60,000	5,000	750,000	-	-	850,000
INNERKIP - WW											
251100 WW INNERKIP	20,000	10,000	5,000	-	-	20,000	15,000	10,000	-	5,000	85,000
951105 INNERKIP - FM TWINNING	-	-	-	-	-	-	-	-	259,000	7,387,000	7,646,000
TOTAL INNERKIP - WW	20,000	10,000	5,000	-	-	20,000	15,000	10,000	259,000	7,392,000	7,731,000
TOTAL WASTEWATER SYSTEMS	32,522,209	27,418,638	29,360,595	38,154,960	24,023,385	40,749,720	18,090,163	11,436,256	15,631,972	17,800,800	255,188,698
WATER SYSTEMS											
WOODSTOCK - W											
260100 WATER WOODSTOCK	505,000	186,000	107,000	115,000	434,000	218,000	195,000	47,000	120,000	105,000	2,032,000
911261 WDSTK - WATER FAC - T	495,800	572,300	34,500	200,900	37,100	2,800	20,900	-	-	3,000	1,367,300
911265 WDSTK - WATER FAC - D	17,800	48,300	118,500	77,000	-	-	7,800	-	-	16,500	285,900
960103 WDSTK - METER INSTALLATION	-	100,000	2,000,000	2,000,000	-	-	-	-	-	-	4,100,000
960120 WDSTK - BOWERHILL RESERVOIR	-	-	-	-	-	-	-	-	85,000	770,000	855,000
960122 WDSTK - NW WATER TOWER	30,000	-	-	-	-	-	-	-	-	-	30,000
960124 WDSTK - EAST WATER TOWER	400,000	3,600,000	-	-	-	-	-	-	-	-	4,000,000
960125 WDSTK - THORNTON HL UPGRADES	-	-	100,000	-	-	-	-	-	-	-	100,000
960127 WDSTK - PRV CNTRL BLDG NELLIS	-	-	-	-	-	-	12,000	342,000	-	-	354,000
960128 WDSTK - TOWNSHIP RD 3 WM	-	50,000	1,414,000	-	-	-	-	-	-	-	1,464,000
960129 WDSTK - RAILWAY CROSSINGS	-	-	300,000	2,000,000	-	300,000	1,200,000	1,970,000	330,000	-	6,100,000
960135 WDSTK - NE INDUSTRIAL PARK	3,399,000	427,000	-	-	-	-	-	-	-	-	3,826,000
960141 WDSTK - CITY PROJECTS	2,264,000	2,536,000	3,519,000	2,623,000	2,702,000	4,270,000	2,671,000	2,614,000	2,438,000	2,473,000	28,110,000
960144 WDSTK PRV CNTRL BLDG SOUTHSIDE	-	-	12,000	542,000	-	-	-	-	-	-	554,000
960145 WDSTK - SOUTHSIDE UPGRADES	-	-	-	-	350,000	-	-	-	-	-	350,000
960146 WDSTK - SOUTHSIDE STUDY	-	-	-	200,000	-	-	-	-	-	-	200,000
960147 WDSTK - GENERATORS	-	-	-	-	300,000	-	-	-	-	-	300,000
960149 WDSTK - CITY PROJ OVERSIZING	-	514,000	-	-	-	-	-	-	-	-	514,000
960153 WDSTCK - LINEAR R/R CR PROJ	2,500,000	100,000	420,000	855,000	825,000	20,000	600,000	-	-	-	5,320,000
960154 WDSTK - BOWERHILL BPS	1,697,918	306,597	-	-	-	-	-	-	-	-	2,004,515

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL
960155 WDSK - ZONE 3 BOOSTER PUMPING STN	-	-	-	100,000	467,000	467,000	1,923,000	-	-	-	2,957,000
960159 WDSK - THORNTON FEEDERMN REPL	250,000	150,000	462,672	57,182	10,264,547	-	-	-	-	-	11,184,401
960160 WDSK - SE SERVICING PHASE 2	-	-	-	1,711,000	-	-	-	-	-	-	1,711,000
960164 WDSK - 11TH LINE WM REPLACE	-	-	-	22,000	636,000	-	-	-	-	-	658,000
960166 WDSK - FEEDERMAIN RELINING	300,000	2,003,464	358,570	137,966	-	-	-	-	-	-	2,800,000
TOTAL WOODSTOCK - W	11,859,518	10,593,661	8,846,242	10,641,048	16,015,647	5,277,800	6,629,700	4,973,000	2,973,000	3,367,500	81,177,116
TILLSONBURG - W											
260200 WATER TILLSONBURG	421,000	76,000	167,000	311,000	533,000	102,000	102,000	83,000	222,000	150,000	2,167,000
911262 TBURG - WATER FACILITIES - T	29,000	159,100	110,700	169,000	-	-	2,200	-	-	17,000	487,000
911266 TBURG - WATER FACILITIES - D	-	66,000	-	-	-	-	-	-	-	-	66,000
960200 TBURG - WELL 7A	5,590,667	-	-	-	-	-	-	-	-	-	5,590,667
960201 TBURG - WELL 3 UPGRADE	380,280	1,714,640	320,080	-	-	-	-	-	-	-	2,415,000
960202 TBURG - WELL 6A	120,000	-	-	-	-	-	-	-	-	-	120,000
960203 TBURG - WELL 1A AND 2	-	-	-	465,000	-	-	-	-	-	-	465,000
960204 TBURG - WELL 11	342,000	-	-	-	-	-	-	-	-	-	342,000
960211 TBURG - TRANSMISSION MAIN	-	-	-	-	-	-	-	-	354,000	-	354,000
960213 TBURG - CRANBERRY RD EXT	21,636	-	-	-	-	-	-	-	-	-	21,636
960214 TBURG - BOOSTED PRESSURE	-	199,000	-	-	-	-	-	-	-	-	199,000
960216 TBURG - METER INSTALLATION	-	-	-	-	-	-	-	-	42,000	1,680,000	1,722,000
960235 TBURG - TOWN PROJECTS	30,000	684,000	733,000	1,487,000	548,000	504,000	1,746,000	753,000	811,000	-	7,296,000
960245 TBURG - WATERMAIN LOOPING	452,000	-	-	-	-	-	-	-	-	-	452,000
960249 TBURG - TOWN PROJ OVERSIZING	-	66,000	-	-	-	-	-	-	-	-	66,000
960250 TBURG - WEST TOWN LINE WM	-	-	-	26,000	728,000	-	-	-	-	-	754,000
960251 TBURG - VICTORIA WOOD WM	-	12,000	339,000	-	-	-	-	-	-	-	351,000
TOTAL TILLSONBURG - W	7,386,583	2,976,740	1,669,780	2,458,000	1,809,000	606,000	1,850,200	836,000	1,429,000	1,847,000	22,868,303
INGERSOLL - W											
260300 WATER INGERSOLL	150,000	64,000	161,000	72,000	155,000	250,000	49,000	57,000	128,000	119,000	1,205,000
911267 WATER INGERSOLL FACILITIES - D	10,000	210,700	33,000	-	-	-	-	-	-	-	253,700
911272 WATER INGERSOLL FACILITIES - T	42,600	270,400	17,100	38,500	61,600	19,800	-	-	21,500	22,000	493,500
960310 ING - WELL 11 UPGRADE	100,000	-	300,000	300,000	410,000	410,000	5,180,000	-	-	-	6,700,000
960311 ING - METER INSTALLATION	-	-	-	-	-	-	-	-	32,000	1,200,000	1,232,000
960317 NG - WATER QUALITY IMPROVEMNT	-	-	350,000	-	-	-	-	350,000	-	-	700,000
960325 ING - TOWN PROJECTS	1,286,000	969,000	1,412,000	-	1,010,000	2,698,000	1,052,000	1,794,000	1,487,000	468,000	12,176,000
960335 ING - CAST IRON PIPE REPLACE	950,000	200,000	-	-	-	-	-	-	-	-	1,150,000
960337 ING - SW INDUSTRIAL PARK	100,000	100,000	44,000	1,254,000	53,000	1,625,000	1,665,000	1,665,000	350,000	-	6,856,000
960338 ING - WALLACE LN IND PARK	300,000	1,000,000	1,000,000	-	-	-	-	-	-	-	2,300,000
TOTAL INGERSOLL - W	2,938,600	2,814,100	3,317,100	1,664,500	1,689,600	5,002,800	7,946,000	3,866,000	2,018,500	1,809,000	33,066,200
TOWNSHIPS - W											
260400 WATER TOWNSHIPS	318,000	159,000	349,000	196,000	456,000	337,000	148,000	489,000	832,000	283,000	3,567,000
911264 WATER TOWNSHIP FACILITIES - T	47,800	221,300	170,900	36,100	251,200	17,700	65,500	25,000	-	34,000	869,500
911268 WATER TOWNSHIP FACILITIES - D	85,000	2,200	9,900	5,500	4,400	-	-	-	-	-	107,000
960400 TOWNSHIP DISTRIB REPLACEMENT	980,000	2,105,000	657,000	11,000	432,000	-	22,000	897,000	579,000	-	5,683,000

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL
960402 NEW ASSET SUPPLY/LINEAR	84,000	670,000	-	-	-	-	-	-	-	-	754,000
960404 PLAT - WT FAC BACKUP POWER	-	-	-	428,000	-	-	-	-	-	-	428,000
960406 TWSP - LINEAR R/R CR PROJ	-	-	-	-	10,000	389,000	-	-	-	-	399,000
960411 THAMES - CT ENHANCEMENT STUDY	-	-	200,000	-	-	-	-	-	-	-	200,000
960420 DRUMBO - NEW WELL SUPPLY	25,263	-	-	250,000	117,000	1,330,000	-	-	-	-	1,722,263
960421 DRUMBO - WELL 1 & 2A	-	-	-	150,000	-	-	-	-	-	-	150,000
960422 TWSP - WATER QUALITY IMP	150,000	-	-	-	-	-	-	-	-	-	150,000
960429 MANGANESE FILTRATION TOWNSHIPS	-	-	-	-	250,000	515,000	750,000	1,995,000	2,520,000	2,100,000	8,130,000
960430 TREATABILITY STUDY	150,000	-	-	-	-	-	-	-	-	-	150,000
960432 NORWICH - STANDPIPE	-	-	227,300	1,136,500	1,136,500	-	-	-	-	-	2,500,300
960437 TAV - WELL 4	798,000	1,850,000	3,902,865	803,787	544,600	248,748	-	-	-	-	8,148,000
960451 EMBRO - CT ENHANCEMENT STUDY	80,000	140,000	660,000	-	-	-	-	-	-	-	880,000
960460 PLATTSVILLE NEW WELL	-	120,000	100,000	400,000	300,000	-	200,000	-	100,000	-	1,220,000
960461 PLATT - TOWER PAINT/REPAIR	625,000	-	-	-	-	-	-	-	-	-	625,000
960462 TAV - TOWER PAINT/REPAIR	-	-	-	-	-	400,000	2,600,000	1,000,000	-	-	4,000,000
960470 BEACHVILLE - NEW WELL SUPPLY	-	-	-	-	-	2,210,000	-	-	-	-	2,210,000
960481 TWSP - METER INSTALLATION	-	-	-	-	-	-	-	-	45,000	1,815,000	1,860,000
TOTAL TOWNSHIPS - W	3,343,063	5,267,500	6,276,965	3,416,887	3,501,700	5,447,448	3,785,500	4,406,000	4,076,000	4,232,000	43,753,063
TOTAL WATER SYSTEMS	25,527,764	21,652,001	20,110,087	18,180,435	23,015,947	16,334,048	20,211,400	14,081,000	10,496,500	11,255,500	180,864,682
TOTAL WATER & WASTEWATER	61,191,779	52,472,185	53,175,882	59,059,986	49,473,881	58,566,388	38,466,290	25,519,429	26,132,625	29,056,401	453,114,846
TOTAL CAPITAL COSTS	127,872,640	113,358,964	106,426,273	102,288,274	100,311,739	99,808,792	84,978,646	69,224,923	77,504,075	74,773,901	956,548,227
TOTAL CAPITAL COSTS	127,872,640	113,358,964	106,426,273	102,288,274	100,311,739	99,808,792	84,978,646	69,224,923	77,504,075	74,773,901	956,548,227
FINANCING											
RESERVES	79,218,671	70,671,066	66,899,093	53,364,075	49,905,722	42,499,491	50,328,908	42,374,899	39,911,785	43,854,009	539,027,719
DEVELOPMENT CHARGES	17,110,506	21,316,989	18,831,108	33,892,031	19,260,212	17,615,362	10,743,403	14,080,952	18,757,090	14,560,392	186,168,045
CANADA COMMUNITY BUILDING FUND	5,368,000	3,800,000	4,180,000	4,450,000	3,800,000	4,500,000	4,125,000	3,325,000	4,275,000	4,750,000	42,573,000
GRANTS	10,955,927	5,637,000	5,402,000	5,797,000	5,600,000	5,589,000	5,605,000	5,564,000	4,875,000	4,875,000	59,899,927
DEBENTURES	11,778,984	5,484,120	9,245,000	3,062,796	19,494,000	27,389,000	11,978,000	1,100,000	8,866,700	3,775,500	102,174,100
OTHER SOURCES	1,757,683	1,069,320	424,000	190,000	669,230	178,000	240,160	996,500	160,000	1,559,000	7,243,893
TOTAL FINANCING	126,189,771	107,978,495	104,981,201	100,755,902	98,729,164	97,770,853	83,020,471	67,441,351	76,845,575	73,373,901	937,086,684
TOTAL County of Oxford - Capital	1,682,869	5,380,469	1,445,072	1,532,372	1,582,575	2,037,939	1,958,175	1,783,572	658,500	1,400,000	19,461,543

2026 Budget

Budget Summary

3

OXFORD COUNTY
ADMINISTRATION
BUILDING

	2025	2025	2026	\$ OVER	% OVER
	FORECAST	APPROVED BUDGET	BUDGET	2025 BUDGET	2025 BUDGET
OPERATING					
REVENUES					
PROPERTY TAXATION	(2,387,900)	(2,387,900)	(2,399,800)	(11,900)	0.5%
GENERAL REVENUES	(41,609,917)	(39,868,891)	(39,151,433)	717,458	(1.8%)
GRANTS AND GOVERNMENT TRANSFERS	(85,596,082)	(95,704,746)	(78,642,993)	17,061,753	(17.8%)
WATER AND WASTEWATER RATES	(47,671,522)	(48,226,911)	(49,727,992)	(1,501,081)	3.1%
RESERVE REVENUES	(16,111,083)	(7,761,329)	(7,168,080)	593,249	(7.6%)
TOTAL REVENUES	(193,376,504)	(193,949,777)	(177,090,298)	16,859,479	(8.7%)
EXPENSES					
SALARIES AND BENEFITS	90,604,987	90,356,433	99,156,400	8,799,967	9.7%
OPERATING EXPENSES	35,677,709	33,063,818	33,534,145	470,327	1.4%
CONTRACTED SERVICES	36,848,967	36,193,976	35,590,078	(603,898)	(1.7%)
EXTERNAL TRANSFERS	66,716,342	71,745,861	53,054,950	(18,690,911)	(26.1%)
DEBT REPAYMENT	12,326,794	11,167,932	11,516,365	348,433	3.1%
RESERVE TRANSFERS	50,046,675	45,559,176	44,961,947	(597,229)	(1.3%)
INTERDEPARTMENTAL CHARGES	25,558,271	25,156,771	27,553,247	2,396,476	9.5%
INTERDEPARTMENTAL RECOVERIES	(25,558,488)	(25,156,782)	(27,553,257)	(2,396,475)	9.5%
TOTAL EXPENSES	292,221,257	288,087,185	277,813,875	(10,273,310)	(3.6%)
PROGRAM SURPLUS/(DEFICIT)					
SURPLUS/(DEFICIT) - OPERATING	(879,292)	142,952	(136,158)	(279,110)	(195.2%)
SURPLUS/(DEFICIT) - DC	-	-	338,915	338,915	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	(879,292)	142,952	202,757	59,805	41.8%
NET OPERATING	97,965,461	94,280,360	100,926,334	6,645,974	7.0%
CAPITAL					
CAPITAL REVENUES	(114,851,876)	(123,865,326)	(126,189,771)	(2,324,445)	1.9%
CAPITAL EXPENSES	116,150,683	125,246,513	127,872,640	2,626,127	2.1%
NET CAPITAL	1,298,807	1,381,187	1,682,869	301,682	21.8%
SUMMARY					
TOTAL REVENUES	(308,228,380)	(317,815,103)	(303,280,069)	14,535,034	(4.6%)
TOTAL EXPENSES	408,371,940	413,333,698	405,686,515	(7,647,183)	(1.9%)
TOTAL PROGRAM SURPLUS/DEFICIT	(879,292)	142,952	202,757	59,805	41.8%
TOTAL LEVY	99,264,268	95,661,547	102,609,203	6,947,656	7.3%

	Taxation	%
Levy increase over prior year	6,947,656	7.3%
New Initiatives	1,340,248	1.4%
One-time Items	319,923	0.3%
Service Level	2,751,249	2.9%
Capital Contributions	526,180	0.6%
Initiative Gapping	(682,813)	(0.7%)
In-year Approval/ Carryover	459,419	0.5%
Minor Capital/Growth Infrastructure	980,062	1.0%
Budget Impacts	5,694,268	6.0%
Prior year non-recurring items	(1,760,931)	(1.8%)
Prior year initiative gapping	143,039	0.1%
Base Budget increase	2,871,280	3.0%

	Rates	%
Rates increase over last year	1,501,081	3.1%
New Initiatives	203,000	0.4%
One-time Items	327,575	0.7%
Service Level	158,728	0.3%
Capital Contributions	(159,144)	(0.3%)
Initiative Gapping	(12,905)	(0.0%)
In-year Approval/ Carryover	100,000	0.2%
Budget Impact Total	617,254	1.3%
Prior year non-recurring items	378,866	0.8%
Prior year initiative gapping	(18,949)	(0.0%)
Base Budget increase	523,910	1.1%

Department Budget Changes

	2025	2025	2026	\$ OVER	% OVER
	FORECAST	BUDGET*	BUDGET	2025 BUDGET	2025 BUDGET
COUNTY OF OXFORD (GENERAL LEVY)					
COUNCIL	674,774	681,066	706,225	25,159	3.7%
CAO OFFICE	571,867	587,192	622,237	35,045	6.0%
STRATEGIC INITIATIVES	636,872	639,067	800,847	161,780	25.3%
TOURISM	584,656	570,770	643,348	72,578	12.7%
STRATEGIC COMM & ENGAGEMENT	761,117	741,057	873,034	131,977	17.8%
CLERKS	657,796	688,091	828,149	140,058	20.4%
HUMAN RESOURCES	8,067	-	-	-	-
FINANCE	(23,078)	-	-	-	-
INFORMATION TECHNOLOGY	51,425	-	-	-	-
BUSINESS SYSTEMS	1,626,930	1,913,815	1,739,453	(174,362)	(9.1%)
CUSTOMER SERVICE	(101,613)	-	-	-	-
POA	65,150	219,194	317,548	98,354	44.9%
ASSESSMENT MANAGEMENT	836,234	835,400	777,300	(58,100)	(7.0%)
GENERAL TAXATION	3,822,276	(344,881)	(298,210)	46,671	(13.5%)
CONSERVATION AUTHORITIES	2,208,301	2,208,147	2,318,720	110,573	5.0%
PUBLIC HEALTH	4,586,059	4,586,059	4,815,360	229,301	5.0%
ADMINISTRATION	-	-	-	-	-
ENGINEERING	1,679,973	1,755,524	2,052,034	296,510	16.9%
FACILITIES	1,278,973	1,250,353	1,298,435	48,082	3.8%
FLEET	-	-	-	-	-
TRANSPORTATION SERVICES	27,052,012	26,562,879	27,739,165	1,176,286	4.4%
WASTE MANAGEMENT	3,868,168	4,329,325	4,604,927	275,602	6.4%
WOODINGFORD LODGE	12,792,850	12,834,663	14,619,706	1,785,043	13.9%
COMMUNITY SERVICES	2,144,584	2,189,584	2,176,306	(13,278)	(0.6%)
CHILD CARE	1,221,965	957,819	921,150	(36,669)	(3.8%)
HOUSING	11,840,368	11,840,368	12,362,965	522,597	4.4%
INTEGRATED SERVICES	63,730	-	-	-	-
PARAMEDIC SERVICES	11,925,319	12,105,763	13,423,820	1,318,057	10.9%
COMMUNITY PARAMEDICINE	-	-	-	-	-
PLANNING	2,559,607	2,640,406	2,913,291	272,885	10.3%
TOTAL COUNTY OF OXFORD (GENERAL LEVY)	93,394,382	89,791,661	96,255,810	6,464,149	7.2%
LIBRARY	5,746,456	5,746,456	6,292,127	545,671	9.5
COURT SECURITY	123,430	123,430	61,266	(62,164)	(50.4)
WATER AND WASTEWATER	-	-	-	-	-
TOTAL County of Oxford	99,264,268	95,661,547	102,609,203	6,947,656	7.3

Budget for Public Sector Accounting Board (PSAB) Purposes

	2026	PRINCIPAL	AREA			TRANSFERS	AMORTIZATION	2026
	BUDGET	DEBT	MUNICIPAL DEBT		DEBENTURE	TO/FROM	ACCRETION	PSAB
		REPAYMENT (1)	REPAYMENTS (2)	CAPITAL	PROCEEDS	SURPLUS (3)	(4)	BUDGET
REVENUES								
PROPERTY TAXATION	(2,399,800)	-	-	-	-	-	-	(2,399,800)
GENERAL REVENUES	(39,151,433)	-	6,637,022	-	-	(3,727,100)	-	(36,241,511)
GRANTS AND GOVERNMENT TRANSFERS	(78,642,993)	-	-	-	-	-	-	(78,642,993)
WATER AND WASTEWATER RATES	(49,727,992)	-	-	-	-	-	-	(49,727,992)
RESERVE REVENUES	(7,168,080)	-	-	-	-	4,113,788	-	(3,054,292)
INTERDEPARTMENTAL RECOVERIES	(27,553,257)	-	-	-	-	-	-	(27,553,257)
CAPITAL REVENUES	(126,189,771)	-	-	-	11,778,984	79,218,671	-	(35,192,116)
TOTAL REVENUES	(330,833,326)	-	6,637,022	-	11,778,984	79,605,359	-	(232,811,961)
EXPENSES								
SALARIES AND BENEFITS	99,156,400	-	-	-	-	-	-	99,156,400
OPERATING EXPENSES	33,534,145	-	-	(16,000)	-	-	-	33,518,145
CONTRACTED SERVICES	35,590,078	-	-	-	-	-	-	35,590,078
EXTERNAL TRANSFERS	53,054,950	-	-	-	-	-	-	53,054,950
DEBT REPAYMENT	11,516,365	(3,755,224)	(6,637,022)	-	-	-	-	1,124,119
CAPITAL	127,872,640	-	-	(134,486,612)	-	6,613,972	24,551,610	23,918,760
RESERVE TRANSFERS	44,961,947	-	-	-	-	(42,651,947)	-	2,310,000
INTERDEPARTMENTAL CHARGES	27,553,247	-	-	-	-	-	-	27,553,247
TOTAL EXPENSES	433,239,772	(3,755,224)	(6,637,022)	(134,502,612)	-	(36,037,975)	24,551,610	276,225,699
TOTAL PROGRAM SURPLUS (DEFICIT)	202,757	-	-	-	-	(202,757)	-	-
TOTAL	102,609,203	(3,755,224)	-	(134,502,612)	11,778,984	43,364,627	24,551,610	43,413,738

1. Principal debt repayment for County debt
2. This represents the repayment of the area municipality debt
3. This represents the transfers to and from Reserves and Reserve Funds (excluding obligatory program reserves and development charge reserves)
4. Estimated based on 2024 actual amortization and accretion

	2025	2025		\$ OVER	% OVER
	2025	2025	2026	2025	2025
	FORECAST	APPROVED	BUDGET	BUDGET	BUDGET
OPERATING					
REVENUES					
PROPERTY TAXATION	(2,387,900)	(2,387,900)	(2,399,800)	(11,900)	0.5%
GENERAL REVENUES	(39,227,254)	(36,994,929)	(37,061,079)	(66,150)	0.2%
GRANTS AND GOVERNMENT TRANSFERS	(85,457,178)	(95,565,842)	(78,504,089)	17,061,753	(17.9%)
RESERVE REVENUES	(13,994,152)	(5,519,897)	(5,005,067)	514,830	(9.3%)
TOTAL REVENUES	(141,066,484)	(140,468,568)	(122,970,035)	17,498,533	(12.5%)
EXPENSES					
SALARIES AND BENEFITS	78,509,284	78,185,118	85,930,866	7,745,748	9.9%
OPERATING EXPENSES	30,327,301	27,768,465	28,115,012	346,547	1.2%
CONTRACTED SERVICES	27,144,617	26,590,751	25,403,934	(1,186,817)	(4.5%)
EXTERNAL TRANSFERS	66,592,912	71,622,431	52,993,684	(18,628,747)	(26.0%)
DEBT REPAYMENT	8,878,825	7,743,563	8,019,111	275,548	3.6%
RESERVE TRANSFERS	32,567,226	28,079,727	29,025,628	945,901	3.4%
INTERDEPARTMENTAL CHARGES	14,515,236	14,158,985	15,628,998	1,470,013	10.4%
INTERDEPARTMENTAL RECOVERIES	(25,558,488)	(25,156,782)	(27,553,257)	(2,396,475)	9.5%
TOTAL EXPENSES	232,976,913	228,992,258	217,563,976	(11,428,282)	(5.0%)
PROGRAM SURPLUS/(DEFICIT)					
SURPLUS/(DEFICIT) - OPERATING	185,146	(113,216)	-	113,216	(100.0%)
TOTAL PROGRAM SURPLUS/(DEFICIT)	185,146	(113,216)	-	113,216	(100.0%)
NET OPERATING	92,095,575	88,410,474	94,593,941	6,183,467	7.0%
CAPITAL					
CAPITAL REVENUES	(66,516,648)	(59,204,478)	(64,309,892)	(5,105,414)	8.6%
CAPITAL EXPENSES	67,815,455	60,585,665	65,971,761	5,386,096	8.9%
NET CAPITAL	1,298,807	1,381,187	1,661,869	280,682	20.3%
SUMMARY					
TOTAL REVENUES	(207,583,132)	(199,673,046)	(187,279,927)	12,393,119	(6.2%)
TOTAL EXPENSES	300,792,368	289,577,923	283,535,737	(6,042,186)	(2.1%)
TOTAL PROGRAM SURPLUS/DEFICIT	185,146	(113,216)	-	113,216	(100.0%)
TOTAL LEVY	93,394,382	89,791,661	96,255,810	6,464,149	7.2%

Levy increase over prior year	6,464,149	7.2%
New Initiatives	1,080,761	1.2%
One-time Items	318,123	0.4%
Service Level	2,722,339	3.0%
Capital Contributions	526,180	0.6%
Initiative Gapping	(647,013)	(0.7%)
In-year Approval/ Carryover	459,419	0.5%
Minor Capital/Growth Infrastructure	959,062	1.1%
Budget Impacts	5,418,871	6.0%
Prior year non-recurring items	(1,576,712)	(1.8%)
Prior year initiative gapping	143,039	0.2%
Base Budget increase	2,478,951	2.8%

	2025	2025	2026	\$ OVER	% OVER
	FORECAST	APPROVED BUDGET	BUDGET	2025 BUDGET	2025 BUDGET
OPERATING					
REVENUES					
GENERAL REVENUES	(49,519)	(28,930)	(35,994)	(7,064)	24.4%
GRANTS AND GOVERNMENT TRANSFERS	(138,904)	(138,904)	(138,904)	-	-
RESERVE REVENUES	(319,118)	(240,552)	(240,552)	-	-
TOTAL REVENUES	(507,541)	(408,386)	(415,450)	(7,064)	1.7%
EXPENSES					
SALARIES AND BENEFITS	3,414,637	3,456,250	3,758,277	302,027	8.7%
OPERATING EXPENSES	569,717	571,583	582,188	10,605	1.9%
CONTRACTED SERVICES	77,058	1,000	1,200	200	20.0%
RESERVE TRANSFERS	528,577	528,577	535,000	6,423	1.2%
INTERDEPARTMENTAL CHARGES	1,622,702	1,597,432	1,809,912	212,480	13.3%
TOTAL EXPENSES	6,212,691	6,154,842	6,686,577	531,735	8.6%
PROGRAM SURPLUS/(DEFICIT)					
SURPLUS/(DEFICIT) - OPERATING	41,306	-	-	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	41,306	-	-	-	-
NET OPERATING	5,746,456	5,746,456	6,271,127	524,671	9.1%
CAPITAL					
CAPITAL REVENUES	(414,076)	(329,900)	(688,100)	(358,200)	108.6%
CAPITAL EXPENSES	414,076	329,900	709,100	379,200	114.9%
NET CAPITAL	-	-	21,000	21,000	-
SUMMARY					
TOTAL REVENUES	(921,617)	(738,286)	(1,103,550)	(365,264)	49.5%
TOTAL EXPENSES	6,626,767	6,484,742	7,395,677	910,935	14.0%
TOTAL PROGRAM SURPLUS/DEFICIT	41,306	-	-	-	-
TOTAL LEVY	5,746,456	5,746,456	6,292,127	545,671	9.5%

	Taxation	%
Levy increase over prior year	545,671	9.5%
New Initiatives	259,487	4.5%
One-time Items	1,800	0.0%
Service Level	28,910	0.5%
Initiative Gapping	(35,800)	(0.6%)
Minor Capital/Growth Infrastructure	21,000	0.4%
Total	275,397	4.8%
Prior year non-recurring items	(184,219)	(3.2%)
Base Budget increase	454,493	7.9%

	2025	2025		\$ OVER	% OVER
	2025	APPROVED	2026	2025	2025
	FORECAST	BUDGET	BUDGET	BUDGET	BUDGET
OPERATING					
EXPENSES					
OPERATING EXPENSES	123,430	123,430	61,266	(62,164)	(50.4%)
TOTAL EXPENSES	123,430	123,430	61,266	(62,164)	(50.4%)
TOTAL LEVY	123,430	123,430	61,266	(62,164)	(50.4%)

	2025	2025		\$ OVER	% OVER
	2025	APPROVED	2026	2025	2025
	FORECAST	BUDGET	BUDGET	BUDGET	BUDGET
OPERATING					
REVENUES					
GENERAL REVENUES	(2,333,144)	(2,845,032)	(2,054,360)	790,672	(27.8%)
WATER AND WASTEWATER RATES	(47,671,522)	(48,226,911)	(49,727,992)	(1,501,081)	3.1%
RESERVE REVENUES	(1,797,813)	(2,000,880)	(1,922,461)	78,419	(3.9%)
TOTAL REVENUES	(51,802,479)	(53,072,823)	(53,704,813)	(631,990)	1.2%
EXPENSES					
SALARIES AND BENEFITS	8,681,066	8,715,065	9,467,257	752,192	8.6%
OPERATING EXPENSES	4,780,691	4,723,770	4,836,945	113,175	2.4%
CONTRACTED SERVICES	9,627,292	9,602,225	10,184,944	582,719	6.1%
DEBT REPAYMENT	3,447,969	3,424,369	3,497,254	72,885	2.1%
RESERVE TRANSFERS	16,950,872	16,950,872	15,401,319	(1,549,553)	(9.1%)
INTERDEPARTMENTAL CHARGES	9,420,333	9,400,354	10,114,337	713,983	7.6%
TOTAL EXPENSES	52,908,223	52,816,655	53,502,056	685,401	1.3%
PROGRAM SURPLUS/(DEFICIT)					
SURPLUS/(DEFICIT) - OPERATING	(1,105,744)	256,168	(136,158)	(392,326)	(153.2%)
SURPLUS/(DEFICIT) - DC	-	-	338,915	338,915	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	(1,105,744)	256,168	202,757	(53,411)	(20.8%)
NET OPERATING	-	-	-	-	-
CAPITAL					
CAPITAL REVENUES	(47,921,152)	(64,330,948)	(61,191,779)	3,139,169	(4.9%)
CAPITAL EXPENSES	47,921,152	64,330,948	61,191,779	(3,139,169)	(4.9%)
NET CAPITAL	-	-	-	-	-
SUMMARY					
TOTAL REVENUES	(99,723,631)	(117,403,771)	(114,896,592)	2,507,179	(2.1%)
TOTAL EXPENSES	100,829,375	117,147,603	114,693,835	(2,453,768)	(2.1%)
TOTAL PROGRAM SURPLUS/DEFICIT	(1,105,744)	256,168	202,757	(53,411)	(20.8%)
TOTAL LEVY	-	-	-	-	-

	Rates	%
Rates increase over last year	1,501,081	3.1%
New Initiatives	203,000	0.4%
One-time Items	327,575	0.7%
Service Level	158,728	0.3%
Capital Contributions	(159,144)	(0.3%)
Initiative Gapping	(12,905)	(0.0%)
In-year Approval/ Carryover	100,000	0.2%
Budget Impact Total	617,254	1.3%
Prior year non-recurring items	378,866	0.8%
Prior year initiative gapping	(18,949)	(0.0%)
Base Budget increase	523,910	1.1%

Key Factors Impacting the Budget

The operating budget is the financial plan for the day-to-day operations at the County. During budget preparation, cost and revenue changes are identified between seven categories:

1. **New Initiative** - includes non-recurring items and base budget impacts
2. **One-time Items** - non-recurring
3. **Service Level** - includes non-recurring items and base budget impacts
4. **Capital Contributions** – changes in the contribution to capital reserves to achieve the County's Asset Management Plan Investment Target
5. **Carryover/In-Year Approvals** - non-recurring
6. **Initiative gapping** - cost impact for delayed start of service level and new initiative. Cost gapping impacts will be realized in a future budget year.
7. **Minor Capital and Infrastructure Capital** – expansion of capital assets and studies

Presenting the budget impacts in this manner highlights the cost of new services versus the costs associated with continuing to service the existing community and changes to the levels of service being delivered. The following table illustrates the budget impacts by cost driver:

	REF	BASE BUDGET	ONE TIME/ CAPITAL	BUDGET COST	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES	REVENUES	TAXATION	WWW RATES
NEW INITIATIVES												
RDS-Two-Stage Loader Mounted Snow Blower	NI 2026-01	5,690	224,500	230,190	-	-	-	-	-	-	230,190	-
WAT-Fire Rated Systems Policy	NI 2026-02	-	53,000	53,000	-	-	-	-	-	-	-	53,000
WAT-Long Term Water Supply Strategy	NI 2026-03	-	150,000	150,000	-	-	-	-	-	-	-	150,000
HSG-Homelessness Support Services Fund	NI 2026-04	400,000	-	400,000	-	-	-	-	-	-	400,000	-
CLK-Archival Collections Management and Space Needs Study	NI 2026-05	-	10,000	10,000	-	-	-	-	-	-	10,000	-
PS-Five-Year Deployment and Twenty-Year Facilities Capital Plan	NI 2026-06	-	70,000	70,000	-	52,500	-	-	-	52,500	17,500	-
PS-Post Traumatic Stress Disorder Prevention Program	NI 2026-07	20,000	36,000	56,000	-	-	-	-	-	-	56,000	-
PS-Ambulance Fleet Enhancement	NI 2026-08	84,140	312,691	396,831	36,760	-	-	-	(7,000)	29,760	367,071	-
PLN-New Oxford County Official Plan	NI 2026-09	-	690,000	690,000	318,750	371,250	-	-	-	690,000	-	-
OCL-Ox on the Run	NI 2026-10	259,487	300,000	559,487	300,000	-	-	-	-	300,000	259,487	-
		769,317	1,846,191	2,615,508	655,510	423,750	-	-	(7,000)	1,072,260	1,340,248	203,000

	REF	BASE BUDGET	ONE TIME/ CAPITAL	BUDGET COST	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES	REVENUES	TAXATION	WWW RATES
ONE-TIME ITEMS												
FAC-Curries Road Wetland Project		-	20,000	20,000	11,500	-	-	-	8,500	20,000	-	-
FAC-Energy Analyst FTE	FTE 2026-02	-	72,901	72,901	-	-	-	-	75,000	75,000	(2,099)	-
RDS-Winter Operations Plan		-	65,000	65,000	-	-	-	-	-	-	65,000	-
RDS-OR-22 Diseased Tree Removal		-	15,000	15,000	-	-	-	-	-	-	15,000	-
RDS-Custom Fit Hearing Protection		-	3,400	3,400	-	-	-	-	-	-	3,400	-
WM-Contract Landfill Labourer FTE	FTE 2026-07	-	40,810	40,810	-	-	-	-	40,810	40,810	-	-
WM-Cartograph Implementation		-	10,000	10,000	-	-	-	-	-	-	10,000	-
WM-Leachate Flushing Project		-	70,000	70,000	70,000	-	-	-	-	70,000	-	-
WM-Bulk collection of oil and antifreeze		-	1,500	1,500	-	-	-	-	-	-	1,500	-
WAT-iPhone Replacements		-	3,600	3,600	-	-	-	-	-	-	-	3,600
WAT-Tillsonburg Meter Calibration		-	5,700	5,700	-	-	-	-	-	-	-	5,700
WAT-SCADA Upgrades (Townships)		-	50,000	50,000	-	-	-	-	-	-	-	50,000
WAT-Class EA Training (Manager and Sup)		-	250	250	-	-	-	-	-	-	-	250
WAT-Bulk Water Network Software Upgrades		-	5,000	5,000	-	-	-	-	-	-	-	5,000
WAT-Chlorine Contact Time Calculations		-	50,000	50,000	-	-	-	-	-	-	-	50,000
WW-iPhone Replacements		-	10,200	10,200	-	-	-	-	-	-	-	10,200
WW-Hydraulic Model Development		-	189,720	189,720	-	-	-	-	-	-	-	189,720
WW-Class EA Training (Manager and Sup)		-	250	250	-	-	-	-	-	-	-	250
WW-Wastewater Tech Pipe Assessment Training		-	2,855	2,855	-	-	-	-	-	-	-	2,855
WW-SCADA Upgrades (DRUMBO)		-	10,000	10,000	-	-	-	-	-	-	-	10,000
HS-Laptop Upgrades		-	18,200	18,200	-	-	18,200	-	-	-	-	-
CC-EarlyON and Childcare Professional Learning		-	26,000	26,000	-	-	-	-	-	-	26,000	-
HSG-Affordable Housing Projects		-	322,500	322,500	300,000	-	-	-	-	300,000	22,500	-
HSG-Additional New Manager Training		-	4,000	4,000	-	-	-	-	-	-	4,000	-
WFL-Tuition Reimbursement Program		-	4,000	4,000	-	-	-	-	-	-	4,000	-
WFL-Everbridge Phone System		-	4,366	4,366	-	-	-	-	-	-	4,366	-
CS-Salesforce Training		¹	1,000	1,000	-	-	-	-	-	-	1,000	-
FIN-Payroll/Scheduling Software-Support		-	50,000	50,000	50,000	-	-	-	-	50,000	-	-

	REF		BASE BUDGET	ONE TIME/ CAPITAL	BUDGET COST	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES	REVENUES	TAXATION	WWW RATES
COU-New Council Expenses			-	4,025	4,025	-	-	-	-	-	-	4,025	-
CLK-Online Resources Initiative			-	1,000	1,000	-	-	-	-	-	-	1,000	-
CLK-Archives Association of Ontario Conference			-	3,000	3,000	-	-	-	-	-	-	3,000	-
CLK-Declaration and Dissolutions Project			-	2,000	2,000	-	-	-	-	-	-	2,000	-
SI-100% Renewal Energy Update			-	5,000	5,000	-	-	-	-	-	-	5,000	-
SI-DEI Video Productions			-	5,000	5,000	-	-	-	-	-	-	5,000	-
SI-Heat and Air Quality Response			-	15,000	15,000	-	-	-	-	-	-	15,000	-
SI-Indigenous Plaques			-	1,100	1,100	-	-	-	-	-	-	1,100	-
SI-Advocacy-Queen's Park			-	2,000	2,000	-	-	-	-	-	-	2,000	-
TOUR-Temporary Tourism Clerk FTE	FTE 2026-17		-	11,131	11,131	-	-	-	-	-	-	11,131	-
SCE-Camera			-	3,000	3,000	-	-	-	-	-	-	3,000	-
PS-Tuition Reimbursement Program			-	6,000	6,000	-	-	-	-	-	-	6,000	-
PS-Emergency Health Record Provider Transition			-	19,000	19,000	-	-	-	-	-	-	19,000	-
HR-Council Compensation Review			-	7,000	7,000	7,000	-	-	-	-	7,000	-	-
HR-Physical Demand Analysis Updates		1	-	8,000	8,000	-	-	-	-	-	-	8,000	-
PLN-Legal Appeal Costs			-	120,000	120,000	-	-	-	-	60,000	60,000	60,000	-
OCL-Library Accessibility Audit Mileage			-	1,000	1,000	-	-	-	-	-	-	1,000	-
OCL-Mugo Software			-	800	800	-	-	-	-	-	-	800	-
			-	1,270,308	1,270,308	438,500	-	18,200	-	184,310	641,010	301,723	327,575

	REF		BASE BUDGET	ONE TIME/ CAPITAL	BUDGET COST	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES	REVENUES	TAXATION	WWW RATES
SERVICE LEVEL													
FAC-Facilities Driver FTE	FTE 2026-01		(2,825)	56,000	53,175	-	-	-	-	-	-	53,175	-
FLT-Data Technician FTE	FTE 2026-03		86,790	3,000	89,790	-	-	-	-	-	-	89,790	-
ENG-Public Works Technician FTE	FTE 2026-04		33,057	101,758	134,815	-	-	-	-	-	-	134,815	-
RDS-Road Safety Strategy	FTE 2026-05		133,798	109,100	242,898	-	-	-	-	-	-	242,898	-
WM-Co-op Student FTE	FTE 2026-06		21,798	-	21,798	-	-	-	-	-	-	21,798	-
WW-Wastewater Treatment Operator FTE	FTE 2026-08		123,866	106,600	230,466	87,500	-	-	-	-	87,500	-	142,966
WFL-Recreation Aide FTE	FTE 2026-09		112,318	-	112,318	-	-	-	-	-	-	112,318	-
WFL-Personal Support Worker FTE	FTE 2026-10		298,340	-	298,340	-	-	-	-	-	-	298,340	-
WFL-Mental Health Resource Nurse FTE	FTE 2026-11		152,620	5,600	158,220	-	-	120,140	-	-	120,140	38,080	-
CS-Customer Service Technician FTE	FTE 2026-12	1	104,710	2,000	106,710	-	-	-	-	-	-	106,710	-
FIN-Finance Coordinator FTE	FTE 2026-13	1	109,778	5,000	114,778	-	-	-	-	-	-	114,778	-
FIN-Financial Analyst FTE	FTE 2026-14	1	126,076	5,000	131,076	5,000	-	-	-	-	5,000	126,076	-
CLK-Records and Privacy Coordinator FTE	FTE 2026-15		127,545	2,600	130,145	-	-	-	-	-	-	130,145	-
SI-Community Safety and Wellbeing Coordinator FTE	FTE 2026-16		138,213	3,100	141,313	-	-	-	-	-	-	141,313	-
PS-Leadership Positions Transfer FTE	FTE 2026-18		294,321	-	294,321	-	-	-	-	-	-	294,321	-
PS-Primary Care Paramedics FTE	FTE 2026-19		810,488	428,246	1,238,734	382,244	53,073	-	-	-	435,317	803,417	-
HR-Employee Health and Disability Management Officer FTE	FTE 2026-20	1	67,623	2,000	69,623	-	-	-	-	-	-	69,623	-
OCL-Community Outreach Summer Students FTE	FTE 2026-21		28,910	-	28,910	-	-	-	-	-	-	28,910	-
FAC-Additional Library Cleaning Sites			1,630	-	1,630	-	-	-	-	-	-	1,630	-
WAT-Add lead operator position from existing FTE			15,762	-	15,762	-	-	-	-	-	-	-	15,762
HS-Client Intake Scheduler			43,000	32,000	75,000	-	-	37,500	-	-	37,500	37,500	-
HSG-Paralegal Landlord and Tenant Board			15,000	-	15,000	-	-	-	-	-	-	15,000	-
HSG-Secondary Unit Program Base Funding			300,000	-	300,000	300,000	-	-	-	-	300,000	-	-
WFL-Resident Toileting Care			26,000	-	26,000	-	-	-	-	-	-	26,000	-
CS-Additional Customer Relationship Management License for IT Support		1	3,200	-	3,200	-	-	-	-	-	-	3,200	-
IT-Increased Backup Capacity		1	30,000	-	30,000	-	-	-	-	-	-	30,000	-

	REF		BASE BUDGET	ONE TIME/ CAPITAL	BUDGET COST	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES	REVENUES	TAXATION	WWW RATES
IT-Remote Support Software		1	7,500	-	7,500	-	-	-	-	-	-	7,500	-
IT-Corporate Email Accounts for all Staff		1	21,900	-	21,900	-	-	-	-	-	-	21,900	-
IT-File System Analysis and Reporting Software		1	35,000	-	35,000	-	-	-	-	-	-	35,000	-
IT-On Call After Hours for Second Staff Member		1	20,186	-	20,186	-	-	-	-	-	-	20,186	-
SCE-Pod Cast			5,500	-	5,500	-	-	-	-	-	-	5,500	-
SCE-On Call After Hours			20,186	-	20,186	-	-	-	-	-	-	20,186	-
SCE-MadeToTag Accessibility Software			-	1,300	1,300	-	-	-	-	-	-	1,300	-
PS-Zoll Xenix Worry-free Warranty Contract			4,257	-	4,257	-	-	-	-	-	-	4,257	-
CPS-Paramedic Services Leadership Transfer			(293,842)	-	(293,842)	-	-	-	-	-	-	(293,842)	-
HR-Joint Health and Safety Committee Conference Registration		1	975	-	975	-	-	-	-	-	-	975	-
HR-Parklane Disability Management Software New Module		1	1,700	-	1,700	-	-	-	-	-	-	1,700	-
HR-LinkedIn Job Postings		1	6,750	-	6,750	-	-	-	-	-	-	6,750	-
			3,032,131	863,304	3,895,435	774,744	53,073	157,640	-	-	985,457	2,751,249	158,728
CAPITAL CONTRIBUTIONS													
RDS-Capital Contribution Change			550,000	-	550,000	-	-	-	-	-	-	550,000	-
RDS-FLT Capital Contribution Change			(73,370)	-	(73,370)	-	-	-	-	-	-	(73,370)	-
WM-Capital Contribution Change			50,000	-	50,000	-	-	-	-	50,000	50,000	-	-
WM-FLT Capital Contribution Change			(26,450)	-	(26,450)	-	-	-	-	-	-	(26,450)	-
WAT-Capital Contribution Change (Ingersoll)			202,424	-	202,424	-	-	-	-	-	-	-	202,424
WAT-Capital Contribution Change (Townships)			-	-	-	-	-	-	-	-	-	-	-
WAT-Capital Contribution Change (Woodstock)			91,872	-	91,872	-	-	-	-	-	-	-	91,872
WAT-Capital Contribution Change (Tillsonburg)			128,358	-	128,358	-	-	-	-	-	-	-	128,358
WW-Capital Contribution Change (Woodstock)			296,286	-	296,286	-	-	-	-	-	-	-	296,286
WW-Capital Contribution Change (Tillsonburg)			(293,759)	-	(293,759)	-	-	-	-	-	-	-	(293,759)
WW-Capital Contribution Change (Ingersoll)			(498,051)	-	(498,051)	-	-	-	-	-	-	-	(498,051)
WW-Capital Contribution Change (Norwich)			(49,375)	-	(49,375)	-	-	-	-	-	-	-	(49,375)

	REF	BASE BUDGET	ONE TIME/ CAPITAL	BUDGET COST	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES	REVENUES	TAXATION	WWW RATES
WW-Capital Contribution Change (Tavistock)		-	-	-	-	-	-	-	-	-	-	-
WW-Capital Contribution Change (Plattsville)		2,941	-	2,941	-	-	-	-	-	-	-	2,941
WW-Capital Contribution Change (Thamesford)		11,867	-	11,867	-	-	-	-	-	-	-	11,867
WW-Capital Contribution Change (Drumbo)		-	-	-	-	-	-	-	-	-	-	-
WW-Capital Contribution Change (Mt Elgin)		(19,241)	-	(19,241)	-	-	-	-	-	-	-	(19,241)
WW-Capital Contribution Change (Embro)		(25,388)	-	(25,388)	-	-	-	-	-	-	-	(25,388)
WW-Capital Contribution Change (Innerkip)		(7,078)	-	(7,078)	-	-	-	-	-	-	-	(7,078)
HSG-Capital Contribution Change		41,000	-	41,000	-	-	-	-	-	-	41,000	-
WFL-Capital Contribution Change		20,000	-	20,000	-	-	-	-	-	-	20,000	-
IT-Capital Contribution Change	1	15,000	-	15,000	-	-	-	-	-	-	15,000	-
		417,036	-	417,036	-	-	-	-	50,000	50,000	526,180	(159,144)
INITIATIVE GAPPING												
FAC-Facilities Driver FTE	FTE 2026-01	-	(5,400)	(5,400)	-	-	-	-	-	-	(5,400)	-
FAC-Thornton Wellfield Naturalization	NI 2025-01	-	-	-	-	-	-	-	(110,500)	(110,500)	110,500	-
ENG-Public Works Technician FTE	FTE 2026-04	-	(12,860)	(12,860)	-	-	-	-	-	-	(12,860)	-
RDS-Two-Stage Loader Mounted Snow Blower	NI 2026-01	-	(10,625)	(10,625)	-	-	-	-	-	-	(10,625)	-
RDS-Crash Attenuator	CAP 230000	-	(1,128)	(1,128)	-	-	-	-	-	-	(1,128)	-
WW-Wastewater Treatment Operator FTE	FTE 2026-08	-	(12,905)	(12,905)	-	-	-	-	-	-	-	(12,905)
CS-Customer Service Technician FTE	FTE 2026-11	-	(25,128)	(25,128)	-	-	-	-	-	-	(25,128)	-
CLK-Records and Privacy Coordinator FTE	FTE 2026-15	-	(31,518)	(31,518)	-	-	-	-	-	-	(31,518)	-
WFL-Recreation Aide FTE	FTE 2026-09	-	(56,598)	(56,598)	-	-	-	-	-	-	(56,598)	-
WFL-Personal Support Worker FTE	FTE 2026-10	-	(150,190)	(150,190)	-	-	-	-	-	-	(150,190)	-
WFL-Mental Health Resource Nurse FTE	FTE 2026-11	-	(38,080)	(38,080)	-	-	-	-	-	-	(38,080)	-
SI-Community Safety and Wellbeing Coordinator FTE	FTE 2026-16	-	(35,591)	(35,591)	-	-	-	-	-	-	(35,591)	-
PS-Primary Care Paramedics FTE	FTE 2026-19	-	(185,000)	(185,000)	-	(23,605)	-	-	-	(23,605)	(161,395)	-
PS-Ambulance Fleet Enhancement	NI 2026-08	-	(229,000)	(229,000)	-	-	-	-	-	-	(229,000)	-
OCL-Ox on the Run	NI 2026-10	-	(35,800)	(35,800)	-	-	-	-	-	-	(35,800)	-
		-	(829,823)	(829,823)	-	(23,605)	-	-	(110,500)	(134,105)	(682,813)	(12,905)

	REF	BASE BUDGET	ONE TIME/ CAPITAL	BUDGET COST	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES	REVENUES	TAXATION	WWW RATES
CARRYOVER/IN-YEAR APPROVAL												
FAC-Thornton Wellfield Naturalization	NI 2025-01	-	17,000	17,000	17,000	-	-	-	-	17,000	-	-
FAC-Waste Management Program Changes	NI 2025-01	(4,000)	-	(4,000)	-	-	-	-	-	-	(4,000)	-
RDS-Stormwater Monitoring Plan		-	50,000	50,000	50,000	-	-	-	-	50,000	-	-
WM-Organic Program	PW(CS) 2025-08	2,000,855	40,000	2,040,855	-	-	-	-	27,600	27,600	2,013,255	-
WM-Producer Responsibility Recycling Changes	PW(CS) 2025-08	(4,989,860)	-	(4,989,860)	-	-	-	-	(2,530,512)	(2,530,512)	(2,459,348)	-
WM-Non-Eligible Source Recycling Program	PW(CS) 2025-12	819,260	-	819,260	-	-	-	-	231,640	231,640	587,620	-
WAT-Woodstock Servicing Study Pattullo Realignment		-	50,000	50,000	-	-	-	-	-	-	-	50,000
WW-Woodstock Servicing Study Pattullo Realignment		-	50,000	50,000	-	-	-	-	-	-	-	50,000
HS-Human Services Service Delivery Review FTE	HS(CS) 2025-06	153,289	-	153,289	-	-	156,886	-	-	156,886	(3,597)	-
CC-Human Services Service Delivery Review FTE	HS(CS) 2025-06	219,179	-	219,179	-	-	187,571	-	-	187,571	31,608	-
HSG-Human Services Service Delivery Review FTE	HS(CS) 2025-06	466,416	-	466,416	-	-	-	-	111,938	111,938	354,478	-
IS-Human Services Service Delivery Review FTE	HS(CS) 2025-06	125,305	-	125,305	-	-	-	-	125,305	125,305	-	-
HSG-CMHC Grant Funding (Housing Turnover) Year 3 of 3		-	-	-	-	-	203,097	-	-	203,097	(203,097)	-
WFL-Family Transition - Local Priorities Fund 2025-26		-	106,976	106,976	-	-	106,976	-	-	106,976	-	-
WFL-Reduction in Satellite Capital Contribution		(760,000)	-	(760,000)	-	-	-	-	-	-	(760,000)	-
WFL-Reallocated Satellite Capital Contribution to Future Long-term Care Reserve		760,000	-	760,000	-	-	-	-	-	-	760,000	-
GEN-Reserve contribution for 2024 Market Review funding phase-in		-	142,500	142,500	-	-	-	-	-	-	142,500	-
SI-Indigenous Consultation Plan Completion	CAO 2025-01	-	20,000	20,000	20,000	-	-	-	-	20,000	-	-
PS-Dedicated Offload Delay Nurses Funding	PS 2025-06	-	54,600	54,600	-	-	54,600	-	-	54,600	-	-
		(1,209,556)	531,076	(678,480)	87,000	-	709,130	-	(2,034,029)	(1,237,899)	459,419	100,000

	REF	BASE BUDGET	ONE TIME/ CAPITAL	BUDGET COST	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES	REVENUES	TAXATION	WWW RATES
MINOR CAPITAL												
FAC-Waste Management Conference Room Technology	CAP 218700	-	15,000	15,000	-	-	-	-	-	-	15,000	-
FAC-Storage Sea-Can Container	CAP 213020	-	6,000	6,000	-	-	-	-	-	-	6,000	-
RDS-Desktop Computers	CAP 230000	-	1,500	1,500	-	-	-	-	-	-	1,500	-
RDS-Crash Attenuator	CAP 230000	4,530	75,000	79,530	-	-	-	-	-	-	79,530	-
WM-ipads	CAP 280000	-	1,200	1,200	-	-	-	-	-	-	1,200	-
WM-Additional Point of Sale Terminal in Tillsonburg	CAP 283000	-	1,000	1,000	-	-	-	-	-	-	1,000	-
WAT-Training Equipment (Woodstock)	CAP 260100	-	2,000	2,000	2,000	-	-	-	-	2,000	-	-
WAT-Training Equipment (Tillsonburg)	CAP 260200	-	2,000	2,000	2,000	-	-	-	-	2,000	-	-
WW-Auto Wind Attachment	CAP 250000	-	15,000	15,000	15,000	-	-	-	-	15,000	-	-
WW-Pattullo SPS Additional Pump (Woodstock)	CAP 250100	-	60,000	60,000	60,000	-	-	-	-	60,000	-	-
WW-Additional Effluent Water Process Sampler (Ingersoll)	CAP 250300	-	8,000	8,000	8,000	-	-	-	-	8,000	-	-
WW-Additional SPS Flow Meter (Drumbo)	CAP 250800	-	10,000	10,000	10,000	-	-	-	-	10,000	-	-
WFL-Folding Table Laundry	CAP 391000	-	2,500	2,500	-	-	-	-	-	-	2,500	-
WFL-Ice Machine	CAP 392000	-	4,000	4,000	-	-	-	-	-	-	4,000	-
PLN-Cubicle Dividers	CAP 400000	-	3,000	3,000	-	-	-	-	-	-	3,000	-
OCL-RFID Scanners	CAP 600000	-	6,000	6,000	-	-	-	-	-	-	6,000	-
OCL-Ductless Split	CAP 600500	-	15,000	15,000	-	-	-	-	-	-	15,000	-
		4,530	227,200	231,730	97,000	-	-	-	-	97,000	134,730	-

	REF	BASE BUDGET	ONE TIME/ CAPITAL	BUDGET COST	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES	REVENUES	TAXATION	WWW RATES
INFRASTRUCTURE CAPITAL												
FAC-Electric Vehicle Chargers	CAP 911012	-	360,000	360,000	360,000	-	-	-	-	360,000	-	-
FAC-Woodstock Wastewater Treatment Plant Biogas Utilization	CAP 911900	-	2,500,000	2,500,000	-	349,395	-	-	2,150,605	2,500,000	-	-
FAC-Solar Photovoltaic (3)	CAP 911900	-	1,410,000	1,410,000	-	-	48,000	-	1,362,000	1,410,000	-	-
RDS-New Guiderails (bridges)	CAP 930200	-	355,000	355,000	355,000	-	-	-	-	355,000	-	-
RDS-New Traffic Signals (Thamesford)	CAP 930300	400	500,000	500,400	-	-	-	-	500,000	500,000	400	-
RDS-Traffic Calming	CAP 930301	-	150,000	150,000	-	30,000	-	-	-	30,000	120,000	-
RDS-Bike Lanes	CAP 930079	-	530,000	530,000	-	225,568	-	-	-	225,568	304,432	-
RDS-New Guiderails (roads)	CAP 930070	-	168,000	168,000	168,000	-	-	-	-	168,000	-	-
RDS-New Pedestrian Crossings	CAP 930076	-	325,000	325,000	-	65,000	-	-	-	65,000	260,000	-
RDS-Intersection Illumination	CAP 930078	-	100,000	100,000	-	20,000	-	-	-	20,000	80,000	-
RDS-Pad Mount Generator (Drumbo Yard)	CAP 911301	-	175,000	175,000	175,000	-	-	-	-	175,000	-	-
RDS-Pad Mount Generator (Highland Yard)	CAP 911302	-	175,000	175,000	175,000	-	-	-	-	175,000	-	-
WM-Yard Waste Depot Paving	CAP 280000	-	80,500	80,500	-	-	-	-	-	-	80,500	-
WM-Wellfield Expansion - Phase 2	CAP 900032	-	1,500,000	1,500,000	1,500,000	-	-	-	-	1,500,000	-	-
WM-Landfill Expansion	CAP 918700	-	20,000	20,000	20,000	-	-	-	-	20,000	-	-
WM-Transfer Station Expansion	CAP 911800	-	80,000	80,000	80,000	-	-	-	-	80,000	-	-
WAT-SW Industrial Park (Ingersoll)	CAP 950336	-	100,000	100,000	32,114	67,886	-	-	-	100,000	-	-
WAT-Wallace Line Industrial Park (Ingersoll)	CAP 960338	-	300,000	300,000	96,340	203,660	-	-	-	300,000	-	-
WAT-CT Enhancement Study (Township)	CAP 960451	-	80,000	80,000	12,436	67,564	-	-	-	80,000	-	-
WAT-Additional Railway Crossing (Township)	CAP 960402	-	84,000	84,000	84,000	-	-	-	-	84,000	-	-
WW-SW Industrial Park (Ingersoll)	CAP 950336	-	100,000	100,000	30,748	69,252	-	-	-	100,000	-	-
WW-Lansdowne Sewage Pumping Station (Woodstock)	CAP 950163	-	675,000	675,000	203,355	-	-	2,529,000	(2,057,355)	675,000	-	-
WW-Wastewater Treatment Capacity Expansion (Drumbo)	CAP 950810	-	330,000	330,000	-	196,155	-	-	133,845	330,000	-	-
WW-Wastewater Treatment Capacity Expansion (Mt Elgin)	CAP 950905	-	1,830,000	1,830,000	230,955	424,326	-	3,495,000	(2,320,281)	1,830,000	-	-
WW-Wastewater Treatment Plant Upgrade/Expansion (Tavistock)	CAP 950504	-	750,000	750,000	470,775	279,225	-	-	-	750,000	-	-
WW-Lansdowne Sewer Extension (Woodstock)	CAP 950164	-	105,000	105,000	31,626	73,374	-	-	-	105,000	-	-
		400	12,782,500	12,782,900	4,025,349	2,071,405	48,000	6,024,000	(231,186)	11,937,568	845,332	-
TOTAL COUNTY OF OXFORD												
		3,013,858	16,690,756	19,704,614	6,078,103	2,524,623	932,970	6,024,000	(2,148,405)	13,411,291	5,676,068	617,254

¹ Interdepartmental charge - impact on taxation levy and water and wastewater rates

Full-time Equivalent Plan (FTE) Summary

FTE Continuity

+ 2025 Base	702.2
+ 2025 Temp	4.6
= 2025 Approved Plan	706.8
+ 2025 In-Year Base	4.4
+ 2025 In-Year Temp	3.0
= 2025 Revised Plan	714.2
- 2025 Temp	(7.6)
+ 2025 Temp Carryover	0.8
+ 2026 Base*	22.9
+ 2026 Temp*	1.8
= 2026 Draft Plan	732.1
 *2026 New Request	24.7
2026 Temp Carryover	0.8
2026 Request	25.5

¹ Approved during in-year

Funded temporary positions

Department/Division	2025						2026			2026 Request
	Base	Reorg ¹	In-Year ¹	In-Year Temp ¹	Temp	Budget	Base	Temp	Budget	
CAO Office	2.0	-	-	-	-	2.0	2.0	-	2.0	-
Clerks	4.0	-	-	-	-	4.0	5.0	-	5.0	1.0
Strategic Initiatives	3.0	-	-	-	-	3.0	4.0	-	4.0	1.0
Strategic Communication and Engagement	6.0	-	-	-	-	6.0	6.0	-	6.0	-
Tourism	3.4	-	-	-	-	3.4	3.4	0.4	3.8	0.4
CAO	18.4	-	-	-	-	18.4	20.4	0.4	20.8	2.4
Human Resources	11.0	-	-	-	-	11.0	12.0	-	12.0	1.0
Community Planning	20.7	-	-	-	-	20.7	20.7	-	20.7	-
Finance	20.0	-	-	-	-	20.0	22.0	-	22.0	2.0
Information Technology	12.0	1.7	-	-	-	13.7	13.7	-	13.7	-
Business Systems	18.5	(1.7)	-	-	-	16.8	17.8	-	17.8	1.0
Provincial Offences Administration	5.0	-	-	-	-	5.0	5.0	-	5.0	-
Corporate Services	55.5	-	-	-	-	55.5	58.5	-	58.5	3.0
Oxford County Library	39.0	-	-	-	2.0	41.0	41.5	-	41.5	2.5
Community Services	29.4	-	(4.2)	-	-	25.2	25.2	-	25.2	-
Child Care	14.5	-	(0.1)	-	-	14.4	14.4	-	14.4	-
Housing	5.1	-	6.1	-	1.0	12.2	11.2	-	11.2	-
Integrated Services	-	-	2.2	-	-	2.2	2.2	-	2.2	-
Human Services	49.0	-	4.0	-	1.0	54.0	53.0	-	53.0	-
Paramedic Services	90.6	-	-	-	-	90.6	97.5	-	97.5	6.9
Community Paramedicine	14.5	-	-	-	-	14.5	12.6	-	12.6	(1.9)
Paramedic Services	105.1	-	-	-	-	105.1	110.1	-	110.1	5.0
Woodingford Lodge	238.4	0.4	-	3.0	0.8	242.6	243.6	0.8	244.4	5.6
Administration	2.0	-	-	-	-	2.0	2.0	-	2.0	-
Engineering and Construction	24.7	0.3	-	-	-	25.0	25.3	-	25.3	0.3
Facilities and Fleet	17.3	(0.3)	-	-	0.8	17.8	19.0	0.8	19.8	2.8
Transportation Services	36.7	-	-	-	-	36.7	37.7	-	37.7	1.0
Waste Management	18.1	-	-	-	-	18.1	18.4	0.6	19.0	0.9
Water and Wastewater Services	66.3	-	-	-	-	66.3	67.3	-	67.3	1.0
Public Works	165.1	-	-	-	0.8	165.9	169.7	1.4	171.1	6.0
Total	702.2	0.4	4.0	3.0	4.5	714.2	729.5	2.6	732.1	25.5

Summary of Full-time Equivalent Plan Change by Funding Source

The overall County's full-time equivalent (FTE) staffing complement is to increase by 25.5 FTEs in 2026, for a total of 732.1 FTEs funded as follows:

- **21.4** County General Levy
- **2.5** Library Levy
- **1.0** Water and wastewater rates
- **0.6** Grant funded-positions

	Service Level	New Initiative	One-Time (Temp)	One-time (Carry-Over)	Inc (Dec)	2026 Budget Explanation	Reference
County Levy							
Engineering and Construction	0.3	-	-	-	0.3	Public Works Technician	FTE 2026-04
Transportation Services	1.0	-	-	-	1.0	Traffic Management Supervisor	FTE 2026-05
Waste Management	0.3	-	-	-	0.3	Waste Management Co-op Student	FTE 2026-06
	-	-	0.6	-	0.6	Landfill Labourer Contract	FTE 2026-07
Clerks	1.0	-	-	-	1.0	Records and Privacy Coordinator	FTE 2026-15
Strategic Initiatives	1.0	-	-	-	1.0	Community Safety and Wellbeing Coordinator	FTE 2026-16
Tourism	-	-	0.4	-	0.4	Temporary Tourism Clerk	FTE 2026-17
Woodingford Lodge	1.0	-	-	-	1.0	Recreation Aide	FTE 2026-09
	2.8	-	-	-	2.8	Personal Support Worker	FTE 2026-10
Paramedic Services	2.0	-	-	-	2.0	Paramedic Services Leadership Positions - Community Paramedicine Transfer	FTE 2026-18
	5.0	-	-	-	5.0	Primary Care Paramedics (including 1 FTE float)	FTE 2026-19
	14.4	-	1.0	-	15.4		
Interdepartmental Charges							
Facilities and Fleet	1.0	-	-	-	1.0	Facilities Driver	FTE 2026-01
	1.0	-	-	-	1.0	Data Technician	FTE 2026-03
Business Systems	1.0	-	-	-	1.0	Customer Service Technician	FTE 2026-12
Financial Services	1.0	-	-	-	1.0	Finance Coordinator	FTE 2026-13
	1.0	-	-	-	1.0	Financial Analyst	FTE 2026-14
Human Resources	1.0	-	-	-	1.0	Employee Health and Disability Officer	FTE 2026-20
	6.0	-	-	-	6.0		

	Service Level	New Initiative	One-Time (Temp)	One-time (Carry-Over)	Inc (Dec)	2026 Budget Explanation	Reference
Grants							
Woodingford Lodge	1.0	-	-	-	1.0	Mental Health Resource Nurse	FTE 2026-11
	-	-	-	0.8	0.8	Family Transition Program staffing (end March 2026)	
Facilities and Fleet	-	-	0.8	-	0.8	Energy Analyst	FTE 2026-02
Paramedic Services	(2.0)	-	-	-	(2.0)	Paramedic Services Leadership Positions Transfer - Transferred to Land Ambulance	FTE 2026-18
	(1.0)	-	0.8	0.8	0.6		
Library Levy							
Library Levy	0.6	-	-	-	0.6	Community Outreach Summer Students	FTE 2026-21
	(0.1)	-	-	-	(0.1)	Various Positions - Library Programming Support Decrease	N/A
	-	2.0	-	-	2.0	Ox on the Run	NI-2026-10
	0.5	2.0	-	-	2.5		
Water Wastewater Rates							
Water & Wastewater	1.0	-	-	-	1.0	Wastewater Treatment Operator	FTE 2026-08
	1.0	-	-	-	1.0		
Total	20.9	2.0	1.8	0.8	25.5		

Interdepartmental allocations represent transfer of expenditures between departments to better reflect the true cost of providing County services by functional service area. These expenditures are offset by the interdepartmental revenues as they are a reallocation of costs from one functional area to another. Currently divisions that allocate expenses include Human Resources (HR), Customer Service (CS), Finance, Information Technology (IT), Facilities and Fleet.

	2025	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025	2026	
	Finance	Finance	Human	Human	Information	Information	Customer	Customer	2025	2026	2025	2026	2025	2026	%
	Finance	Finance	Resources	Resources	Technology	Technology	Service	Service	Facilities	Facilities	Fleet	Fleet	Total	Total	%
COUNCIL	9,300	10,520	-	-	3,230	4,106	5,396	8,316	111,700	115,100	-	-	129,626	138,042	6.5%
CAO															
CAO OFFICE	4,430	7,248	3,123	3,594	8,955	10,076	8,093	10,395	18,200	20,100	-	-	42,801	51,413	20.1%
STRATEGIC INITIATIVES	3,449	2,246	4,684	7,189	13,092	18,521	5,396	8,316	8,700	10,100	600	-	35,921	46,372	29.1%
CLERKS	8,833	9,291	6,246	8,985	21,172	25,126	20,234	20,788	90,800	82,000	-	-	147,285	146,190	(0.7%)
STRATEGIC COMMUNICATIONS	7,795	8,542	10,931	10,783	24,085	33,410	5,396	8,316	21,500	27,500	-	-	69,707	88,551	27.0%
TOURISM	9,476	9,979	5,309	6,829	12,779	18,663	5,396	8,316	17,200	9,500	-	-	50,160	53,287	6.2%
TOTAL CAO	33,983	37,306	30,293	37,380	80,083	105,796	44,515	56,131	156,400	149,200	600	-	345,874	385,813	11.5%
CORPORATE SERVICES															
FINANCE	-	-	-	-	-	-	-	-	66,800	79,100	-	-	66,800	79,100	18.4%
BUSINESS SYSTEMS	10,936	12,532	20,767	22,105	106,124	80,902	20,234	20,788	51,400	58,100	-	-	209,461	194,427	(7.2%)
INFORMATION TECHNOLOGY	-	-	-	-	-	-	-	-	48,500	62,800	-	-	48,500	62,800	29.5%
POA	25,317	27,524	7,807	8,985	45,886	73,297	13,489	15,592	131,700	134,000	-	-	224,199	259,398	15.7%
LIBRARY	128,884	137,290	65,579	73,142	625,709	764,945	26,978	25,987	749,852	817,532	41,506	35,801	1,638,508	1,854,697	13.2%
TOTAL CORPORATE SERVICES	165,137	177,346	94,153	104,232	777,719	919,144	60,701	62,367	1,048,252	1,151,532	41,506	35,801	2,187,468	2,450,422	12.0%
PUBLIC WORKS															
ADMINISTRATION	-	-	-	-	-	-	-	-	223,590	230,726	-	-	223,590	230,726	3.2%
FACILITIES	203,693	230,647	30,604	36,660	75,227	99,735	55,305	78,998	13,191	13,398	139,755	145,425	517,775	604,863	16.8%
ENGINEERING SERVICES	62,183	49,896	50,161	45,646	117,732	135,808	40,739	31,184	-	-	126,290	131,136	397,105	393,670	(0.9%)
TRANSPORTATION SERVICES	282,677	295,052	113,398	121,483	123,658	138,531	67,718	75,619	393,207	568,125	2,854,383	2,698,971	3,835,041	3,897,781	1.6%
WASTE MANAGEMENT	178,495	203,945	42,939	52,834	43,165	47,645	128,147	169,512	200,422	207,641	1,118,291	1,019,926	1,711,459	1,701,503	(0.6%)
WATER SERVICES	387,122	475,377	52,463	62,718	239,971	406,907	80,935	98,748	2,282,855	2,394,883	771,482	668,043	3,814,828	4,106,676	7.7%
WASTEWATER SERVICES	378,587	454,272	76,978	89,854	93,923	116,372	60,701	67,564	3,531,322	3,670,813	636,977	612,802	4,778,488	5,011,677	4.9%
TOTAL PUBLIC WORKS	1,492,757	1,709,189	366,543	409,195	693,676	944,998	433,545	521,625	6,644,587	7,085,586	5,647,178	5,276,303	15,278,286	15,946,896	4.4%
HUMAN RESOURCES	-	-	-	-	-	-	-	-	36,400	39,900	-	-	36,400	39,900	9.6%
HUMAN SERVICES	320,691	415,381	136,311	158,141	258,400	320,993	83,632	108,103	819,520	867,320	-	-	1,618,554	1,869,938	15.5%
WOODINGFORD LODGE	628,776	702,827	801,562	935,258	748,067	746,858	56,654	50,935	51,099	53,663	-	-	2,286,158	2,489,541	8.9%
PARAMEDIC SERVICES	220,350	250,518	450,707	538,659	203,126	263,895	8,093	7,276	803,563	817,945	-	89,790	1,685,839	1,968,083	16.7%
PLANNING	29,029	33,648	32,321	37,200	105,828	116,841	22,931	33,263	94,500	89,000	-	-	284,609	309,952	8.9%
TOTAL	2,900,023	3,336,735	1,911,890	2,220,065	2,870,129	3,422,631	715,467	848,016	9,766,021	10,369,246	5,689,284	5,401,894	23,852,814	25,598,587	7.3%
\$ VARIANCE		436,712		308,175		552,502		132,549		603,225		(287,390)		1,745,773	
% VARIANCE		15.1%		16.1%		19.3%		18.5%		6.2%		(5.1%)		7.3%	

	2025	2025	2025	2025	2025	2025	2026	2026	2026	2026	RESERVE	POLICY
	OPENING	FORECAST	FORECAST	FORECAST	RESERVE	FORECAST	BUDGET	BUDGET	BUDGET	BUDGET	TARGET	(SURPLUS)
	BALANCE	INTEREST	TO	FROM	REALIGN	BALANCE	INTEREST	TO	FROM	BALANCE	POLICY	SHORTFALL
DEVELOPMENT CHARGES												
91100 DC - ADMIN	391,003	13,300	176,227	(131,243)	-	449,287	13,900	190,517	(371,250)	282,454	-	-
91230 DC - ROADS	191,362	6,500	6,050,555	(6,097,942)	-	150,475	4,700	5,532,135	(5,687,307)	3	-	-
91231 DC - WASTE DIVERSION	82,894	2,800	85,388	(41,174)	-	129,908	4,000	144,397	(41,174)	237,131	-	-
91235 DC - LONG TERM CARE	290,676	-	74,749	-	(365,425)	-	-	-	-	-	-	-
91249 DC - WW EMBRO	7,835	300	87,592	(83)	-	95,644	3,000	99,820	(22,199)	176,265	-	-
91250 DC - WW INNERKIP	64,871	2,200	131,271	(21,145)	-	177,197	5,500	279,891	(22,275)	440,313	-	-
91251 DC - WW WOODSTOCK	1,929,996	65,600	2,881,992	(4,055,148)	-	822,440	25,500	3,052,439	(3,900,373)	6	-	-
91252 DC - WW TILLSONBURG	7,235,198	246,000	254,787	(975,264)	-	6,760,721	209,600	392,902	(818,027)	6,545,196	-	-
91253 DC - WW INGERSOLL	2,132	100	1,699,496	(1,104,663)	-	597,065	18,500	1,812,504	(442,633)	1,985,436	-	-
91254 DC - WW NORWICH	4,301,460	146,200	198,634	(56,605)	-	4,589,689	142,300	417,057	(29,939)	5,119,107	-	-
91255 DC - WW TAVISTOCK	278,848	9,500	988,955	(406,106)	-	871,197	27,000	1,858,073	(814,578)	1,941,692	-	-
91256 DC - WW PLATTSVILLE	1	-	96,471	(96,472)	-	-	-	125,115	(125,115)	-	-	-
91257 DC - WW THAMESFORD	63,888	2,200	273,342	(201,699)	-	137,731	4,300	581,393	(723,420)	4	-	-
91258 DC - WW DRUMBO	2	-	228,710	(228,704)	-	8	-	724,822	(724,826)	4	-	-
91259 DC - WW MT ELGIN	-	-	189,207	(189,193)	-	14	-	424,932	(424,494)	452	-	-
91261 DC - W WOODSTOCK	1,110,940	37,800	1,866,254	(3,014,994)	-	-	-	2,408,951	(2,408,948)	3	-	-
91262 DC - W TILLSONBURG	1,264,345	43,000	1,193,551	(2,417,178)	-	83,718	2,600	1,786,101	(1,872,411)	8	-	-
91263 DC - W INGERSOLL	537	-	799,152	(799,686)	-	3	-	834,354	(631,692)	202,665	-	-
91264 DC - W NORWICH	142,490	4,800	109,959	(30,750)	-	226,499	7,000	240,724	(389)	473,834	-	-
91265 DC - W TAVISTOCK	754,084	25,600	226,532	(171,970)	-	834,246	25,900	423,878	(359,766)	924,258	-	-
91266 DC - W PLATTSVILLE	1	-	73,012	(73,012)	-	1	-	103,663	(103,663)	1	-	-
91267 DC - W THAMESFORD	1,334,569	45,400	84,385	(347)	-	1,464,007	45,400	86,916	(56,682)	1,539,641	-	-
91268 DC - W DRUMBO	11,044	400	17,826	(29,258)	-	12	-	54,410	(42,803)	11,619	-	-
91269 DC - W MT ELGIN	140,666	4,800	54,298	(134,227)	-	65,537	2,000	107,716	(150,497)	24,756	-	-
91270 DC - W EMBRO	2,680	100	33,690	(87)	-	36,383	1,100	38,401	(67,688)	8,196	-	-
91271 DC - W INNERKIP	597	-	2,304	(2,900)	-	1	-	2,373	(129)	2,245	-	-
91500 DC - EMS	1,009,553	34,300	208,547	(4,601)	-	1,247,799	38,700	231,150	(81,968)	1,435,681	-	-
91600 DC - LIBRARY	665,410	22,600	524,561	(297,479)	-	915,092	28,400	960,242	(240,552)	1,663,182	-	-
TOTAL DEVELOPMENT CHARGES	21,277,082	713,500	18,611,447	(20,581,930)	(365,425)	19,654,674	609,400	22,914,876	(20,164,798)	23,014,152	-	-
RESERVE FUNDS												
93270 RF - LANDFILL AND WASTE DIV.	19,955,663	706,600	355,000	(5,070,909)	-	15,946,354	483,300	411,000	(2,520,000)	14,320,654	40,000,000	25,679,346
TOTAL RESERVE FUNDS	19,955,663	706,600	355,000	(5,070,909)	-	15,946,354	483,300	411,000	(2,520,000)	14,320,654	40,000,000	25,679,346
RESERVES												
92101 R - WSIB	2,262,042	-	-	-	-	2,262,042	-	-	-	2,262,042	7,794,000	5,531,958
92102 R - PAY EQUITY	1,264,514	-	-	(285,000)	-	979,514	-	142,500	(7,000)	1,115,014	1,463,000	347,986
92103 R - TRAINING	263,718	-	34,088	(70,000)	-	227,806	-	20,000	(63,000)	184,806	250,000	65,194
92120 R - INFORMATION SYSTEMS	1,231,986	38,900	269,333	(378,328)	-	1,161,891	24,700	256,000	(639,150)	803,441	768,000	(35,441)
92130 R - CORPORATE GENERAL	8,095,837	-	581,000	(3,255,017)	-	5,421,820	-	160,000	(582,399)	4,999,421	14,450,000	9,450,579
92131 R - WORKING CAPITAL	6,100,000	-	-	-	-	6,100,000	-	-	-	6,100,000	9,630,000	3,530,000
92133 R - LEGAL	202,536	-	-	-	-	202,536	-	-	-	202,536	799,000	596,464
92134 R - INSURANCE	1,867,357	63,200	50,000	(217,000)	-	1,763,557	50,500	50,000	-	1,864,057	1,750,000	(114,057)
92135 R - BROADBAND EXPANSION	1,785,188	-	-	(473,181)	-	1,312,007	-	-	-	1,312,007	-	-
92140 R - GROWTH - GENERAL	-	-	2,042,882	(2,042,882)	-	-	-	2,200,000	(2,170,924)	29,076	-	-
92141 R - GROWTH - LIBRARY	-	-	110,577	(104,489)	-	6,088	-	110,000	(94,968)	21,120	-	-

	2025	2025	2025	2025	2025	2025	2026	2026	2026	2026	RESERVE	POLICY
	OPENING	FORECAST	FORECAST	FORECAST	RESERVE	FORECAST	BUDGET	BUDGET	BUDGET	BUDGET	TARGET	(SURPLUS)
	BALANCE	INTEREST	TO	FROM	REALIGN	BALANCE	INTEREST	TO	FROM	BALANCE	POLICY	SHORTFALL
92170 R - FEDERAL RESTART	682,804	-	-	(682,804)	-	-	-	-	-	-	-	-
92205 R - COMMUNITY-BUILDING FUND	2,723,159	68,900	3,981,760	(5,375,177)	-	1,398,642	18,300	3,981,760	(5,368,000)	30,702	-	-
92206 R - OCIF	3,225,923	88,700	5,088,794	(6,322,500)	-	2,080,917	27,200	5,597,673	(7,666,000)	39,790	-	-
92210 R - CORP GENERAL FACILITIES	2,987,249	97,000	1,246,145	(1,530,718)	-	2,799,676	83,900	1,173,878	(350,119)	3,707,335	10,823,000	7,115,665
92215 R - TREES RURAL	65,777	-	-	(19,000)	-	46,777	-	-	(28,500)	18,277	-	-
92220 R - FLEET	5,998,833	193,700	3,501,050	(4,104,823)	-	5,588,760	140,300	3,354,211	(3,739,478)	5,343,793	14,555,844	9,212,051
92230 R - ROADS	25,482,739	812,100	7,533,000	(10,728,193)	-	23,099,646	504,000	8,160,000	(15,586,565)	16,177,081	18,604,000	2,426,919
92232 R - STORMWATER	932,025	23,500	2,800,000	(3,281,029)	-	474,496	17,200	2,800,000	(2,477,038)	814,658	1,815,000	1,000,342
92235 R - BRIDGES & STR CULVERTS	15,915,826	472,700	2,640,000	(6,664,446)	-	12,364,080	232,000	2,640,000	(9,878,845)	5,357,235	7,556,000	2,198,765
92240 R - WATER/WASTEWATER CSAP	2,015,531	-	-	-	-	2,015,531	-	-	(212,861)	1,802,670	-	-
92244 R - SOURCE WATER PROTECTION	226,356	-	-	(226,356)	-	-	-	-	-	-	-	-
92280 R - WASTE COLLECTION	1,143,799	-	-	(828,525)	-	315,274	-	-	(315,274)	-	1,515,000	1,515,000
92300 R - SOCIAL HOUSING	3,799,652	100,200	1,355,000	(3,060,580)	-	2,194,272	42,100	1,419,000	(2,566,810)	1,088,562	5,432,000	4,343,438
92301 R - CHILD CARE MITIGATION FUND	133,320	-	-	-	-	133,320	-	-	(84,609)	48,711	-	-
92302 R - HOUSING FOR ALL	10,087,734	-	3,449,737	(10,580,173)	-	2,957,298	-	3,000,000	(3,000,000)	2,957,298	-	-
92335 R - WOODINGFORD LODGE CAPITAL	1,373,252	48,000	1,754,000	(1,514,548)	-	1,660,704	22,000	1,078,839	(1,713,500)	1,048,043	2,450,000	1,401,957
92340 R - LTC FUTURE CAPITAL	1,000,000	-	-	-	365,425	1,365,425	-	760,000	-	2,125,425	-	-
92400 R - PLANNING	527,818	-	100,000	(34,890)	-	592,928	-	120,000	(328,750)	384,178	420,000	35,822
92511 R - PARAMEDIC SERVICES CAPITAL	2,880,923	53,200	1,258,000	(3,888,645)	-	303,478	11,500	1,280,200	(1,091,480)	503,698	4,547,000	4,043,302
92600 R - LIBRARIES	746,647	-	41,306	(21,639)	-	766,314	-	-	(300,000)	466,314	315,000	(151,314)
92602 R - OCL NORWICH CAPITAL	40,466	-	-	-	-	40,466	-	-	-	40,466	-	-
92605 R - LIBRARIES - CAPITAL	659,124	22,200	418,000	(431,988)	-	667,336	17,800	425,000	(388,100)	722,036	3,487,000	2,764,964
TOTAL RESERVES	105,722,135	2,082,300	38,254,672	(66,121,931)	365,425	80,302,601	1,191,500	38,729,061	(58,653,370)	61,569,792	108,423,844	55,279,594
WATER & WASTEWATER RESERVES												
92249 R-WW EMBRO	1,224,035	43,600	129,478	(10,688)	-	1,386,425	37,200	104,994	(28,540)	1,500,079	1,733,000	232,921
92250 R - WW INNERKIP	1,254,648	38,600	135,259	(371,632)	-	1,056,875	28,500	102,405	(27,118)	1,160,662	1,360,000	199,338
92251 R - WW WOODSTOCK	12,053,265	351,300	2,248,961	(5,694,820)	-	8,958,706	164,200	2,610,446	(7,716,909)	4,016,443	18,829,000	14,812,557
92252 R - WW TILLSONBURG	13,196,147	419,900	1,613,929	(3,309,461)	-	11,920,515	308,500	1,320,170	(1,352,613)	12,196,572	7,166,000	(5,030,572)
92253 R - WW INGERSOLL	10,985,676	365,000	2,041,503	(2,539,423)	-	10,852,756	287,400	1,370,659	(964,026)	11,546,789	7,045,000	(4,501,789)
92254 R - WW NORWICH	4,055,822	134,800	468,073	(648,829)	-	4,009,866	87,900	390,664	(1,645,503)	2,842,927	2,880,000	37,073
92255 R - WW TAVISTOCK	7,633,156	247,100	1,479,440	(2,212,521)	-	7,147,175	164,500	356,449	(2,035,215)	5,632,909	4,548,000	(1,084,909)
92256 R - WW PLATTSVILLE	2,028,231	57,200	366,449	(1,057,419)	-	1,394,461	33,700	277,026	(447,324)	1,257,863	2,222,000	964,137
92257 R - WW THAMESFORD	3,907,449	134,300	407,107	(323,459)	-	4,125,397	69,700	418,974	(3,205,814)	1,408,257	3,167,000	1,758,743
92258 R - WW DRUMBO	1	200	21,776	(21,977)	-	-	-	22,228	(22,228)	-	2,050,000	2,050,000
92259 R - WW MT ELGIN	742,678	23,000	108,912	(239,058)	-	635,532	8,300	91,671	(730,603)	4,900	2,932,000	2,927,100
92261 R - W WOODSTOCK	24,105,710	729,400	3,978,013	(9,267,038)	-	19,546,085	454,300	3,962,165	(7,981,048)	15,981,502	17,549,000	1,567,498
92262 R - W TILLSONBURG	7,631,229	269,600	1,895,608	(1,288,882)	-	8,507,555	184,900	1,905,895	(4,554,666)	6,043,684	8,216,000	2,172,316
92263 R - W INGERSOLL	3,434,476	102,500	2,059,016	(2,888,058)	-	2,707,934	57,500	1,870,387	(2,721,729)	1,914,092	7,967,000	6,052,908
92264 R - W TOWNSHIP	11,577,626	356,100	1,485,500	(3,680,851)	-	9,738,375	211,200	1,023,541	(4,452,000)	6,521,116	17,200,000	10,678,884
TOTAL WATER & WASTEWATER RESERVES	103,830,149	3,272,600	18,439,024	(33,554,116)	-	91,987,657	2,097,800	15,827,674	(37,885,336)	72,027,795	104,864,000	32,836,205
TOTAL RESERVES	250,785,029	6,775,000	75,660,143	(125,328,886)	-	207,891,286	4,382,000	77,882,611	(119,223,504)	170,932,393	253,287,844	113,795,145

	2025	2025	2026	2027	2028	2029	2030
	OPENING	FORECAST	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE
DEVELOPMENT CHARGES							
91100 DC - ADMIN	391,003	449,287	282,454	2	12	3	2
91230 DC - ROADS	191,362	150,475	3	9	3	841,644	1,888,794
91231 DC - WASTE DIVERSION	82,894	129,908	237,131	368,886	509,103	658,316	816,862
91235 DC - LONG TERM CARE	290,676	-	-	-	-	-	-
91249 DC - WW EMBRO	7,835	95,644	176,265	251,837	362,221	453,732	578,861
91250 DC - WW INNERKIP	64,871	177,197	440,313	740,933	1,054,796	1,356,286	1,708,918
91251 DC - WW WOODSTOCK	1,929,996	822,440	6	6	1,217,353	59	2,489,549
91252 DC - WW TILLSONBURG	7,235,198	6,760,721	6,545,196	6,081,051	4,855,574	3,902,875	2,879,532
91253 DC - WW INGERSOLL	2,132	597,065	1,985,436	2,211,808	3,578,228	134,338	10
91254 DC - WW NORWICH	4,301,460	4,589,689	5,119,107	5,396,542	5,771,296	59,601	3,680
91255 DC - WW TAVISTOCK	278,848	871,197	1,941,692	1,685,790	2,416,189	39	2
91256 DC - WW PLATTSVILLE	1	-	-	1	4	10	2
91257 DC - WW THAMESFORD	63,888	137,731	4	3	1,319	164,933	364,579
91258 DC - WW DRUMBO	2	8	4	1	5	4	2
91259 DC - WW MT ELGIN	-	14	452	40,847	3,480	42,549	105,820
91261 DC - W WOODSTOCK	1,110,940	-	3	4	2	1	147
91262 DC - W TILLSONBURG	1,264,345	83,718	8	6	1,312,065	3,377,852	4,842,528
91263 DC - W INGERSOLL	537	3	202,665	365,300	483,106	525,086	977,622
91264 DC - W NORWICH	142,490	226,499	473,834	734,868	861,928	436,193	5,984
91265 DC - W TAVISTOCK	754,084	834,246	924,258	624,022	226	43	53
91266 DC - W PLATTSVILLE	1	1	1	7	93,146	122,013	191,522
91267 DC - W THAMESFORD	1,334,569	1,464,007	1,539,641	1,676,247	1,614,234	1,756,895	1,908,744
91268 DC - W DRUMBO	11,044	12	11,619	79,958	150,428	182,622	248,241
91269 DC - W MT ELGIN	140,666	65,537	24,756	11,266	2,412	908	1,659
91270 DC - W EMBRO	2,680	36,383	8,196	4,922	43,806	24,813	8,334
91271 DC - W INNERKIP	597	1	2,245	389	2	3	-
91500 DC - EMS	1,009,553	1,247,799	1,435,681	1,439,178	1,632,252	1,838,683	2,059,091
91600 DC - LIBRARY	665,410	915,092	1,663,182	2,598,779	3,563,048	4,617,778	5,736,687
TOTAL DEVELOPMENT CHARGES	21,277,082	19,654,674	23,014,152	24,312,662	29,526,238	20,497,279	26,817,225
RESERVE FUNDS							
93270 RF - LANDFILL AND WASTE DIV.	19,955,663	15,946,354	14,320,654	12,858,654	6,429,554	7,217,654	7,944,254
TOTAL RESERVE FUNDS	19,955,663	15,946,354	14,320,654	12,858,654	6,429,554	7,217,654	7,944,254
RESERVES							
92101 R - WSIB	2,262,042	2,262,042	2,262,042	2,262,042	2,262,042	2,262,042	2,262,042
92102 R - PAY EQUITY	1,264,514	979,514	1,115,014	1,209,514	1,209,514	1,209,514	1,154,514
92103 R - TRAINING	263,718	227,806	184,806	141,806	98,806	55,806	17,806
92120 R - INFORMATION SYSTEMS	1,231,986	1,161,891	803,441	965,341	1,122,541	839,441	1,012,691
92130 R - CORPORATE GENERAL	8,095,837	5,421,820	4,999,421	5,144,421	5,304,421	5,364,421	5,509,421
92131 R - WORKING CAPITAL	6,100,000	6,100,000	6,100,000	6,100,000	6,100,000	6,100,000	6,100,000
92133 R - LEGAL	202,536	202,536	202,536	202,536	202,536	202,536	202,536
92134 R - INSURANCE	1,867,357	1,763,557	1,864,057	1,967,157	2,072,857	2,181,357	2,292,657
92135 R - BROADBAND EXPANSION	1,785,188	1,312,007	1,312,007	1,312,007	1,312,007	1,312,007	1,312,007

	2025	2025	2026	2027	2028	2029	2030
	OPENING	FORECAST	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE
92140 R - GROWTH - GENERAL	-	-	29,076	92,579	38,531	162,968	267,689
92141 R - GROWTH - LIBRARY	-	6,088	21,120	33,303	42,551	48,777	51,890
92170 R - FEDERAL RESTART	682,804	-	-	-	-	-	-
92205 R - COMMUNITY-BUILDING FUND	2,723,159	1,398,642	30,702	376,933	347,264	43,295	389,926
92206 R - OCIF	3,225,923	2,080,917	39,790	963	199,236	2,509	182
92210 R - CORP GENERAL FACILITIES	2,987,249	2,799,676	3,707,335	4,051,673	2,961,883	3,106,588	2,394,131
92215 R - TREES RURAL	65,777	46,777	18,277	-	-	-	-
92220 R - FLEET	5,998,833	5,588,760	5,343,793	4,472,102	5,736,867	5,745,245	5,301,150
92230 R - ROADS	25,482,739	23,099,646	16,177,081	9,359,197	4,743,530	5,507,109	1,244,335
92232 R - STORMWATER	932,025	474,496	814,658	2,808,358	3,823,929	4,446,804	5,458,379
92235 R - BRIDGES & STR CULVERTS	15,915,826	12,364,080	5,357,235	4,223,335	3,277,735	4,126,835	4,865,335
92240 R - WATER/WASTEWATER CSAP	2,015,531	2,015,531	1,802,670	1,802,670	1,802,670	1,802,670	1,281,693
92244 R - SOURCE WATER PROTECTION	226,356	-	-	-	-	-	-
92280 R - WASTE COLLECTION	1,143,799	315,274	-	-	-	-	-
92300 R - SOCIAL HOUSING	3,799,652	2,194,272	1,088,562	856,662	856,762	1,519,762	1,190,962
92301 R - CHILD CARE MITIGATION FUND	133,320	133,320	48,711	48,711	48,711	48,711	48,711
92302 R - HOUSING FOR ALL	10,087,734	2,957,298	2,957,298	2,957,298	2,957,298	2,957,298	2,957,298
92335 R - WOODINGFORD LODGE CAPITAL	1,373,252	1,660,704	1,048,043	858,473	1,053,652	1,544,036	2,924,733
92340 R - LTC FUTURE CAPITAL	1,000,000	1,365,425	2,125,425	2,885,425	3,645,425	4,405,425	4,405,425
92400 R - PLANNING	527,818	592,928	384,178	112,928	1,303	106,303	40,678
92511 R - PARAMEDIC SERVICES CAPITAL	2,880,923	303,478	503,698	891,794	2,033,194	2,049,294	1,597,244
92600 R - LIBRARIES	746,647	766,314	466,314	466,314	466,314	466,314	466,314
92602 R - OCL NORWICH CAPITAL	40,466	40,466	40,466	40,466	40,466	40,466	40,466
92605 R - LIBRARIES - CAPITAL	659,124	667,336	722,036	697,756	795,456	704,456	866,356
TOTAL RESERVES	105,722,135	80,302,601	61,569,792	56,341,764	54,557,501	58,361,989	55,656,571
WATER & WASTEWATER RESERVES							
92249 R-WW EMBRO	1,224,035	1,386,425	1,500,079	1,293,563	1,448,931	1,609,017	1,780,290
92250 R - WW INNERKIP	1,254,648	1,056,875	1,160,662	1,314,880	1,484,590	1,662,378	1,866,968
92251 R - WW WOODSTOCK	12,053,265	8,958,706	4,016,443	1,919,663	12,782	17,339	759,858
92252 R - WW TILLSONBURG	13,196,147	11,920,515	12,196,572	10,179,934	8,746,040	6,147,179	7,138,576
92253 R - WW INGERSOLL	10,985,676	10,852,756	11,546,789	11,310,680	10,881,626	7,501,594	6,904,003
92254 R - WW NORWICH	4,055,822	4,009,866	2,842,927	2,911,492	2,262,689	1,591,808	1,370,010
92255 R - WW TAVISTOCK	7,633,156	7,147,175	5,632,909	1,867,820	6,499	25,855	30,593
92256 R - WW PLATTSVILLE	2,028,231	1,394,461	1,257,863	157,905	524,720	283,971	330,214
92257 R - WW THAMESFORD	3,907,449	4,125,397	1,408,257	10,132	2,523	566,957	1,080,930
92258 R - WW DRUMBO	1	-	-	-	-	-	-
92259 R - WW MT ELGIN	742,678	635,532	4,900	121,869	22	95,402	333,858
92261 R - W WOODSTOCK	24,105,710	19,546,085	15,981,502	10,601,419	5,904,362	1,247,765	590,624
92262 R - W TILLSONBURG	7,631,229	8,507,555	6,043,684	7,087,587	8,511,562	8,700,456	10,148,827
92263 R - W INGERSOLL	3,434,476	2,707,934	1,914,092	1,449,030	559,738	1,087,476	1,193,473
92264 R - W TOWNSHIP	11,577,626	9,738,375	6,521,116	2,504,958	68,210	4,432	127,170
TOTAL WATER & WASTEWATER RESERVES	103,830,149	91,987,657	72,027,795	52,730,932	40,414,294	30,541,629	33,655,394
TOTAL RESERVES	250,785,029	207,891,286	170,932,393	146,244,012	130,927,587	116,618,551	124,073,444

Tax Supported

	2025	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	OPENING	FORECAST	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE
RESERVES												
92120 R - INFORMATION SYSTEMS	1,231,986	1,161,891	803,441	965,341	1,122,541	839,441	1,012,691	991,691	1,247,891	1,286,191	1,569,341	1,942,641
92210 R - CORP GENERAL FACILITIES	2,987,249	2,799,676	3,707,335	4,051,673	2,961,883	3,106,588	2,394,131	3,469,605	4,694,579	5,943,353	7,316,727	8,853,501
92220 R - FLEET	5,998,833	5,588,760	5,343,793	4,472,102	5,736,867	5,745,245	5,301,150	6,979,450	8,137,200	8,848,600	6,626,500	7,916,900
92230 R - ROADS	25,482,739	23,099,646	16,177,081	9,359,197	4,743,530	5,507,109	1,244,335	543,494	2,861,445	3,715,479	7,155,352	12,386,855
92232 R - STORMWATER	932,025	474,496	814,658	2,808,358	3,823,929	4,446,804	5,458,379	6,298,754	8,002,397	9,511,397	11,086,997	12,705,597
92235 R - BRIDGES & STR CULVERTS	15,915,826	12,364,080	5,357,235	4,223,335	3,277,735	4,126,835	4,865,335	6,692,735	5,892,335	7,462,335	8,947,035	9,692,335
92300 R - SOCIAL HOUSING	3,799,652	2,194,272	1,088,562	856,662	856,762	1,519,762	1,190,962	2,227,762	3,483,162	5,600,262	7,703,962	9,505,862
92335 R - WOODINGFORD LODGE CAPITAL	1,373,252	1,660,704	1,048,043	858,473	1,053,652	1,544,036	2,924,733	4,458,612	5,866,557	7,610,422	9,370,951	10,593,380
92511 R - PARAMEDIC SERVICES CAPITAL	2,880,923	303,478	503,698	891,794	2,033,194	2,049,294	1,597,244	2,180,694	1,573,220	1,399,016	2,897,816	2,603,816
92602 R - OCL NORWICH CAPITAL	40,466	40,466	40,466	40,466	40,466	40,466	40,466	40,466	40,466	40,466	40,466	40,466
92605 R - LIBRARIES - CAPITAL	659,124	667,336	722,036	697,756	795,456	704,456	866,356	655,856	560,216	791,516	1,038,016	1,317,216
TOTAL RESERVES	61,302,075	50,354,805	35,606,348	29,225,157	26,446,015	29,630,036	26,895,782	34,539,119	42,359,468	52,209,037	63,753,163	77,558,569

Water and Wastewater Rates Supported

	2025	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	OPENING	FORECAST	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE
WATER & WASTEWATER RESERVES												
92249 R-WW EMBRO	1,224,035	1,386,425	1,500,079	1,293,563	1,448,931	1,609,017	1,780,290	1,914,203	2,112,685	2,226,867	2,460,749	2,711,931
92250 R - WW INNERKIP	1,254,648	1,056,875	1,160,662	1,314,880	1,484,590	1,662,378	1,866,968	2,035,388	2,223,571	2,430,754	2,467,211	75,910
92251 R - WW WOODSTOCK	12,053,265	8,958,706	4,016,443	1,919,663	12,782	17,339	759,858	24,864	262,600	1,096,852	23,436	13,095
92252 R - WW TILLSONBURG	13,196,147	11,920,515	12,196,572	10,179,934	8,746,040	6,147,179	7,138,576	9,746,918	9,319,047	10,283,076	11,486,905	12,931,834
92253 R - WW INGERSOLL	10,985,676	10,852,756	11,546,789	11,310,680	10,881,626	7,501,594	6,904,003	6,259,637	5,591,010	4,474,615	4,373,825	3,332,435
92254 R - WW NORWICH	4,055,822	4,009,866	2,842,927	2,911,492	2,262,689	1,591,808	1,370,010	1,788,410	598,049	328,988	732,627	1,101,166
92255 R - WW TAVISTOCK	7,633,156	7,147,175	5,632,909	1,867,820	6,499	25,855	30,593	992	983,132	1,703,172	2,628,312	3,451,852
92256 R - WW PLATTSVILLE	2,028,231	1,394,461	1,257,863	157,905	524,720	283,971	330,214	562,484	815,496	722,138	1,003,890	1,287,607
92257 R - WW THAMESFORD	3,907,449	4,125,397	1,408,257	10,132	2,523	566,957	1,080,930	1,383,191	1,478,556	1,825,021	2,061,986	2,393,251
92258 R - WW DRUMBO	1	-	-	-	-	-	-	-	-	-	161,094	-
92259 R - WW MT ELGIN	742,678	635,532	4,900	121,869	22	95,402	333,858	552,571	807,183	1,080,095	1,426,407	1,815,119
92261 R - W WOODSTOCK	24,105,710	19,546,085	15,981,502	10,601,419	5,904,362	1,247,765	590,624	195,222	93,720	2,261	1,838,522	3,628,000
92262 R - W TILLSONBURG	7,631,229	8,507,555	6,043,684	7,087,587	8,511,562	8,700,456	10,148,827	10,830,914	11,316,894	12,895,574	14,290,954	15,031,134
92263 R - W INGERSOLL	3,434,476	2,707,934	1,914,092	1,449,030	559,738	1,087,476	1,193,473	922,647	978,551	20,555	9,059	13,063
92264 R - W TOWNSHIP	11,577,626	9,738,375	6,521,116	2,504,958	68,210	4,432	127,170	97,723	4,841	83,161	7,267	10,901
TOTAL WATER & WASTEWATER RESERVES	103,830,149	91,987,657	72,027,795	52,730,932	40,414,294	30,541,629	33,655,394	36,315,164	36,585,335	39,173,129	44,972,244	47,797,298

Debt Repayment Schedule

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL
WASTEWATER										
WW WDSK	423,810	630,484	605,588	573,761	715,753	831,753	805,828	1,202,229	1,165,072	1,255,355
WW TBURG	85,767	75,418	73,334	64,900	63,993	63,082	29,636	22,387	19,911	-
WW INGERSOLL	656,034	1,025,599	950,135	923,671	897,874	872,079	840,860	814,680	690,738	668,914
WW NORWICH	-	-	-	-	-	492,379	957,840	935,827	915,197	894,568
WW TAVISTOCK	776,465	431,491	422,541	413,384	404,330	233,296	1,581,306	1,544,340	1,447,373	1,415,118
WW PLATTSVILLE	-	-	-	501,888	489,104	476,320	463,956	450,752	437,968	425,184
WW THAMESFORD	59,372	57,385	55,437	516,769	502,283	487,798	473,569	458,827	444,342	388,362
WW DRUMBO	207,938	203,426	199,192	194,403	189,890	185,380	181,097	176,356	171,845	167,333
WW MT. ELGIN	39,053	412,265	369,384	423,284	412,057	400,830	384,584	373,064	361,838	350,612
WW EMBRO	2,894	-	-	-	-	-	-	-	-	-
WW INNERKIP	1,258	-	-	-	-	-	-	-	-	-
TOTAL WASTEWATER	2,252,591	2,836,068	2,675,611	3,612,060	3,675,284	4,042,917	5,718,676	5,978,462	5,654,284	5,565,446
WATER										
WATER WOODSTOCK	920,045	1,217,008	1,184,061	1,148,848	1,112,571	2,301,533	2,236,033	2,372,733	2,298,293	2,046,031
WATER TILLSONBURG	12,946	4,504	4,504	4,503	4,503	4,505	2,405	1,598	-	-
WATER INGERSOLL	179,779	174,930	170,187	165,231	160,381	292,571	284,169	972,584	946,956	921,328
WATER TOWNSHIPS	131,893	127,402	124,160	181,990	177,174	172,356	403,950	392,706	517,561	503,072
TOTAL WATER	1,244,663	1,523,844	1,482,912	1,500,572	1,454,629	2,770,965	2,926,557	3,739,621	3,762,810	3,470,431
ENERGY EFFICIENCY										
RENEWABLE ENERGY	204,138	41,621	57,439	44,845	219,225	415,188	406,385	434,759	433,892	516,469
ADMIN BUILDING ENERGY	14,604	14,602	14,601	14,598	14,595	14,594	14,590	14,588	14,585	14,582
HSG FACILITIES ENERGY	25,325	24,787	35,999	35,148	34,335	47,466	60,335	104,819	102,276	99,733
WFL WDSK ENERGY	43,737	43,732	43,727	43,719	43,713	43,707	43,699	43,694	43,684	43,677
WFL ING ENERGY	18,995	18,633	18,282	17,905	17,541	17,179	16,824	16,451	16,087	15,725
WFL TBURG ENERGY	19,057	18,692	18,341	17,963	17,598	17,234	16,879	16,505	16,140	15,775
WW WOODSTOCK FAC-T ENERGY	178,554	178,535	464,398	457,332	450,630	265,476	259,088	252,115	245,434	238,753
WW THAMESFORD FAC-T ENERGY	-	50,370	49,253	48,013	46,835	45,656	44,526	43,299	42,120	40,942
W WOODSTOCK FAC-D ENERGY	62,140	60,686	59,304	57,778	56,324	54,870	53,472	51,962	50,508	49,054
W WOODSTOCK FAC-T ENERGY	-	-	196,995	192,139	187,535	182,932	178,530	173,725	169,122	164,518
SALFORD LF BLDGS ENERGY	75,748	75,733	75,716	75,701	-	-	-	-	-	-
TOTAL ENERGY EFFICIENCY	642,298	527,391	1,034,055	1,005,141	1,088,331	1,104,302	1,094,328	1,151,917	1,133,848	1,199,228
TRANSPORTATION SERVICES										
ROADS ADMIN	33,773	-	-	-	-	-	-	-	-	-
WASTE MANAGEMENT										
WASTE MGMT	-	-	-	-	-	-	-	-	-	660,326
WOODINGFORD LODGE										
WFL - WOODSTOCK	706,018	671,177	-	-	-	-	-	-	-	-

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL
OXFORD COUNTY TOTAL	4,879,343	5,558,480	5,192,578	6,117,773	6,218,244	7,918,184	9,739,561	10,870,000	10,550,942	10,895,431
AREA MUNICIPALITIES	6,637,022	5,687,086	4,872,903	4,282,863	3,821,123	3,406,235	3,118,320	2,817,004	2,643,426	1,929,408
TOTAL PAYMENTS	11,516,365	11,245,566	10,065,481	10,400,636	10,039,367	11,324,419	12,857,881	13,687,004	13,194,368	12,824,839
PROJECTED COUNTY DEBT	37,693,489	39,045,452	44,623,957	43,307,593	58,279,290	79,786,604	85,004,338	78,504,060	79,841,586	75,797,634

Ten Year Projected Debt Proceeds Schedule

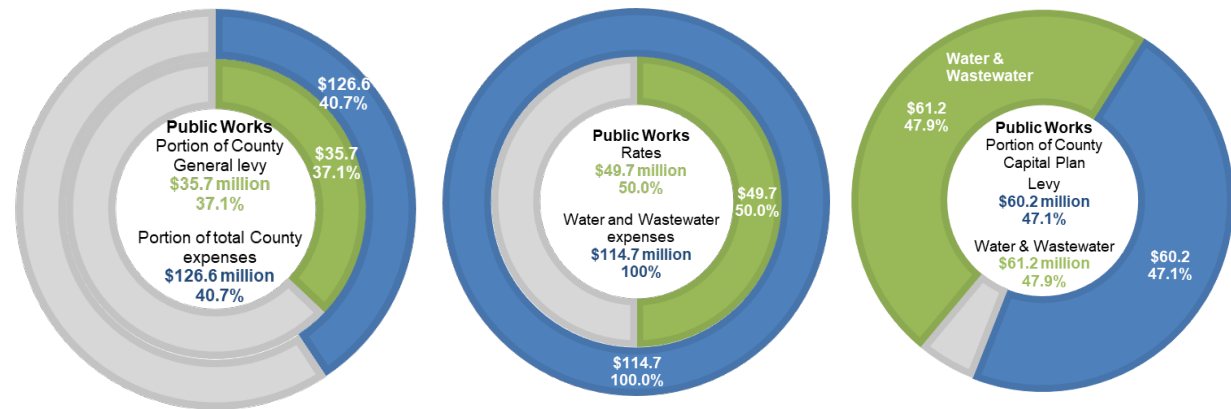
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL
DEVELOPMENT CHARGE FUNDED										
WATER AND WASTEWATER										
WOODSTOCK WASTEWATER	(2,529,000)	-	-	-	-	-	-	-	-	-
NORWICH WASTEWATER	-	-	-	-	(5,810,000)	-	-	-	-	-
PLATTSVILLE WASTEWATER	-	-	(1,200,000)	-	-	-	-	-	-	-
THAMESFORD WASTEWATER	-	-	(3,415,000)	-	-	-	-	-	-	-
MT ELGIN WASTEWATER	(3,495,000)	-	(470,000)	-	-	-	-	-	-	-
WOODSTOCK WATER	(2,375,767)	-	-	-	(4,514,000)	-	-	-	-	-
TOWNSHIP WATER	-	-	(660,000)	-	-	-	-	-	-	-
TOTAL WATER AND WASTEWATER	(8,399,767)	-	(5,745,000)	-	(10,324,000)	-	-	-	-	-
TOTAL DEVELOPMENT CHARGE FUNDED	(8,399,767)	-	(5,745,000)	-	(10,324,000)	-	-	-	-	-
RATES/LEVY FUNDED										
COUNTY OF OXFORD (GENERAL LEVY)										
FACILITIES	(541,883)	(5,484,120)	-	(1,880,000)	(2,360,000)	(150,000)	(905,000)	(100,000)	(1,000,000)	(1,000,000)
WASTE MANAGEMENT	-	-	-	-	-	-	-	-	(4,866,700)	-
TOTAL COUNTY OF OXFORD (GENERAL LEVY)	(541,883)	(5,484,120)	-	(1,880,000)	(2,360,000)	(150,000)	(905,000)	(100,000)	(5,866,700)	(1,000,000)
WATER AND WASTEWATER										
WOODSTOCK WASTEWATER	-	-	-	(1,182,796)	(1,300,000)	-	(3,970,000)	-	(3,000,000)	-
INGERSOLL WASTEWATER	(2,837,334)	-	-	-	-	-	-	-	-	-
NORWICH WASTEWATER	-	-	-	-	-	(5,600,000)	-	-	-	-
TAVISTOCK WASTEWATER	-	-	-	-	-	(17,840,000)	-	-	-	-
PLATTSVILLE WASTEWATER	-	-	(3,500,000)	-	-	-	-	-	-	-
INNERKIP WASTEWATER	-	-	-	-	-	-	-	-	-	(2,775,500)
WOODSTOCK WATER	-	-	-	-	(4,500,000)	-	(1,923,000)	-	-	-
INGERSOLL WATER	-	-	-	-	(1,010,000)	(1,589,000)	(5,180,000)	-	-	-
TOWNSHIP WATER	-	-	-	-	-	(2,210,000)	-	(1,000,000)	-	-
TOTAL WATER AND WASTEWATER	(2,837,334)	-	(3,500,000)	(1,182,796)	(6,810,000)	(27,239,000)	(11,073,000)	(1,000,000)	(3,000,000)	(2,775,500)
TOTAL RATES/LEVY FUNDED	(3,379,217)	(5,484,120)	(3,500,000)	(3,062,796)	(9,170,000)	(27,389,000)	(11,978,000)	(1,100,000)	(8,866,700)	(3,775,500)

2026 Budget

Public
Works



Provides for the responsible delivery of high quality, efficient and safe public infrastructure and customer focused services that support community, environmental and economic sustainability.



	Division	Division Description	Services	2026 FTE Base	2026 FTE Temp
Public Works Director of Public Works	Tax Supported				
	Public Works Administration	Provide strategic leadership and administrative support for the Public Works department in support of departmental initiatives and corporate goals and priorities.	▪ Oversight and administration of departmental workplans, priorities and plans	2.0	-
	Facilities, Fleet and Energy	Oversee safe and effective management of County facilities, fleet/equipment, property, while advancing energy programs and initiatives. Actively manage County owned forest, wetland and woodland tracts using best management practices and Managed Forest Tax Incentive Program standards, while overseeing Woodlands Conservation and Weed Control by-law enforcement.	▪ Property, Facility, and Energy Management ▪ Fleet and Equipment Management ▪ Woodlands Conservation and Weed Control By-law Enforcement	19.0	0.8
	Engineering and Construction	Provide capital delivery services of water, wastewater, facilities, roads, bridges infrastructure in order to maintain existing infrastructure assets in good condition, while supporting community growth infrastructure needs.	▪ Capital Works Design and Construction ▪ Development Review ▪ Inspection	25.3	-
	Transportation Services	Provide support and optimization of the County transportation network through safe and effective operations, maintenance and road safety programs in accordance with legislated and County standards.	▪ Transportation System Planning, Operations, Traffic and Corridor Management, Road Safety	37.7	-
	Waste Management	Responsible for waste and recycling curbside collection and processing services, County landfill and drop-off depot operations, and waste diversion promotion/circular economy initiatives.	▪ Curbside Garbage, Large Article and Recycling Collection ▪ Waste Diversion and Disposal	18.4	0.6
	Total Tax Supported			102.4	1.4

	Division	Division Description	Services	2026 FTE Base	2026 FTE Temp
	Rate Supported				
	Water and Wastewater Services	Responsible for the management, operations and maintenance of the County's Water and Wastewater systems to ensure safe delivery of municipal drinking water and safeguarding of the natural environment.	■ Municipal Drinking Water Supply, Treatment, Storage and Distribution ■ Municipal Wastewater Collection and Treatment	67.3	-
Total				169.7	1.4

Services Overview

Full-Time Equivalents 2.0 FTE

→ 0.0
Base

Service	Service Description	2024 Service Level	Service Type
Oversight and administration of departmental workplans, priorities and plans	Provide strategic leadership and administrative support for the Public Works department in support of departmental initiatives and corporate goals and priorities.	N/A	Support

Budget

	2025	2025	LESS: 2025	2026	2026		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2026 BUDGET	2025 BUDGET	2025 BUDGET
OPERATING								
REVENUES								
INTERDEPARTMENTAL RECOVERIES	(679,621)	(676,541)	-	37,763	-	(638,778)	37,763	(5.6%)
TOTAL REVENUES	(679,621)	(676,541)	-	37,763	-	(638,778)	37,763	(5.6%)
EXPENSES								
SALARIES	285,681	285,681	-	5,725	-	291,406	5,725	2.0%
BENEFITS	76,672	76,672	-	7,854	-	84,526	7,854	10.2%
OPERATING EXPENSES	93,678	89,048	-	(58,428)	-	30,620	(58,428)	(65.6%)
CONTRACTED SERVICES	-	1,550	-	(50)	-	1,500	(50)	(3.2%)
INTERDEPARTMENTAL CHARGES	223,590	223,590	-	7,136	-	230,726	7,136	3.2%
TOTAL EXPENSES	679,621	676,541	-	(37,763)	-	638,778	(37,763)	(5.6%)
NET OPERATING	-	-	-	-	-	-	-	-
SUMMARY								
TOTAL REVENUES	(679,621)	(676,541)	-	37,763	-	(638,778)	37,763	(5.6%)
TOTAL EXPENSES	679,621	676,541	-	(37,763)	-	638,778	(37,763)	(5.6%)
TOTAL LEVY	-	-	-	-	-	-	-	-
% BUDGET INCREASE (DECREASE)			-	-	-	-		

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

Services Overview

Full-Time Equivalents **19.0 FTE**

↑2.0
Base

+0.8
Temporary

Service	Service Description	2024 Service Level	Service Type
Property, Facility, and Energy Management	An internal service that manages energy programs and property and facility operations for Oxford County.	18,922,982 Square meters of property managed 121,632 Square meters of facility buildings maintained 294 Facility buildings operated and maintained 12 Facility service contracts maintained 15,011 Facility work orders completed	Support
Fleet and Equipment Management	An internal service that supplies vehicles and equipment to Oxford County to support Public Works service delivery.	218 Corporate Fleet vehicles and equipment operated and maintained 1,600 Fleet maintenance work orders completed 2,736,826 Total kilometers driven	Support
Woodlands Conservation and Weed Control By-Law Enforcement	An external service which maintains and protects County owned forest, wetland and woodland tracts through active management and by-law enforcement.	774 ha of County forest, wetland and forest tracts maintained through harvesting and invasive species management \$33,000 of Commercial Tree Harvesting revenue	Environment

- **1.0 FTE Facilities Driver Full-time** - to support the Facilities maintenance and technical staff in day-to-day tasks and to provide a second staff member for home visit safety. **FTE 2026-01**
- **1.0 FTE Data Technician Full-time** - to support both Public Works and Paramedic Services Fleet with data tracking and analysis to improve timely decision making and effective fleet management. **FTE 2026-03**
- **0.8 FTE Energy Analyst - Contract Full-time** - to support Facilities through additional data collection, review and analysis to improve energy management initiatives. **FTE 2026-02**

Key Performance Indicators

	2022 Actual	2023 Actual	2024 Actual	2025 Forecast	2026 Budget	Target
% of corporate fleet using alternative fuels	24%	31%	32%	33%	35%	90%
Average Fleet Asset Condition Rating (0 = excellent, 20 = end of life)	9.5	6.9	7.2	7.7	8.2	8.5
Equivalent kilowatt-hours of annual renewable energy generated	3,666,769	4,147,000	5,562,045	5,600,000	6,035,000	22,922,000
% energy generated vs energy consumed	6.4%	7.6%	9.9%	10.0%	10.7%	100%
% facility work order completion in 5 business days	55%	61%	61%	62%	65%	75%
% of planned work orders vs total work orders	40%	40%	38%	39%	45%	75%
Cost per square meter – Facilities Operations	\$90.93	\$98.95	\$97.77	\$114.14	\$115.90	\$97.21*
Cost per square meter – Repair and Maintenance	\$49.16	\$52.23	\$56.82	\$46.97	\$49.56	\$54.11*
Number of Notices of Intent (harvesting)	42	35	40	35	35	N/A
Annual tree plantings	17,600	16,000	13,200	14,000	12,000	↑
Number of general tree and weed inquiries	81	72	70	75	75	N/A
Invasive species control coverage area (acreage)	110	141	81	90	90	↑
Number of new wetland cells constructed (in partnership with Ducks Unlimited)	10	5	4	5	3	↑

*Adjusted annually for inflation

Goals and Objectives

Description	2026	2027	2028	Strategic Plan	Other Plan Alignment
Implementation of Renewable Energy Action Plan Ongoing implementation of the projects identified in the 2022-2032 Renewable Energy Action Plan to harvest and utilize renewable energy and move the County towards its 100% Renewable Energy goal. Planned projects for 2026 include the construction of solar energy systems at the Highland Patrol Yard and 16 George Street, as well as completion of the majority of the construction phase on the Woodstock Wastewater Treatment Plant biogas utilization project.	●	●	●	 Goal 2.1: Climate change mitigation and adaption	100% Renewable Energy Plan Renewable Energy Action Plan
Energy Management Plan Implementation Ongoing implementation of the 2024 Energy Management Plan to reduce energy consumption and greenhouse gas emissions, as well as identify new measures for inclusion in the next iteration of the Energy Management Plan due in 2029. Planned projects for 2026 include implementation of energy efficiency measures at 16 George Street, 135 Carroll Street and 178 Earl Street, various retro building commissioning, and completion of additional energy assessments.	●	●	●	 Goal 2.1: Climate change mitigation and adaption	100% Renewable Energy Plan Energy Management Plan
Forestry Management Plan Implementation Forestry Management Plan implementation will continue with invasives species control work at various sites, tree planting at the Thames River Wetland property, and development of the Curries Road Wetland project in partnership with Ducks Unlimited. Tree harvests are planned for various locations around the Thornton Wellfield and Curries Road Sweaburg Swamp.	●	●	●	 Goal 2.2: Preserve and enhance our natural environment	Forestry Management Plan
Thornton Wellfield Project The 2026 budget includes further funding to continue the naturalization and solar installation at the Thornton Wellfield site. Planned work in 2026 includes maintenance activities to promote growth of the prairie grass that was planted in 2025, planting of the first phase of trees, and construction of the 500 kilowatt solar photovoltaic system.	●	●	●	 Goal 2.1: Climate change mitigation and adaption Goal 2.2: Preserve and enhance our natural environment	100% Renewable Energy Plan Forestry Management Plan

Budget - Facilities

	2025	2025	LESS: 2025	2026	2026		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2026 BUDGET	2025 BUDGET	2025 BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES	(2,256,354)	(2,245,983)	(75,000)	(61,030)	27,000	(2,355,013)	(109,030)	4.9%
RESERVE REVENUES	(78,088)	(78,088)	-	17,477	(28,500)	(89,111)	(11,023)	14.1%
INTERDEPARTMENTAL RECOVERIES	(9,987,011)	(9,769,003)	76,086	(657,701)	(18,630)	(10,369,248)	(600,245)	6.1%
TOTAL REVENUES	(12,321,453)	(12,093,074)	1,086	(701,254)	(20,130)	(12,813,372)	(720,298)	6.0%
EXPENSES								
SALARIES	1,522,540	1,522,177	(38,453)	66,903	113,538	1,664,165	141,988	9.3%
BENEFITS	503,895	476,344	(8,143)	45,579	35,124	548,904	72,560	15.2%
OPERATING EXPENSES	6,529,565	6,387,209	(68,150)	269,284	800	6,589,143	201,934	3.2%
CONTRACTED SERVICES	2,643,729	2,406,511	(35,145)	398,277	(55,265)	2,714,378	307,867	12.8%
DEBT REPAYMENT	670,067	719,645	149,301	(226,648)	-	642,298	(77,347)	(10.7%)
RESERVE TRANSFERS	1,282,456	1,223,204	-	(49,326)	-	1,173,878	(49,326)	(4.0%)
INTERDEPARTMENTAL CHARGES	596,036	608,337	(3,695)	137,966	(40,567)	702,041	93,704	15.4%
TOTAL EXPENSES	13,748,288	13,343,427	(4,285)	642,035	53,630	14,034,807	691,380	5.2%
PROGRAM SURPLUS/(DEFICIT)								
SURPLUS/(DEFICIT) - OPERATING	(147,862)	-	-	-	-	-	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	(147,862)	-	-	-	-	-	-	-
NET OPERATING	1,278,973	1,250,353	(3,199)	(59,219)	33,500	1,221,435	(28,918)	(2.3%)
CAPITAL								
CAPITAL REVENUES	(4,941,494)	(5,137,018)	600,879	1,368,853	(757,395)	(3,924,681)	1,212,337	(23.6%)
CAPITAL EXPENSES	4,941,494	5,137,018	(600,879)	(1,368,853)	834,395	4,001,681	(1,135,337)	(22.1%)
NET CAPITAL	-	-	-	-	77,000	77,000	77,000	-
SUMMARY								
TOTAL REVENUES	(17,262,947)	(17,230,092)	601,965	667,599	(777,525)	(16,738,053)	492,039	(2.9%)
TOTAL EXPENSES	18,689,782	18,480,445	(605,164)	(726,818)	888,025	18,036,488	(443,957)	(2.4%)
TOTAL PROGRAM SURPLUS/DEFICIT	(147,862)	-	-	-	-	-	-	-
TOTAL LEVY	1,278,973	1,250,353	(3,199)	(59,219)	110,500	1,298,435	48,082	3.8%
% BUDGET INCREASE (DECREASE)			(0.3%)	(4.7%)	8.8%	3.8%		

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

Budget Impact Details – Facilities

	REFERENCE	OPERATING EXPENSES	CAPITAL EXPENSES	TOTAL EXPENSES	REVENUES	TAXATION	%	INTERDEPT RECOVERY	%
ONE-TIME ITEMS									
FAC-Curries Road Wetland Project		20,000	-	20,000	20,000	-		-	
FAC-Energy Analyst FTE	FTE 2026-02	72,901	-	72,901	75,000	-		(2,099)	(0.0%)
		92,901	-	92,901	95,000	-		(2,099)	(0.0%)
SERVICE LEVEL									
FAC-Facilities Driver FTE	FTE 2026-01	(2,825)	56,000	53,175	-	-		53,175	0.5%
FAC-Additional Library Cleaning Sites		1,630	-	1,630	-	-		1,630	0.0%
		(1,195)	56,000	54,805	-	-		54,805	0.6%
INITIATIVE GAPPING									
FAC-Facilities Driver FTE	FTE 2026-01	(5,400)	-	(5,400)	-	-		(5,400)	(0.1%)
FAC-Thornton Wellfield Naturalization	NI 2025-01	-	-	-	(110,500)	110,500	8.8%	-	
		(5,400)	-	(5,400)	(110,500)	110,500	8.8%	(5,400)	(0.1%)
CARRYOVER/IN-YEAR APPROVAL									
FAC-Thornton Wellfield Naturalization	NI 2025-01	17,000	-	17,000	17,000	-		-	
FAC-Waste Management Program Changes		(4,000)	-	(4,000)	-	-		(4,000)	(0.0%)
		13,000	-	13,000	17,000	-		(4,000)	(0.0%)
MINOR CAPITAL									
FAC-Waste Management Conference Room Technology	CAP 218700	-	15,000	15,000	-	-		15,000	0.2%
FAC-Storage Sea-Can Container	CAP 213020	-	6,000	6,000	-	-		6,000	0.1%
		-	21,000	21,000	-	-		21,000	0.2%
INFRASTRUCTURE CAPITAL									
FAC-Electric Vehicle Chargers	CAP 911012	-	360,000	360,000	360,000	-		-	
FAC-Woodstock Wastewater Treatment Plant Biogas Utilization	CAP 911900	-	2,500,000	2,500,000	2,500,000	-		-	
FAC-Solar Photovoltaic (3)	CAP 911900	-	1,410,000	1,410,000	1,410,000	-		-	
		-	4,270,000	4,270,000	4,270,000	-		-	
TOTAL		99,306	4,347,000	4,446,306	4,271,500	110,500	8.8%	64,306	0.7%

Capital Budget - Facilities

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 REQUEST**	2027	2028-2035
BUILDING							
210010 - Admin Building	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$80,000	80,000	-	-
210040 - POA (419 Hunter)	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$17,500	17,500	-	-
210110 - COIN Towers	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$39,400	39,400	-	-
213010 - Highland Roads Yard Buildings	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$48,500	48,500	-	-
213020 - Springford Roads Yard Buildings	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$28,500	28,500	-	-
213020 - Springford Roads Yard Buildings	Small sea container	Expansion	N/A	\$6,000	6,000	-	-
213000 - Drumbo Roads Yard Buildings	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$25,000	25,000	-	-
213030 - Woodstock Roads Yard Buildings	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$25,000	25,000	-	-
218700 - Salford Landfill Buildings	Fencing, lighting, swipe pad, vent fans, gas monitoring, and outbound lane reconstruction projects	Replacement	Poor	\$96,500	96,500	-	-
218700 - Salford Landfill Buildings	Webcam and audio equipment for conference room and education centre	Expansion	N/A	\$15,000	15,000	-	-
911000 - Facilities Condition Assessments	Facilities Condition Assessments	Non-infrastructure solutions	N/A	\$400,000	400,000	-	-
911002 - Courthouse Renovations	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$18,000	18,000	-	-
ENERGY EFFICIENCY							
911006 - Energy Conservation Facilities	Various projects as identified in the Energy Management Plan (PW 2019-33)	Non-infrastructure solutions	N/A	\$1,762,100	1,762,100	-	-
911012 - EV Chargers	Various sites EV charger design to support ongoing transition to green fleet	Expansion	N/A	\$360,000	360,000	-	-
911900 - Renewable Energy	16 George Solar PV (construction) Debt funding is required on project completion	Expansion	N/A	\$160,000	160,000	-	-
911900 - Renewable Energy	Thornton solar PV System (construction 2026) (NI 2025-01) Debt funding is required on project completion	Expansion	N/A	\$1,100,000	1,100,000	-	-

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 REQUEST**	2027	2028-2035
911900 - Renewable Energy	Highland Patrol Solar PV Construction Debt funding is required on project completion	Expansion	N/A	\$150,000	150,000	-	-
911900 - Renewable Energy	Woodstock WWTP biogas utilization (construction 2026) Debt funding is required on project completion	Expansion	N/A	\$2,500,000	2,500,000	-	-
FURNISHINGS							
210010 - Furnishings	Furnishings at the Oxford County Administration Building	Replacement	Poor	\$29,000	29,000	-	-
VEHICLES							
Fleet - Facilities New Vehicle	Car/Compact SUV (1) - (FTE 2026-01) - Unit 112	Expansion	N/A	\$56,000	56,000	-	-
CARRY FORWARD BUDGET	Prior year's approved budget not spent.			\$1,100,000	\$1,100,000	-	-
UNFINANCED CAPITAL	Projects financed in a different year than expenses incurred.			(\$4,014,819)	(\$4,014,819)	-	-
				\$4,001,681	\$4,001,681	\$0	\$0

** The 2026 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent.

Budget – Fleet

	2025	2025	LESS: 2025	2026	2026	2026	\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	BUDGET	2025 BUDGET	2025 BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES	(134,000)	(271,000)	-	1,900	-	(269,100)	1,900	(0.7%)
INTERDEPARTMENTAL RECOVERIES	(5,866,928)	(5,689,284)	33,066	301,790	(47,466)	(5,401,894)	287,390	(5.1%)
TOTAL REVENUES	(6,000,928)	(5,960,284)	33,066	303,690	(47,466)	(5,670,994)	289,290	(4.9%)
EXPENSES								
SALARIES	119,412	119,412	-	14,101	61,543	195,056	75,644	63.3%
BENEFITS	38,040	38,040	-	5,286	24,747	68,073	30,033	79.0%
OPERATING EXPENSES	2,406,283	2,233,524	(40,166)	(175,480)	33,776	2,051,654	(181,870)	(8.1%)
CONTRACTED SERVICES	5,570	-	-	-	-	-	-	-
RESERVE TRANSFERS	3,496,050	3,569,308	7,100	(147,597)	(74,600)	3,354,211	(215,097)	(6.0%)
TOTAL EXPENSES	6,065,355	5,960,284	(33,066)	(303,690)	45,466	5,668,994	(291,290)	(4.9%)
PROGRAM SURPLUS/(DEFICIT)								
SURPLUS/(DEFICIT) - OPERATING	(64,427)	-	-	-	-	-	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	(64,427)	-	-	-	-	-	-	-
NET OPERATING	-	-	-	-	(2,000)	(2,000)	(2,000)	-
CAPITAL								
CAPITAL REVENUES	(4,348,350)	(4,313,347)	40,000	537,037	-	(3,736,310)	577,037	(13.4%)
CAPITAL EXPENSES	4,348,350	4,313,347	(40,000)	(537,037)	2,000	3,738,310	(575,037)	(13.3%)
NET CAPITAL	-	-	-	-	2,000	2,000	2,000	-
SUMMARY								
TOTAL REVENUES	(10,349,278)	(10,273,631)	73,066	840,727	(47,466)	(9,407,304)	866,327	(8.4%)
TOTAL EXPENSES	10,413,705	10,273,631	(73,066)	(840,727)	47,466	9,407,304	(866,327)	(8.4%)
TOTAL PROGRAM SURPLUS/DEFICIT	(64,427)	-	-	-	-	-	-	-
TOTAL LEVY	-	-	-	-	-	-	-	-
% BUDGET INCREASE (DECREASE)								

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

Budget Impact Details - Fleet

	REFERENCE	OPERATING EXPENSES	CAPITAL EXPENSES	TOTAL EXPENSES	INTERDEPT RECOVERY	%
SERVICE LEVEL						
FLT-Data Technician FTE	FTE 2026-03	87,790	2,000	89,790	89,790	1.6%
		87,790	2,000	89,790	89,790	1.6%
INTERDEPARTMENTAL INITIATIVES						
FLT-Capital Contribution Change		(99,900)	-	(99,900)	(99,900)	(1.8%)
FLT-Ox on the Run (OCL)		11,196	-	11,196	11,196	0.2%
FLT-Crash Attenuator (RDS)		3,482	-	3,482	3,482	0.1%
FLT-Snow Blower Attachment (RDS)		5,625	-	5,625	5,625	0.1%
FLT-Wastewater Treatment Operator FTE (WW)		25,205	-	25,205	25,205	0.4%
FLT-Facilities Driver FTE (FAC)		5,110	-	5,110	5,110	0.1%
FLT-Public Works Technician FTE (ENG)		6,958	-	6,958	6,958	0.1%
		(42,324)	-	(42,324)	(42,324)	(0.7%)
TOTAL		45,466	2,000	47,466	47,466	0.8%

Capital Budget - Fleet

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 REQUEST**	2027	2028-2035
COMPUTER EQUIPMENT							
220000 - Computer Equipment	Laptop for Fleet Data Technician (FTE 2026-03)	Expansion	N/A	\$2,000	2,000	-	-
VEHICLES							
Fleet - Transportation	Tandem Axle Truck (2) - 2025 Early Procurement - Units 364 and 365	Replacement	Poor	\$990,000	990,000	-	-
Fleet - Transportation	Tractor Mower (2) 2025 Early Procurement - Units 420 and 427	Replacement	Poor	\$551,410	551,410	-	-
Fleet - Facilities	Cargo Van (1) - Unit 104	Replacement	Poor	\$80,400	80,400	-	-
Fleet - Transportation	Asphalt Paver (1) - Unit 408	Replacement	Poor	\$300,000	300,000	-	-
Fleet - Transportation	Backhoe (1) - Unit 426	Replacement	Poor	\$225,000	225,000	-	-
Fleet - Wastewater	Vac Unit - Unit 556	Replacement	Poor	\$450,000	450,000	-	-
Fleet - Water	Trailer (2) - Units 620 and 691	Replacement	Poor	\$21,000	21,000	-	-
Fleet - Water	3/4 Ton Pickup (3) - Units 632, 648, and 652	Replacement	Fair	\$232,500	232,500	-	-
Fleet - Water	1/2 Ton Pickup (2) - Units 633 and 646	Replacement	Fair	\$152,000	152,000	-	-
Fleet - Water	Trailer Generator (1) - Unit 692	Replacement	Poor	\$60,000	60,000	-	-
Fleet - Water	Trailer Scrubber (2) - Units 695 and 696	Replacement	Poor	\$120,000	120,000	-	-
Fleet - Transportation	Front Plow attachment to Grader - Unit 414	Replacement	Poor	\$29,000	29,000	-	-
Fleet - Transportation	Truck Vac Sweeper - Unit 417	Replacement	Poor	\$525,000	525,000	-	-
Fleet - Transportation	2026 Early Procurement for 2027 Delivery - delivery time greater than 12 months Tandem Axle Truck - Unit 371	Replacement	Fair	\$495,000	-	495,000	-
Fleet - Transportation	2026 Early Procurement for 2027 Delivery - delivery time greater than 12 months Tandem Axle Truck - Unit 375	Replacement	Fair	\$495,000	-	495,000	-
Fleet - Waste Management	2026 Early Procurement for 2027 Delivery - delivery time greater than 12 months Wheel Loader - Large High Lift - Unit 741	Replacement	Poor	\$650,000	-	650,000	-
Fleet - Waste Management	2026 Early Procurement for 2027 Delivery - delivery time greater than 12 months Tractor - Dozer - Unit 742	Replacement	Poor	\$1,475,000	-	1,475,000	-
				\$6,853,310	\$3,738,310	\$3,115,000	\$0

** The 2026 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent.

FTE – Facilities Driver

FTE 2026-01

SUMMARY

Type of FTE request	Maintain Service Level
Classification	Full-time - Permanent
Job Title	Facilities Driver
FTE	1.0
Description	This position proposal is for one full-time permanent Facilities Driver to support the Facilities maintenance and technical staff in day-to-day tasks and to provide a second staff member for Human Service tenant home visit safety.

STRATEGIC PLAN



Goal 3.1: Continuous improvement and results-driven solutions

REQUEST DETAILS

Background

The Facilities and Fleet division is responsible for coordinating facilities projects, managing maintenance work orders, and overseeing service contracts for all Oxford County departments, maintaining a portfolio of more than 300 buildings. Each year, Public Works and Human Services facilities generate over 9,000 work orders, with approximately half completed by in-house maintenance staff and the remaining half assigned to rostered contractors.

Work orders are a critical tool for organizing both planned and unplanned maintenance activities, including routine and reactive repairs, as well as safety and quality inspections. Each work order includes key information such as the requester's details, project scope, location, and specific completion instructions. Once submitted, work orders are reviewed by the Maintenance Scheduler and/or Buildings Foreperson, who determine whether the task will be assigned internally or contracted externally. For certain sites and activities, staff are required to deliver a Notice of Entry (NOE) or accompany contractors to provide access. This requirement occurs approximately 30 times per month, representing significant time where skilled in-house maintenance personnel are performing non-specialized duties, reducing the time available for core maintenance work. As part of the 2025 Business Plan and Budget, a temporary contract Facilities Driver position was approved to trial its effectiveness in better allocating skilled resources.

REQUEST DETAILS

Challenges

Visiting and working in client homes is a critical aspect of delivering services to the community, ensuring that resident needs are addressed efficiently and effectively. While most visits are routine and non-threatening, there remains a potential—albeit minimal—risk of encountering unsafe conditions. To address this, Oxford County departments have implemented enhanced procedures and safeguards to mitigate risks and ensure the safety of both staff and clients.

Oxford County manages 656 housing units which support Human Services clientele, reflecting the breadth of its responsibilities. These properties generate approximately 4,800 work orders annually, requiring significant coordination to ensure timely completion. Of these, approximately 1,800 are handled by in-house maintenance staff and Facilities Technicians, underscoring their central role in property upkeep. Of this amount, approximately 30% of these tasks are assessed as having potential safety risks for staff. These risks may involve a variety of scenarios, including interactions with aggressive or confrontational tenants, encounters with unsecured animals, exposure to drug paraphernalia or weapons, pest infestations, and unsanitary living conditions. To address these hazards, the Buildings Foreperson adopts a proactive risk management approach, often assigning two maintenance workers to higher-risk jobs—even when the repair scope would typically require only one. This practice aligns with Oxford County's Community Outreach and Home Visit Safety Policy which was approved by County Council in June 2024.

While this approach results in additional staff hours for some work order assignments, often requiring skilled maintenance workers to perform less specialized tasks, it demonstrates the County's firm commitment to safety. The strategic allocation of additional resources reflects a preventative, safety-first philosophy, prioritizing the well-being of staff while maintaining quality service delivery.

Future Outlook

Ongoing efforts are made to maintain and improve Oxford County's facilities portfolio; however, the aging of buildings has created a growing demand for maintenance to ensure all properties remain in a state of good repair. In addition, in early 2025 the County took on the ownership of 25 additional housing units at five sites for the Human Services department, which has expanded the facilities maintenance and tenant management scope. As County services continue to expand, the facilities portfolio is expected to grow correspondingly, further increasing operational demands. Despite this growing demand, the number of maintenance workers has remained static for several years, resulting in a heavier reliance on external contractors to meet workload requirements. While contractors provide necessary support, this approach is neither sustainable nor cost-effective over the long term, as contractor rates are significantly higher than internal staffing costs. To sustain maintenance standards and meet customer service expectations, additional staffing resources will be required in the coming years.

The Facilities and Fleet division is requesting the addition of one permanent full-time Facilities Driver position to enhance operational efficiency and reduce overall costs. Since being hired in March 2025, the contract Facilities Driver has a completion rate of over 75 work orders per month, clearly demonstrating the value of this role. By delegating routine responsibilities, such as delivering NOE's or other building notices, unlocking doors, attending units as a second resource, and other non-technical tasks, to a less technical position, skilled maintenance staff

REQUEST DETAILS

have been able to focus on more complex work orders, many of which would have otherwise been outsourced to higher-cost service contractors.

Based on the completed work orders to date, understanding that a portion of these are to act as a second resource to attending some housing sites, it has been demonstrated that this resource can conservatively complete approximately 750 work orders in a year that would otherwise be contracted out, either directly or indirectly through in-house maintenance staff having to perform unskilled labour and contract out other skilled tasks. Furthermore, with the average rate of \$59.93/hr for current roster general contractors, this completion rate would represent an annual contractor cost savings of \$89,895 based on an average time allocation of 2 hours per work order (including travel time).

Conclusion

Establishing a permanent Facilities Driver position offers a cost-effective long-term solution that not only relieves pressure on maintenance staff but also delivers measurable savings by reducing reliance on external contractors. In addition, having this resource in-house offers additional value in timely support for delivery of NOE's as well as safety critical activities where external contractors cannot be consistently as responsive.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Expenses			
Salaries and benefits	\$-	\$75,760	\$75,760
Reduced contractor expense	-	(89,895)	(89,895)
Telecommunications	-	300	300
Health and safety training	-	500	500
Vehicle operating costs (repairs and maintenance, fuel, insurance)	-	2,510	2,510
Annual contribution to fleet reserve	-	8,000	8,000
Vehicle: Car/compact sport utility vehicle purchase and upfitting	56,000	-	56,000
Total expenses	56,000	(2,825)	53,175
County Levy	\$56,000	\$(2,825)	\$53,175
Initiative Gapping – FTE January 1, 2026, gapping fleet costs	-	(5,400)	(5,400)
2026 Budget Impact	\$56,000	\$(8,225)	\$47,775
2027 Base Budget Impact	\$-	\$(2,825)	\$(2,825)

FTE – Energy Analyst

FTE 2026-02

SUMMARY

Type of FTE request	One time
Classification	Full-time - Temporary
Job Title	Energy Analyst
FTE	0.8
Description	This proposal is for one contract Energy Analyst position, which will allow the Facilities division to spend more time on energy management data review and analysis. The County has been approved to receive grant funding to support energy management initiatives which will fully offset the cost of this position for 2026. The position would not continue once funding concludes after 2026.

STRATEGIC PLAN



Goal 3.1: Continuous improvement and results-driven solutions

REQUEST DETAILS

Background

In 2025, County staff applied for and received approval to participate in the Independent Electricity System Operator's (IESO) Save On Energy Expanded Energy Management (EEM) program. The program provides funding for participants to employ an Energy Manager to work within their organizations. The program requires participants to operate industrial type facilities meeting an established energy consumption requirement, which the County meets through its Water and Wastewater Treatment Plant facilities. Energy Managers are considered full-time employed resources that demonstrate their value by helping industrial facilities improve the energy performance of their operations using best practices in energy management, including the implementation of capital projects and operational and maintenance improvements. The program funds a maximum of 50% of the Energy Managers' cost of hiring up to \$100,000 during the 12-month funding period.

Oxford County currently employs a full-time Coordinator of Energy Management which meets the requirements of the Energy Manager role as set out in the funding program. As such, the County is able to maximize the available funding and use that to further enhance energy management initiatives.

REQUEST DETAILS

Comments

Staff propose to utilize this funding to secure a 10-month contract position for 2026, with all associated costs being fully offset by the secured funding. Having the contract position work with the existing Coordinator of Energy Management will provide an additional resource to improve energy data inputs and analysis to assist with streamlining some existing processes with a focus on optimizing current operations and costs. More specifically, the position would assist with the following tasks that are currently being handled by the Coordinator of Energy Management:

- Complete weekly checks on Renewable Energy monitoring systems for performance concerns or system notifications that can be passed along to the maintenance contractor.
- Help collect and streamline various energy data inputs for the Annual Energy Report, including Renewable Energy harvesting, Water and Wastewater flows, and utility data collection.
- Assist with data supply and initial quality reviews for KPI updates and annual budget forecasting.
- Update RETScreen (energy modelling and tracking) data inputs for reviewing solar asset performance comparisons (currently looked at twice per year but would like to complete on a monthly basis).
- Complete data entry and quality review, as well as analyze trending of energy submetering systems.
- Assist with utility account reviews in EnergyCAP to ensure deviations are flagged and followed up on.

Conclusion

Staff recommend proceeding with adding a 10-month contract position for 2026 to take advantage of the funding being received through IESO's EEM program. As the County already employs a position that meets the program's Energy Manager requirements, there is an opportunity to utilize this funding for an additional resource. Having the contract resource will allow for further energy data analysis to better identify areas for cost saving opportunities. In addition, this will allow some tasks to be shifted away from the Coordinator of Energy Management, enabling that position to spend additional time on the annual budget process, project implementation and energy analytics. This position will be tied to the available funding and will not continue beyond 2026 without further Council approval.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Revenues			
Independent Electricity System Operator – Expanded Energy Management program funding	\$75,000	\$-	\$75,000
Total revenues	75,000	-	75,000
Expenses			
Salaries and benefits	72,901	-	72,901
Total expenses	72,901	-	72,901
County Levy	\$(2,099)	\$-	\$(2,099)

FTE – Data Technician

FTE 2026-03

SUMMARY

Type of FTE request	Maintain Service Level
Classification	Full-time - Permanent
Job Title	Data Technician
FTE	1.0
Description	This proposal is for one full-time permanent Data Technician, which will allow the Fleet division to dedicate more time to data tracking and analysis related to Public Works, Library and Paramedic Services, supporting ongoing strategic initiatives and effective fleet management. It will also free up existing Paramedic Services staff to focus on delivering core departmental initiatives within that department.

STRATEGIC PLAN



Goal 3.1: Continuous improvement and results-driven solutions

REQUEST DETAILS

Background

The Fleet division collectively oversees more than 235 Fleet propulsion and non-propulsion assets, such as trailers, across the Public Works, Library and Paramedic Services departments, while also supporting seven fueling sites comprised of 20 fuel tanks and 50 electric vehicle charging stations. This responsibility encompasses day to day operations and maintenance management, asset replacement procurement, fuel management, and annual budgeting. For transparency purposes, in 2023, the Public Works department initiated the Annual Energy Report, which is presented to County Council and the public and provides performance data on the County's entire energy portfolio, including Facilities and Fleet, relative to established targets. The ongoing management and preparation of various reporting requires considerable effort to ensure data accuracy and consistency.

Historically, Paramedic Services staff have managed their own fleet portfolio independently due to the special nature of their operations and ministerial reporting requirements. However, as their fleet has expanded in recent years, the management and reporting responsibilities have become increasingly complex and time-consuming, diverting logistics staff away from their core service functions. The current logistics capacity is no longer sufficient to oversee a rapidly growing fleet, resulting in significant challenges in producing accurate and timely reporting data.

REQUEST DETAILS

Without additional resources, the Paramedic Services department risks inefficiencies, reduced accountability, and misalignment with broader Corporate Fleet standards.

Comments

To address these concerns and capacity constraints and to ensure the required amount of fleet data tracking and analysis is taking place, a Data Technician is being proposed. This position would work within the Fleet division and would streamline fleet data management for the Paramedic Services, Public Works and Library departments. To alleviate the workload of Paramedic Services logistics staff, this position would assist with the preparation of fleet maintenance records, and ongoing reporting for the Paramedic Services Ministry Service Review audit process. It would also ensure compliance with industry specific standards associated with paramedic fleet management.

The position would support data management and basic reporting within the Fleet portfolio, ensuring data quality to enable sound decision-making and accurate performance reporting. Establishing this position will also alleviate the workload of the existing Coordinator of Fleet who currently spends an average of 40 hours per month on these tasks, allowing them to concentrate on areas requiring higher technical expertise such as procurement, asset management, budgeting and future planning. Due to current resource limitations, certain aspects of the fleet portfolio are either not receiving adequate attention or are not being addressed at all, which presents a risk to the County if left unresolved.

A key item that has been a growing focus of the Fleet team over the last number of years has been the Commercial Vehicle Operators Registration (CVOR) program. This is a provincial program that manages the safe operation of commercial vehicles in Ontario, of which the County has a number of assets that fall under its purview. In 2020, staff began taking a closer look at this program and its requirements and have since determined that an additional resource would allow existing staff to maintain better oversight of the County's performance. Not maintaining an adequate CVOR violation rating can trigger an audit of inspection, training, operation, and maintenance practices, which is time consuming and, in extreme cases, may disrupt County fleet operations. Having a Data Technician assume the majority of current data collection and tracking tasks will assist in maintaining up to date information on the County's violation rate and allow the Coordinator of Fleet to spend more time on issues driving our rate, implementation of corrective actions to improve our rating, and ensuring fleet users are completing the required tasks to put the County in a good position in the event an audit is triggered.

In addition to the above items, the Data Technician would assist with the following tasks that have become more time-consuming for existing staff as the County's fleet continues to grow. The list below would also include assets in the Paramedic Services department, which are currently being completed by their Logistics staff:

REQUEST DETAILS

- Fleet maintenance records management
- Fuel monitoring and bypass code review/cleanup
- Electric Vehicle electricity consumption monitoring and monthly reporting to Finance for expense transfers from facility utility accounts
- Bi-annual odometer reading data inputs used for asset condition ratings
- Surplus End of Life vehicle decommissioning and public sale
- Ministry of Transportation licensing requirements
- Energy management reporting activities and Key Performance Indicators
- Initial completion of monthly speeding reports from GPS software, including initial validation of results (currently being done but severely lagging due to time requirements)
- Monitor and produce anti-idling data reports (currently not being done)

Conclusion

Through the addition of a Data Technician, the existing Coordinator of Fleet would be relieved of some of the administrative tasks that have consumed significant time, allowing for more focus on procurement planning, asset management, budgeting, staying up to date with industry trends and best practices, and beginning to look at a more proactive maintenance program approach. They would also have time to expand this work to include more support for Paramedic Services staff to help align best practices across the County's entire fleet portfolio. As there would be significant support for the Paramedic Services group, this position is proposed to be funded through the Paramedic Services department, enabling it to take advantage of Provincial funding after year one, covering 50% of the expense and minimizing the financial impacts to the County.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Expenses			
Salaries and benefits	-	86,290	86,290
Advertising	1,000	-	1,000
Computer: Laptop	2,000	-	2,000
Training	-	500	500
Total expenses	3,000	86,790	89,790
Net Interdepartmental Charge	\$3,000	\$86,790	\$89,790

Will be Funded Through:	One-time	Base	Total Budget
Paramedic Services Provincial Funding ¹	-	\$43,395	\$43,395
Total Funding	-	43,395	43,395
Net Levy Impact	\$3,000	\$43,395	\$43,395

¹ This position is charged to Paramedic Services and will be cost-shared with the province at 50% starting in 2027

Services Overview

Full-Time Equivalents **25.3 FTE**

↑0.3
Base

Service	Service Description	2024 Service Level	Service Type
Capital Works Design and Construction	An internal service that provides engineering design and construction project services to Oxford County and Area Municipalities, as well as to some boundary municipalities.	27 Construction contracts awarded (greater than \$100,000) 23 Consulting assignments awarded 81% Capital Funds Committed	Support
Development Review	An internal/external service that provides engineering review of planning applications submitted by the development community, in liaison with Area Municipalities, and includes the inspection of development sites to ensure compliance with approved plans and standards.	85% Planning applications reviewed prior to comment deadline	Support

- **0.3 FTE Public Works Technician Full-time**
 - to accommodate site inspection workloads and complement our current staff resources to provide appropriate levels of inspection oversight on Capital construction works and improve current assigned workloads to more manageable levels. **FTE 2026-04**

Key Performance Indicators

	2022 Actual	2023 Actual	2024 Actual	2025 Forecast	2026 Budget	Target
% design projects completed per year	67%	74%	82%	79%	80%	100%
% construction projects completed per year over \$100,000	70%	66%	75%	70%	78%	100%
Number of contract awards requiring Council approval (over \$1,000,000)	5	8	9	8	14	↑
Number of Consolidated Linear Infrastructure Environmental Compliance Approval application reviews (previously the Transfer of Review Program)	5	10	16	28	22	↑
Number of Planning Application file reviews (development review)	478	393	453	347	364	↑

Goals and Objectives

Description	2026	2027	2028	Strategic Plan	Other Plan Alignment
County Wide Stormwater Infrastructure Inventory for Effective Asset Management and Maintenance Planning Continue collection and field verify all stormwater infrastructure across the County, incorporating all assets into the County's Asset Management System and Geographic Information System. This inventory will provide a reliable record for planning future repairs, prioritizing capital investments, and ensuring existing infrastructure remains in a state of good repair.	●	●		 Goal 3.1: Continuous improvement and results-driven solutions	Asset Management Plan
Continuous Improvement of Project Management Documentation for Capital Project Delivery Standardization and implementation of Project Management documentation for Capital projects, guided by Project Management Institute best practices.	●	●	●	 Goal 3.1: Continuous improvement and results-driven solutions	
Enhancement of Development Review Services Continue to enhance support for Area Municipalities and external economic development entities as it pertains to Public Works infrastructure and services needed to accommodate growth within the County.	●	●	●	 Goal 3.2: Collaborate with our partners and communities	

Budget

	2025	2025	LESS: 2025	2026	2026		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2026 BUDGET	2025 BUDGET	2025 BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES	(340,700)	(452,100)	-	45,200	-	(406,900)	45,200	(10.0%)
INTERDEPARTMENTAL RECOVERIES	(125,000)	(125,000)	-	-	-	(125,000)	-	-
TOTAL REVENUES	(465,700)	(577,100)	-	45,200	-	(531,900)	45,200	(7.8%)
EXPENSES								
SALARIES	2,452,300	2,668,844	-	192,330	73,352	2,934,526	265,682	10.0%
BENEFITS	745,443	810,556	-	87,786	32,745	931,087	120,531	14.9%
SALARIES GAPPING	-	(94,500)	94,500	-	(21,000)	(21,000)	73,500	(77.8%)
SALARIES CAPITAL PROJECT ALLOCATION	(1,714,210)	(1,738,892)	(80,325)	(80,783)	(68,500)	(1,968,500)	(229,608)	13.2%
OPERATING EXPENSES	118,092	131,830	(7,950)	(7,140)	4,900	121,640	(10,190)	(7.7%)
CONTRACTED SERVICES	1,064	-	-	-	-	-	-	-
INTERDEPARTMENTAL CHARGES	483,684	498,586	(10,550)	(2,313)	6,958	492,681	(5,905)	(1.2%)
TOTAL EXPENSES	2,086,373	2,276,424	(4,325)	189,880	28,455	2,490,434	214,010	9.4%
NET OPERATING	1,620,673	1,699,324	(4,325)	235,080	28,455	1,958,534	259,210	15.3%
CAPITAL								
CAPITAL REVENUES	(213,000)	(212,545)	-	201,545	-	(11,000)	201,545	(94.8%)
CAPITAL EXPENSES	272,300	268,745	(49,200)	(208,545)	93,500	104,500	(164,245)	(61.1%)
NET CAPITAL	59,300	56,200	(49,200)	(7,000)	93,500	93,500	37,300	66.4%
SUMMARY								
TOTAL REVENUES	(678,700)	(789,645)	-	246,745	-	(542,900)	246,745	(31.2%)
TOTAL EXPENSES	2,358,673	2,545,169	(53,525)	(18,665)	121,955	2,594,934	49,765	2.0%
TOTAL LEVY	1,679,973	1,755,524	(53,525)	228,080	121,955	2,052,034	296,510	16.9%
% BUDGET INCREASE (DECREASE)			(3.0%)	13.0%	6.9%	16.9%		

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

Budget Impact Details

	REFERENCE	OPERATING EXPENSES	CAPITAL EXPENSES	TOTAL EXPENSES	REVENUES	TAXATION	%
SERVICE LEVEL							
ENG-Public Works Technician FTE	FTE 2026-04	41,315	93,500	134,815	-	134,815	7.7%
		41,315	93,500	134,815	-	134,815	7.7%
INITIATIVE GAPPING							
ENG-Public Works Technician FTE	FTE 2026-04	(12,860)	-	(12,860)	-	(12,860)	(0.7%)
		(12,860)	-	(12,860)	-	(12,860)	(0.7%)
TOTAL		28,455	93,500	121,955	-	121,955	6.9%

Capital Budget

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 REQUEST**	2027	2028-2035
COMPUTER EQUIPMENT							
290000 - Computer Equipment	Laptop for Public Works Technician (FTE 2026-04)	Expansion	N/A	\$2,000	2,000	-	-
EQUIPMENT							
290000 - Equipment	Radar Traffic Counters	Replacement	Poor	\$11,000	11,000	-	-
VEHICLES							
Fleet - Construction New Vehicle	1/2 Ton Pickup (1) (FTE 2026-04)	Expansion	N/A	\$91,500	91,500	-	-
				\$104,500	\$104,500	\$0	\$0

** The 2026 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent.

FTE – Public Works Technician

FTE 2026-04

SUMMARY

Type of FTE request	Expand Service Level
Classification	Full-time - Permanent
Job Title	Public Works Technician
FTE	0.3
Description	This position proposal is for one full time permanent Public Works Technician to support inspection services across Oxford County's large geographic area and numerous active construction sites. With this additional FTE, the number of co-op student positions will be reduced from two eight-month placements to one eight-month placement. With projects spread throughout the County, an additional full-time construction site inspector is needed to ensure consistent oversight and balance current staff workloads to more sustainable levels.

STRATEGIC PLAN



Goal 3.1: Continuous improvement and results-driven solutions

REQUEST DETAILS

Background

With the increasing volume and complexity of County infrastructure projects, one additional full-time permanent Public Works Technician is required for the Engineering Services division. As construction activity continues to grow to support asset management replacements and development pressures, inspection requirements rise proportionally, placing greater strain on the existing Public Works Technician team, which is already operating at demanding levels.

Additionally, while the Engineering Services division has had two eight-month co-op students as part of the division's staff complement to support inspection workloads, in the past ten years the County has only once been successful in hiring two eight-month co-op students, typically leaving the division with one eight-month and one four-month student on staff. This has led to increased challenges in September when the division has decreased to one student, leaving inspection gaps and increased pressure on the permanent full-time staff complement.

REQUEST DETAILS

The proposed position will provide critical technical support in the construction and inspection of County infrastructure projects, helping to ensure projects are delivered on time, within budget, and to specification. In addition, this new resource will help balance workloads across the team, improve coverage during peak construction periods and staff absences, and reduce the reliance on external consultants for inspection services, which comes at a much greater cost to the County. By strengthening inspection capacity, this position will also enhance quality assurance, ensure accurate documentation from both a regulatory and health and safety perspective, and improve communication with contractors and stakeholders.

The Public Works Technician position plays a critical role during construction by ensuring adequate site presence by County staff, consistent coverage and high standards of construction quality, safety, and accountability. To accommodate the added design and project management capacity, while continuing to maintain these standards, one additional full-time permanent Public Works Technician is being requested for 2026.

Comments

Increased Project Volume

With the 2025 increase in Project Engineer positions to support development pressures, more projects are advancing to construction and site inspection requirements are growing proportionally, placing further strain on the existing Public Works Technicians to plan, design, and deliver capital projects. While these new roles are successfully moving projects forward, their work ultimately increases the number of construction contracts requiring on-site inspection and oversight. Each new project entering the construction phase adds a corresponding demand for Public Works Technician support in the field to ensure contract compliance, quality assurance, and accurate documentation. Without a proportional increase in site inspection staff, the ability of the existing Technicians to provide sufficient coverage across Oxford County's widespread construction program will become increasingly limited, reducing site inspection and contractor oversight.

Inspection Coverage

The County's large geographic footprint makes it challenging for the existing Public Works Technicians to provide consistent site presence across multiple concurrent projects. Technicians are often required to travel long distances between job sites spread across the County, which reduces the amount of productive time they can dedicate to on-site inspection and quality control. This travel demand not only adds to staff fatigue but also limits the frequency and duration of site visits. An additional Public Works Technician would help distribute site coverage more evenly across the County, reducing the amount of driving required between sites. This would allow staff to spend less time in vehicles and more time on site, ensuring a more consistent presence during construction activities.

Workload Balance

The existing Public Works Technician team is currently operating at capacity, inspecting multiple construction projects simultaneously across the County. Under these conditions, providing inspection coverage for a colleague on vacation or leave is difficult, often requiring staff to stretch their schedules or reduce time allocated to their own assigned projects. As construction activity increases, this lack of flexibility will only

REQUEST DETAILS

be increased, placing additional strain on staff resources. An unmanageable workload not only raises the risk of reduced inspection oversight and staff burnout but may also drive the necessity of hiring external consultants to fill inspection gaps. While consultant support can provide temporary relief, inspection services delivered through engineering firms are billed to the County at significantly higher rates than internal staff resources. Adding an additional Public Works Technician will provide much needed balance to the workload, assist with reasonable staff coverage, and allow the County to avoid costly reliance on consultants for routine inspection activities.

Quality Assurance

Thorough inspections are critical to ensuring that contractors meet contract specifications, design intent is achieved, and potential deficiencies are identified and resolved early before they escalate to costly rework. A strong inspection presence also ensures that comprehensive and accurate documentation is maintained throughout the project. This documentation is essential not only for tracking project progress but also from a legal perspective, as detailed inspection records can provide the County with important evidence should disputes or claims arise during or after construction.

From a health and safety standpoint, Public Works Technicians play a key role in monitoring compliance with construction safety requirements and reporting unsafe practices, which helps protect both workers and the public. Without adequate inspection coverage, the County risks gaps in oversight that could lead to quality deficiencies, safety concerns, or incomplete records. By adding an additional Public Works Technician, the County strengthens its ability to safeguard against these risks, ensures projects are delivered in compliance with specifications and safety standards, and protects the County's interests through accurate, defensible documentation.

Expected Results

The addition of one full-time Public Works Technician will help address the challenges identified in the above noted Issue Analysis section, by improving site inspection capacity across the County's widespread capital program, ensuring that more projects receive consistent oversight. This additional resource will help balance workloads, allowing current staff to focus more effectively on their assigned projects while also providing coverage during peak construction seasons or staff absences. With a stronger field presence, the County will be able to improve quality assurance, ensuring that contractor work meets design intent, and that potential issues are identified early to avoid costly rework. This additional position will also reduce potential reliance on high-cost consultant inspectors, providing a more cost-effective staffing solution. Having an additional Technician will provide more assurances through more thorough documentation and timely communication with contractors, project staff, and stakeholders. Together, these outcomes will ensure the County can continue delivering high quality infrastructure projects.

Conclusion

This position will provide the field capacity needed to support capital project delivery, ease pressure on existing staff, and reduce reliance on higher cost external consultants. It will also improve the County's ability to safeguard health, safety, and regulatory compliance while protecting

REQUEST DETAILS

its interests through accurate and defensible record keeping. By expanding inspection resources now, Oxford County will be well positioned to manage future growth, maintain reliable infrastructure, and continue delivering high quality projects across the County.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Revenues			
Capital project recovery: Technician time allocated to capital projects (80%)	\$-	\$85,000	\$85,000
Total revenues	-	85,000	85,000
Expenses			
Salaries and benefits (Public Works Technician)	-	142,533	142,533
Salaries and benefits (Co-op Student)		(36,436)	(36,436)
Vehicle: ½ ton pickup	91,500	-	91,500
Computer: Laptop	2,000	-	2,000
Annual contribution to fleet reserve (7-year life cycle)	-	11,500	11,500
Vehicle operating costs (repairs and maintenance, fuel, insurance, licensing) increase over current use for student FTE	-	2,810	2,810
Rent: Vehicle for 8 months	6,008	(5,000)	1,008
Computer software and support	-	900	900
Advertising	1,000	-	1,000
Memberships	-	250	250
Training	-	1,500	1,500
Inspection equipment upfit	1,250	-	1,250
Total expenses	101,758	118,057	220,023
County Levy	\$101,758	\$33,057	\$134,815
Initiative Gapping – position start April 2026	-	(12,860)	(12,860)
2026 Budget Impact	\$101,758	\$20,197	\$121,955
2027 Base Budget Impact	\$-	\$33,057	\$33,057

Services Overview

Full-Time Equivalents **37.7 FTE**

↑ 1.0
Base

Service	Service Description	2024 Service Level	Service Type
Transportation System Planning, Operations, Traffic and Corridor Management, Road Safety	An external service that provides a km of roadway to a road user.	1,331 Lane kilometers of roadway operated and maintained 62 Kilometers of new road resurfacing / reconstruction 18 New traffic speed feedback signs installed 2 New controlled pedestrian crossing implemented 82 Snow plow responses to winter events (2024/2025 season)	Public Health & Safety

- 1.0 FTE Traffic Management Supervisor Full-time** - to support the creation of a Traffic Management and Road Safety Team responsible for the implementation of Road Safety Strategy **FTE 2026-05**

Key Performance Indicators

	2022 Actual	2023 Actual	2024 Actual	2025 Forecast	2026 Budget	Target
Average Pavement Condition Index (PCI) (Weighted by area)	73.0	73.4	72.7	72.0	71.4	70.0
Paved (hard top) road maintenance – cost/lane kilometer	\$4,526	\$4,324	\$6,072	\$4,109	\$4,304	↓
Bridges and culverts maintenance – cost/square meter of surface area	\$5.26	\$7.61	\$20.95	\$9.79	\$9.84	↓
Traffic operations and roadside maintenance – cost/lane kilometer	\$3,950	\$3,889	\$5,349	\$4,155	\$3,974	↓
Winter control operations – cost/lane kilometer	\$2,187	\$1,999	\$2,163	\$2,327	\$2,094	↓
Winter control compliance to Minimum Maintenance Standards	100%	100%	100%	100%	100%	100%

Goals and Objectives

Description	2026	2027	2028	Strategic Plan	Other Plan Alignment
Development and Implementation of a Road Safety Strategy Program A Road Safety Strategy is a comprehensive program designed to reduce traffic related injuries and fatalities by applying principles such as Vision Zero, Automated Speed Enforcement, Road Safety Audits, Community Safety Zones, Speed Management and Traffic Calming. It will require the collection and review of traffic, collision and speed data to identify high risk areas, guide decision making and implement targeted safety improvements.	●	●	●	 Goal 1.3: Community health, safety and well-being	Transportation Master Plan
Development of a Winter Operations and Maintenance Plan The development of a Winter Operations and Maintenance Plan involves a comprehensive evaluation of current practices to ensure effective, efficient, and sustainable winter road maintenance. The plan will outline clear levels of service for snow and ice control, establish best practices for road salt management to minimize environmental impact, and assess existing operations to identify gaps in equipment, vehicle needs, and staffing requirements.	●			 Goal 3.1: Continuous improvement and results-driven solutions	Transportation Master Plan
Ongoing Review and Implementation of Speed and Traffic Calming Measures The ongoing review and implementation of speed and traffic calming measures aims to reduce excess operating speeds, improve road safety and respond to community concerns through data driven assessments and targeted interventions. The process includes monitoring traffic conditions and collisions, engaging law enforcement and area municipalities and regularly evaluating the effectiveness of implemented measures.	●	●	●	 Goal 1.3: Community health, safety and well-being	Transportation Master Plan
Cycling Master Plan Implementation Strategic implementation of the 2021 Cycling Master Plan to construct cycling infrastructure within the primary cycling network that will afford greater connectivity between urban/rural settlement areas, neighbouring municipalities, local cycling/trail networks, tourist destinations and employment areas.	●	●	●	 Goal 1.4: Connected people and places	Cycling Master Plan
Continued Storm Sewer Closed Circuit Television Inspection Programs Continuation of an annual Closed Circuit Television Inspection Program of the County's storm sewer network to establish condition ratings that can be used to identify and prioritize capital replacement.	●	●	●	 Goal 1.2: Sustainable infrastructure and development	Asset Management Plan

Budget

	2025	2025	LESS: 2025	2026	2026		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2026 BUDGET	2025 BUDGET	2025 BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES	(432,523)	(504,040)	-	127,020	-	(377,020)	127,020	(25.2%)
RESERVE REVENUES	(78,500)	(132,000)	82,000	50,000	(50,000)	(50,000)	82,000	(62.1%)
TOTAL REVENUES	(511,023)	(636,040)	82,000	177,020	(50,000)	(427,020)	209,020	(32.9%)
EXPENSES								
SALARIES	2,994,735	2,922,839	-	70,643	114,487	3,107,969	185,130	6.3%
BENEFITS	898,076	898,076	-	65,876	37,811	1,001,763	103,687	11.5%
OPERATING EXPENSES	2,907,594	2,893,893	(13,900)	(22,433)	9,400	2,866,960	(26,933)	(0.9%)
CONTRACTED SERVICES	2,382,649	2,319,630	(186,500)	91,190	199,440	2,423,760	104,130	4.5%
EXTERNAL TRANSFERS	5,300	5,300	-	130	-	5,430	130	2.5%
DEBT REPAYMENT	33,772	33,772	-	1	-	33,773	1	0.0%
RESERVE TRANSFERS	12,923,000	12,923,000	-	127,000	550,000	13,600,000	677,000	5.2%
INTERDEPARTMENTAL CHARGES	4,333,092	4,019,022	(4,000)	105,419	(64,343)	4,056,098	37,076	0.9%
TOTAL EXPENSES	26,478,218	26,015,532	(204,400)	437,826	846,795	27,095,753	1,080,221	4.2%
NET OPERATING	25,967,195	25,379,492	(122,400)	614,846	796,795	26,668,733	1,289,241	5.1%
CAPITAL								
CAPITAL REVENUES	(40,917,371)	(44,579,413)	3,298,018	(5,860,840)	(1,713,568)	(48,855,803)	(4,276,390)	9.6%
CAPITAL EXPENSES	42,002,188	45,762,800	(4,481,405)	5,860,840	2,784,000	49,926,235	4,163,435	9.1%
NET CAPITAL	1,084,817	1,183,387	(1,183,387)	-	1,070,432	1,070,432	(112,955)	(9.5%)
SUMMARY								
TOTAL REVENUES	(41,428,394)	(45,215,453)	3,380,018	(5,683,820)	(1,763,568)	(49,282,823)	(4,067,370)	9.0%
TOTAL EXPENSES	68,480,406	71,778,332	(4,685,805)	6,298,666	3,630,795	77,021,988	5,243,656	7.3%
TOTAL LEVY	27,052,012	26,562,879	(1,305,787)	614,846	1,867,227	27,739,165	1,176,286	4.4%
% BUDGET INCREASE (DECREASE)			(4.9%)	2.3%	7.0%	4.4%		

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

Budget Impact Details

	REFERENCE	OPERATING EXPENSES	CAPITAL EXPENSES	TOTAL EXPENSES	REVENUES	TAXATION	%
ONE-TIME ITEMS							
RDS-Winter Operations Plan		65,000	-	65,000	-	65,000	0.2%
RDS-OR-22 Diseased Tree Removal		15,000	-	15,000	-	15,000	0.1%
RDS-Custom Fit Hearing Protection		3,400	-	3,400	-	3,400	0.0%
		83,400	-	83,400	-	83,400	0.3%
SERVICE LEVEL							
RDS-Road Safety Strategy	FTE 2026-05	237,898	5,000	242,898	-	242,898	0.9%
		237,898	5,000	242,898	-	242,898	0.9%
NEW INITIATIVES							
RDS-Two-Stage Loader Mounted Snow Blower	NI 2026-01	5,690	224,500	230,190	-	230,190	0.9%
		5,690	224,500	230,190	-	230,190	0.9%
CAPITAL CONTRIBUTIONS							
RDS-Capital Contribution Change		550,000	-	550,000	-	550,000	2.1%
RDS-FLT Capital Contribution Change		(73,370)	-	(73,370)	-	(73,370)	(0.3%)
		476,630	-	476,630	-	476,630	1.8%
INITIATIVE GAPPING							
RDS-Two-Stage Loader Mounted Snow Blower	NI 2026-01	(10,625)	-	(10,625)	-	(10,625)	(0.0%)
RDS-Crash Attenuator	CAP 230000	(1,128)	-	(1,128)	-	(1,128)	(0.0%)
		(11,753)	-	(11,753)	-	(11,753)	(0.0%)
CARRYOVER/IN-YEAR APPROVAL							
RDS-Stormwater Monitoring Plan		50,000	-	50,000	50,000	-	
		50,000	-	50,000	50,000	-	
MINOR CAPITAL							
RDS-Desktop Computers	CAP 230000	-	1,500	1,500	-	1,500	0.0%
RDS-Crash Attenuator	CAP 230000	4,530	75,000	79,530	-	79,530	0.3%
		4,530	76,500	81,030	-	81,030	0.3%
INFRASTRUCTURE CAPITAL							
RDS-New Guardrails (bridges)	CAP 930200	-	355,000	355,000	355,000	-	
RDS-New Traffic Signals (Thamesford)	CAP 930300	400	500,000	500,400	500,000	400	0.0%
RDS-Traffic Calming	CAP 930301	-	150,000	150,000	30,000	120,000	0.5%
RDS-Bike Lanes	CAP 930079	-	530,000	530,000	225,568	304,432	1.1%
RDS-New Guardrails (roads)	CAP 930070	-	168,000	168,000	168,000	-	
RDS-New Pedestrian Crossings	CAP 930076	-	325,000	325,000	65,000	260,000	1.0%

	REFERENCE	OPERATING EXPENSES	CAPITAL EXPENSES	TOTAL EXPENSES	REVENUES	TAXATION	%
RDS-Intersection Illumination	CAP 930078	-	100,000	100,000	20,000	80,000	0.3%
RDS-Pad Mount Generator (Drumbo Yard)	CAP 911301	-	175,000	175,000	175,000	-	
RDS-Pad Mount Generator (Highland Yard)	CAP 911302	-	175,000	175,000	175,000	-	
		400	2,478,000	2,478,400	1,713,568	764,832	2.9%
TOTAL		846,795	2,784,000	3,630,795	1,763,568	1,867,227	7.0%

Capital Budget

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 REQUEST**	2027	2028-2035
BRIDGES AND CULVERTS							
930200 - Bridge Rehab	Various repairs as identified in the Bridge Needs Study.	Renewal	Fair	\$250,000	250,000	-	-
930200 - Bridge Rehab	Guiderail installations on various structures as identified in Guiderail Study.	Expansion	N/A	\$355,000	355,000	-	-
930200 - Bridge Rehab	Guiderail replacements on various structures	Replacement	Poor	\$65,000	65,000	-	-
930200 - Bridge Rehab	2026 Design and 2028 Construction for Various Structures: - Bridge 856645 rehab 0.35 km S of 42 - Albert Street, Plattsville - Bridge 434825 rehab OR 11 0.32 km N of 9 - Beachville Road - Bridge 684847 rehab 0.05 km E of 30 - 11th Line - Highway No. 2	Renewal	Fair	\$2,662,000	266,391	-	2,395,609
930200 - Bridge Rehab	2026 Design and 2028 Construction for Various Structures: - Culvert 963929 replacement OR 28 and Road 96 1.75 km E of 33rd Line - Culvert 842608 replacement OR 16 and Road 84 0.50 km E of Cobble Hills Road	Replacement	Poor	\$2,924,000	292,609	-	2,631,391
930200 - Bridge Rehab	2026 Design for 2027 Construction of: Bridge 224538 - 2027 Construction - OR 19, 2.8km E of 19	Renewal	Fair	\$730,000	80,000	650,000	-
930200 - Bridge Rehab	2026 Design for 2027 Construction of: Bridge 682935 - 2027 Construction - OR 2, 0.15km E of 119	Renewal	Fair	\$1,260,000	60,000	1,200,000	-
930200 - Bridge Rehab	2026 Design for 2027 Construction of: Culvert 715213 - 2027 Construction - OR 4, 0.75km N of 35	Renewal	Fair	\$780,000	80,000	700,000	-
930200 - Bridge Rehab	Rehabilitation of Structure: Bridge 225536 - 2026 Construction (OR 19)	Renewal	Fair	\$400,000	400,000	-	-
930200 - Bridge Rehab	Rehabilitation of Structure: Bridge 59755 - 2026 Construction - OR 59 WDSTK, 0.4km N of 35 (Girder Coating)	Renewal	Fair	\$4,500,000	4,500,000	-	-
930200 - Bridge Rehab	Rehabilitation of Structure: Bridge 805907 - 2026 Construction - OR 29 Innerkip/EZT, 0.3km E of OR 4	Renewal	Fair	\$2,100,000	2,100,000	-	-
930200 - Bridge Rehab	Rehabilitation of Structure: Bridge 773216 - 2026 Construction - OR 59 Norwich, 0.15km S of OR 18	Renewal	Fair	\$2,500,000	2,500,000	-	-
930200 - Bridge Rehab	Rehabilitation of Structure: Culvert 686444 - 2026 Construction - OR 2 Blandford Blenheim, 1.7km E of OR 22 (Boundary)	Renewal	Fair	\$650,000	650,000	-	-

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 REQUEST**	2027	2028-2035
930200 - Bridge Rehab	Rehabilitation of Structure: Culvert 194950 - 2026 Construction - OR 119 Thamesford/Zorra, 0.5km S of 2	Renewal	Poor	\$750,000	750,000	-	-
BUILDING							
911301 Drumbo Yard Facilities	895939 Wilmot St Drumbo Pad Mount Generator w/transfer	Expansion	N/A	\$175,000	175,000	-	-
911302 Highland Yard Facilities	884135 County Rd 8, Embro Pad Mount Generator w/transfer	Expansion	N/A	\$175,000	175,000	-	-
COMPUTER EQUIPMENT							
230000 - Computer Equipment	Laptop for Traffic Management Supervisor (FTE 2026-05)	Expansion	N/A	\$2,000	2,000	-	-
230000 - Computer Equipment	Various computer equipment upgrades	Replacement	Poor	\$1,500	1,500	-	-
EQUIPMENT							
230000 - Equipment	Replace Oxford County Gateway signs, retroreflector	Replacement	Poor	\$42,000	42,000	-	-
FURNISHINGS							
230000 - Furnishings	Furnishings for Traffic Management Supervisor (FTE 2026-05)	Expansion	N/A	\$3,000	3,000	-	-
ROADS							
930002 CR 2	OR 2 - OR 12 to west limit Woodstock construction 2026 OR 2/Dundas St Thamesford - Lane Reconfiguration	Replacement	Fair	\$4,300,000	4,300,000	-	-
930004 CR 4	OR 4 at OR 15 intersection improvements construction 2026 OR 4 at OR 17 Class EA study and design 2026-2027 Construction 2028-2032	Renewal	Fair	\$6,400,000	6,400,000	-	-
930019 CR 19	Oxford Road 19 property acquisition, project scoping, design and utility adjustments	Replacement	Fair	\$25,650,000	150,000	300,000	25,200,000
930035 CR 35	OR 35 (Devonshire Ave) - road reconstruction (CR 59 (Vansittart) to CR 54 (Huron)), construction 2026	Replacement	Fair	\$2,500,000	2,500,000	-	-
930035 CR 35	OR 35 - OR 54 to Lansdowne Ave design 2026, construction 2027	Replacement	Fair	\$9,650,000	150,000	9,500,000	-
930059 CR 59	Stover intersections curb cleanup Palmer and Tidy - 2026 construction	Replacement	Fair	\$600,000	600,000	-	-
930059 CR 59	Cedar St (Wilson to Norwich) - 2026-2027 design, 2028 construction	Replacement	Fair	\$2,325,000	200,000	150,000	1,975,000
930059 CR 59	Woodstock St S (between William and Bauer) new sidewalk and asphalt boulevard - 2026 design, 2027 construction	Replacement	Fair	\$550,000	50,000	500,000	-
930070 Guide Rails	Guiderail replacements	Replacement	Poor	\$302,000	302,000	-	-
930070 Guide Rails	County-wide guiderail improvements based on needs study	Expansion	N/A	\$168,000	168,000	-	-
930076 Pedestrian Crossings	Controlled pedestrian crossings (Intersection Pedestrian Signal) at OR35/Victoria St (construction)	Expansion	N/A	\$325,000	325,000	-	-

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 REQUEST**	2027	2028-2035
930077 Intersection Upgrades	Intersection upgrades at various County locations: -OR 2 at 35th Line - EB Left Turn Lane (construction) -OR59/13/46 Class EA	Replacement	Poor	\$300,000	300,000	-	-
930077 Intersection Upgrades	Intersection upgrades Class EA -OR59/13/46	Non-infrastructure solutions	N/A	\$300,000	200,000	100,000	-
930077 Intersection Upgrades	Intersection Control Feasibility Studies -OR 6 and OR 33 -OR 35 ICFS and Springbank Ave -OR 28 and OR 6 -OR 6 and Karn Rd -OR 13/18	Non-infrastructure solutions	N/A	\$290,000	290,000	-	-
930078 Intersection Illumination	Illumination of Intersections at various locations: - OR33/OR60 Intersection - Full Illumination - OR24/16th Line Intersection - Partial Illumination	Expansion	N/A	\$100,000	100,000	-	-
930079 Cycling Infrastructure	Bike Lanes on OR9 (OR6 to Ingersoll) - 2026 construction	Expansion	N/A	\$530,000	530,000	-	-
930080 Retaining Walls	Retaining wall replacement - 393 Thomas St - Ingersoll - 2026 construction	Replacement	Poor	\$150,000	150,000	-	-
930080 Retaining Walls	Oxford Road 30 Slope Rehabilitation (PW 2024-34)	Replacement	Critical	\$100,000	100,000	-	-
930080 Retaining Walls	Retaining wall replacement - 38, 44 and 46 Main St E (OR18), Norwich - 2026 design, 2027 construction	Replacement	Critical	\$175,000	25,000	150,000	-
930099 Rehab and Resurfacing	Resurfacing on various County roads: - OR 8 (east limit of Plattsville to OR 36) - OR 59 (OR 17 to OR 8) -Oxford Road 33 (41st Line to the 45th Line - Preliminary design) -Oxford Road 8 and 59, Hickson Intersection (Design, Utilities) Material Testing, Labour, Staff Time, Project Signs 2027 road resurfacing design AC Index and Contingency Geotechnical (boreholes) Asphalt padding/patching on various surface treated roads. Misc. road repairs at various locations.	Renewal	Fair	\$7,190,000	7,190,000	-	-
930102 Crack Sealing	Various County roads, joint project with area municipalities	Maintenance	N/A	\$300,000	300,000	-	-
930119 CR 119	Harris St and Clarke Intersection - 2026 Design, 2027 construction Clarke St to 401 Widening - 2026 design, 2027 construction	Renewal	Good	\$8,000,000	400,000	7,600,000	-
930150 Urbanization	CR 59 - Burgessville rural to urban - construction 2026	Renewal	Fair	\$4,100,000	4,100,000	-	-
930300 Traffic Signals	New signalization project: - OR 2 and George St - Thamesford - 2026 construction This project is growth driven, funded by the developer under the Local Services Policy	Expansion	N/A	\$500,000	500,000	-	-

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 REQUEST**	2027	2028-2035
930300 Traffic Signals	Replacement/repair to existing traffic signals - Oxford Road 2 and Oxford Road 12 - Woodstock - 2026 construction -OR 2 and Allen St/OR119 AODA Upgrades - 2026 construction -OR53 and Oxford St - signal timing optimization and enhanced detection - 2026 construction - General traffic signals/intersection improvements	Replacement	Poor	\$875,000	875,000	-	-
930301 Traffic - Traffic Calming	Ongoing traffic calming/speed management review and implementation	Expansion	N/A	\$150,000	150,000	-	-
STORMWATER							
930115 Drain Improv	Municipal drain improvements - (as completed by Area Municipalities) Haight Drain Assessment - Norwich TWP Nicklas Drain Assessment - EZT TWP	Renewal	N/A	\$325,000	325,000	-	-
930198 Urban Storm Sewer	Storm sewer component for road projects in urban areas	Replacement	Poor	\$1,625,000	1,375,000	250,000	-
930199 Rural Storm Sewer	Storm sewer component for road projects in rural areas	Replacement	Poor	\$4,835,000	4,835,000	-	-
STUDIES							
930201 - Bridge Needs Study	Bridge Needs Study	Non-infrastructure solutions	N/A	\$150,000	150,000	-	-
VEHICLES							
Fleet - Transportation	Crash Attenuator- Unit 430	Expansion	N/A	\$75,000	75,000	-	-
Fleet - Transportation	Snow Blower attachment for leased loader (NI 2026-01) - Unit 410	Expansion	N/A	\$224,500	224,500	-	-
CARRY FORWARD BUDGET	Prior year's approved budget not spent.			\$3,978,000	\$3,978,000	-	-
UNFINANCED CAPITAL	Projects financed in a different year than expenses incurred.			(\$4,138,765)	(\$4,138,765)	-	-
				\$103,228,235	\$49,926,235	\$21,100,000	\$32,202,000

** The 2026 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent.

FTE – Supervisor of Traffic Management and Road Safety

FTE 2026-05

SUMMARY	
Type of FTE request	Expand Service Level
Classification	Full-time - Permanent
Job Title	Supervisor of Traffic Management and Road Safety
FTE	1.0
Description	This position proposal is for one full-time permanent Supervisor of Traffic Management and Road Safety to assume responsibility for traffic management (traffic control devices, traffic data, traffic by-laws, traffic demand management, traffic detours, etc.) and road safety initiatives as part of a proposed Traffic Management and Road Safety team within the Public Works department that will include the existing Transportation Technologist position. Development of a Road Safety Strategy framework as presented to County Council in Report PW 2025-59 will be a key objective of the proposed Traffic Management and Road Safety team.

STRATEGIC PLAN
 Goal 3.1: Continuous improvement and results-driven solutions

REQUEST DETAILS
Background Under the direction of the Senior Manager of Transportation and Waste Management Services, the Transportation division currently consists of one Supervisor of Transportation and one Transportation Technologist, who together are responsible for a wide range of activities including annual road operations and maintenance, transportation planning, traffic management, and road safety. Reporting to the Supervisor of Transportation are two Forepersons who oversee operations across four Patrol Yards, supported by a unionized workforce of 21 Operators, responsible for maintaining the County's roads, bridges, signs, etc. in good operation, in accordance with O. Reg. 239/02: Minimum Maintenance Standards.

REQUEST DETAILS

In recent years, demand for road safety enhancements, traffic management measures and infrastructure improvements has increased substantially. This growing workload reflects heightened public expectations for safe and efficient roadways, great attention to the needs of vulnerable road users, and the County's commitment to road safety improvement. While staff have responded by introducing new safety initiatives and implementing enhanced traffic control measures, these responsibilities have been managed with the existing complement, often at the expense of timeliness and staff workload balance. This has required significant additional effort from current staff, frequently outside of normal working hours, and increased reliance on external consultants to complete priority work.

A summary of the County's traffic management and road safety activities from 2018 through 2024, along with planned initiatives for the next couple of years, is shown below. It illustrates the volume and complexity of work undertaken by the Transportation division, demonstrating how staff are increasingly tasked with multiple concurrent initiatives that require technical review, coordination with Area Municipalities, police services, and public consultation.

REQUEST DETAILS

Traffic Management/Road Safety Initiative	2018 - 2024	Planned
Community Speed Management and Road Safety Reviews	39	24
Pedestrian Studies	51	4
Intersection Control Studies (ICS)	36	6
School Zone Implementations	6	0
Community Safety Zone Implementations	29	0
PXO Installations	17	4
Electronic Speed Feedback Sign Installations	73	5
Speed Zone Adjustments	72	TBD
All-way Stop/Traffic Signal Warrant Analysis	29	4
Speed Management and Road Safety Presentations to Area Municipalities and Police (Woodstock Police Service and Ontario Provincial Police)	34	24

The data shows that between 2018 and 2024, staff completed more than 350 traffic management and road safety initiatives across Oxford County, reflecting a steady and sustained increase in activity over time. The planned initiatives for the coming years indicate that this level of effort will continue, particularly in areas such as speed management reviews, intersection studies, and coordination with Area Municipalities and police services. The volume and variety of work illustrate the growing complexity of road safety programs and the need for dedicated leadership and capacity to maintain timely, consistent, and data-driven delivery of these initiatives.

REQUEST DETAILS

Advances in technology have also expanded the scope of traffic management activities. The advancements have also made traffic data more readily available, and while this provides new opportunities for evidence-based decision making, it has also created additional demands for staff time in terms of data collection, management and analysis. This analytical work is essential to understanding the effectiveness of safety initiatives and ensuring that investments are directed towards areas representing the greatest need and effectiveness. However, these tasks increasingly exceed the capacity of the current Supervisor and Technologist.

Road safety issues typically attract considerable public attention because they directly impact community well-being and quality of life. Each safety related initiative, whether a speed zone modification, pedestrian crossing assessment, or intersection review requires extensive consultation and collaboration with Area Municipality staff, Police, and the public. Staff regularly prepare and present presentations to Area Municipality Councils, communicate through the media and public notices and respond to public inquiries and concerns. These interactions are time sensitive and require clear, consistent communication with road users. Staff are often required to respond promptly to inquiries or concerns from residents following the implementation of new measures or changes to existing conditions.

Comments

The effort required to support road safety initiatives, manage increasing public consultation, and respond to operational demands has reached a level that is no longer sustainable within the current staffing structure. The workload has become unmanageable at times and is negatively impacting staff and their wellbeing.

To maintain service levels and meet public and Council expectations, the Senior Manager has assumed a greater share of the technical responsibilities to support staff. This has reduced the Senior Manager's ability to focus on strategic planning, policy, and oversight of other service areas. To date in 2025, the Transportation Supervisor has accrued approximately **200 hours** beyond regular duties to meet operational demands, often without the ability to utilize this accrued time due to ongoing workload pressures.

To address these challenges, it is proposed that a **Traffic Management and Road Safety team** be established within the Transportation division. The team would consist of a new **Supervisor** and would be supported by the existing **Transportation Technologist**. This new structure would clearly separate traffic management and road safety responsibilities from road operations and maintenance, enabling each Supervisor to focus on their respective areas of responsibility. It would also relieve existing capacity constraints, reduce reliance on external consulting services, and ensure that road safety initiatives continue to advance in a timely and coordinated manner.

If approved, a key objective for the new team in 2026 will be the development of an **Oxford County Road Safety Strategy**, supported by an external consultant as a one-time budget cost.

If the proposed Supervisor position is not approved, staff will be required to prioritize workload, which may result in delays to intersection and roadway reviews, implementation of road safety initiatives, post-implementation evaluations, and other essential activities. Under these

REQUEST DETAILS

circumstances, the development of the Oxford County Road Safety Strategy would not receive dedicated attention and would be undertaken only as a peripheral task, limiting its effectiveness, while operational priorities would continue to take precedence.

Conclusion

The Transportation division's workload has grown significantly due to increasing road safety initiatives, traffic management demands, and public expectations, exceeding current staffing capacity. Without a dedicated Supervisor of Traffic Management and Road Safety, the development of the Oxford County Road Safety Strategy and timely implementation of road safety initiatives may be delayed, with operational priorities taking precedence. Adding this position will provide the leadership and capacity needed to manage road safety programs efficiently, reduce reliance on external consultants, support staff wellbeing, and ensure consistent, data-driven, and community-focused delivery across the County.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Expenses			
Salary and benefits	\$-	\$152,298	\$152,298
Furniture	3,000	-	3,000
Computer: Laptop	2,000	-	2,000
Telecommunications	600	300	900
Training	2,500	1,000	3,500
Travel	-	200	200
Advertising	1,000	-	1,000
Consultant Fees – Road Safety Strategy	100,000	-	100,000
Consultant Fees – Reduction of Traffic Safety External Reviews	-	(20,000)	(20,000)
Total expenses	109,100	133,798	142,900
County Levy	\$109,100	\$133,798	\$242,898

New Initiative – Two-Stage Loader Mounted Snow Blower

NI 2026-01

SUMMARY

This new initiative is for the purchase of a two-stage loader mounted snow blower to support winter road maintenance operations. This equipment is specifically required for locations where blowing and drifting snow accumulates beyond the capacity of conventional snowplow trucks, particularly along rural arterial roads where snow can no longer be pushed back effectively.

In these areas, wind driven snow can build up along the roadside and begin to encroach on the travelled portion of the road, creating safety hazards, limiting snow storage space, and reducing the effectiveness of traditional plowing operations. A two-stage snow blower will allow the County to remove this excess snow by blowing it well beyond the shoulder, restoring the full roadway width and improving road conditions for motorists.

This initiative is essential to maintain the County's arterial road network in compliance with Ontario Regulation 239/02 – Minimum Maintenance Standards for Municipal Highways. Without this equipment, the County may be unable to meet required service levels during severe winter conditions, increasing the risk to road users and the County's risk and liability exposure. It is recommended that the two-stage loader mounted snow blower be purchased, as rental equipment is often unavailable during peak demand periods when other municipalities and contractors are also seeking to rent similar machinery.

STRATEGIC PLAN



Goal 1.3: Community health, safety and well-being

REQUEST DETAILS

Background

The Transportation Services division is responsible for maintaining a rural arterial road network across Oxford County, much of which is exposed to significant drifting snow due to open terrain and high wind conditions. During winter months, blowing and drifting snow often accumulates along the roadside to a point where conventional snowplow trucks are no longer able to push it back. When this happens, snow drifts begin to encroach on the travelled portion of the road, at times beyond the white edge line causing motorists to encroach into oncoming lanes.

REQUEST DETAILS

In past winters, without County owned snow blower equipment, staff has attempted to secure the services of private contractors who own large enough snow blowers to complete this work. However, these are specialized pieces of equipment that are typically in high demand during and after snow events, and contractors who own them prioritize their own obligations, whether that's commercial snow clearing or private agricultural use. As a result, wait times for contractor support have often exceeded several weeks, during which roadways remained narrowed and at times nearing non-compliance with provincial standards.

While the Town of Ingersoll and City of Woodstock both have loader mounted snow blower attachments, relying on these units for the County needs is not seen as a viable solution. These municipalities will require their own equipment during major snow events, often at the same time the County's northern areas are most affected. Additionally, it is not operationally efficient or effective to relocate this equipment to the north end of the County for short duration uses, given travel time, logistics, weather conditions and potential downtime involved. The Township of East Zorra-Tavistock has a rear mounted snow blower on a tractor, which is not suitable for use on high traffic volume County roads. This setup requires the operator to blow snow in reverse while looking over their shoulder, creating safety concerns and making it impractical for efficient snow clearing of drifts on busy arterial roads.

A delay in snow removal increases risks to motorists, reduces snow storage capacity for future winter events and compromises the County's ability to meet Ontario Regulation 239/02 – Minimum Maintenance Standards for Municipal Highways. Not owning this equipment places the County in a reactive position dependent on contractor availability, which cannot be guaranteed during peak snow periods.

Comments

The acquisition of a two-stage loader mounted snow blower is necessary to:

- **Remove accumulated drifted snow**, that exceeds the capabilities of conventional plow trucks and equipment.
- **Maintain full roadway width and shoulder space**, allowing for effective snow removal and the ability to push back snow in subsequent snowfalls.
- **Ensure compliance with O. Reg. 239/02**, which outlines the Minimum Maintenance Standards for Municipal Highways, particularly in relation to snow.
- **Reduce reliance on third party contractors**, who are often unavailable during peak winter events due to competing regional demands.
- **Guarantee equipment availability on demand**, especially during region wide storms when equipment rentals are scarce or inaccessible.
- **Enhance operational readiness** and contribute to improved road user safety by ensuring timely and effective snow clearing during winter events.

REQUEST DETAILS

Conclusion

The procurement of a two-stage loader mounted snow blower will provide the Transportation Services division with the ability to proactively manage roadside snow drift conditions and restore and maintain safe road widths in a timely manner during winter events. Further, it will reduce reliance on external contractors, improve operational control, enhance compliance with O. Reg. 239/02 and reduce associated legal and safety risks. Having this equipment in-house will improve overall road safety and winter service levels on the County's arterial road network, ensuring a faster, more reliable, and cost-effective response to winter conditions that threaten road safety and delivery of winter maintenance services.

In addition, if the County procures the two-stage loader mounted snow blower, Transportation Services would be willing to assist the Township of Zorra, Township of East Zorra-Tavistock and Township of Blandford-Blenheim with their respective road networks once the County's roads have been serviced and where there is available capacity to do so. This collaborative approach would help improve overall winter service levels across the broader region where conditions allow.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Expenses			
Annual contribution to fleet reserve (15-year life cycle)	\$-	\$15,000	\$15,000
Equipment operating costs (fuel, repairs and maintenance)	-	1,250	1,250
Reduced contractor expense	-	(10,560)	(10,560)
Equipment: Snowblower	224,500	-	224,500
Total expenses	224,500	5,690	230,190
County Levy	\$224,500	\$5,690	\$230,190
Initiative Gapping – anticipated equipment arrival at end of Q3	-	(10,625)	(10,625)
2026 Budget Impact	\$224,500	\$(4,935)	\$219,565
2027 Base Budget Impact	\$-	\$5,690	\$5,690

Services Overview

Full-Time Equivalents **18.4 FTE**

↑0.3
Base
+0.6
Temporary

Service	Service Description	2024 Service Level	Service Type
Curbside Garbage, Large Article and Recycling Collection	An external service that provides curbside garbage, large article and recycling collection to residents and businesses in Oxford County.	19,530 Tonnes of waste and large article collected (includes Woodstock Enviro Depot) 7,860 Tonnes of recycling material collected	Environment
Waste Diversion and Disposal	An external service that diverts and disposes of waste for Oxford County.	82,840 Tonnes of waste processed (disposed plus diverted) 38,000 Tonnes of waste diverted from landfill 13,730 Tonnes of finished compost marketed and diverted from landfill	Environment

- **0.3 FTE Permanent Waste Management Co-op Student** - to convert one 4-month summer student position to an 8-month Co-op student position to provide additional program support. **FTE 2026-06**
- **0.6 FTE Temporary Landfill Labourer Full-time** - to provide additional traffic control support and customer waste sorting oversight for improved public safety and increased waste diversion. **FTE 2026-07**

Key Performance Indicators

	2022 Actual	2023 Actual	2024 Actual	2025 Forecast	2026 Budget	Target
Kilograms of curbside waste and large article collected / household	393	360	377	380	380	↑
Kilograms of curbside recycling collected / household	163	154	152	154	156	↑
% Landfill waste diversion at the Oxford County Waste Management Facility (OCWMF)	45%	41%	46%	46%	39% ¹	90%
Total residential (curbside) waste diversion rate	55%	51%	52%	52%	NA ²	70%
Average operating cost per tonne waste collection, disposal, and diversion	\$131	\$130	\$142	\$143	\$133	↓

¹ Includes all waste processed at the OCWMF, excludes Curbside Blue Box Program

² Municipal Datacall Metric that is no longer tracked due to the transition of the Blue Box Program to Producer Responsibility

Goals and Objectives

Description	2026	2027	2028	Strategic Plan	Other Plan Alignment
New Curbside Collection Services Implementation of new curbside waste collection services to accommodate transition of the municipal blue box program to Full Producer Responsibility and Provincial policy objectives for diversion of residential food and organic waste, including source separated organics and non-eligible sourced recycling collection programs.	●	●		 Goal 3.1: Continuous improvement and results-driven solutions	Zero Waste Plan
Expansion of Landfill Gas Collection and Flaring System Installation of additional landfill gas extraction wells and horizontal piping to control landfill gas emissions and associated climate change impacts.	●	●	●	 Goal 2.2: Preserve and enhance our natural environment	100% Renewable Energy Plan
South Fill Area Expansion A multi-year project for utilization of the south fill area for waste disposal needs that require updates to the original facility design and operations plan, provincial approvals, and detailed design and construction to be completed and available for use in 2031.	●	●	●	 Goal 2.2: Preserve and enhance our natural environment	Zero Waste Plan
Stormwater Management Ponds Sediment Removal Sediment removal at the OCWMF stormwater management ponds to maintain capacity and effluent quality in the two onsite ponds as a compliance requirement of the facility's Certificate of Approval issued by the Ministry of Environment Conservation and Parks.	●			 Goal 2.2: Preserve and enhance our natural environment	Zero Waste Plan
Public Drop-off Area Improvements Improvements at the public drop-off area at the OCWMF to address safety concerns associated with intermingling customer vehicles with onsite servicing equipment. The improvements will also include capacity increases to support current and future growth to ensure ongoing safe and efficient operations.	●	●	●	 Goal 2.2: Preserve and enhance our natural environment	Zero Waste Plan

Budget

	2025	2025	LESS: 2025	2026	2026	2026	\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	BUDGET	2025 BUDGET	2025 BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES	(12,781,312)	(12,597,057)	-	(1,090,745)	2,180,462	(11,507,340)	1,089,717	(8.7%)
RESERVE REVENUES	(1,008,061)	(1,013,166)	150,605	506,113	(70,000)	(426,448)	586,718	(57.9%)
TOTAL REVENUES	(13,789,373)	(13,610,223)	150,605	(584,632)	2,110,462	(11,933,788)	1,676,435	(12.3%)
EXPENSES								
SALARIES	1,463,307	1,414,337	-	76,022	55,801	1,546,160	131,823	9.3%
BENEFITS	463,061	485,659	-	39,670	5,807	531,136	45,477	9.4%
OPERATING EXPENSES	2,644,868	2,632,543	(162,105)	112,073	42,170	2,624,681	(7,862)	(0.3%)
CONTRACTED SERVICES	10,804,925	11,199,655	-	429,381	(2,085,511)	9,543,525	(1,656,130)	(14.8%)
RESERVE TRANSFERS	355,000	355,000	-	6,000	50,000	411,000	56,000	15.8%
INTERDEPARTMENTAL CHARGES	1,914,518	1,832,354	-	(2,487)	(26,854)	1,803,013	(29,341)	(1.6%)
TOTAL EXPENSES	17,645,679	17,919,548	(162,105)	660,659	(1,958,587)	16,459,515	(1,460,033)	(8.1%)
PROGRAM SURPLUS/(DEFICIT)								
SURPLUS/(DEFICIT) - OPERATING	(7,138)	-	-	-	-	-	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	(7,138)	-	-	-	-	-	-	-
NET OPERATING	3,849,168	4,309,325	(11,500)	76,027	151,875	4,525,727	216,402	5.0%
CAPITAL								
CAPITAL REVENUES	(4,696,909)	(5,299,196)	2,823,587	1,722,109	(1,600,000)	(2,353,500)	2,945,696	(55.6%)
CAPITAL EXPENSES	4,715,909	5,319,196	(2,843,587)	(1,722,109)	1,679,200	2,432,700	(2,886,496)	(54.3%)
NET CAPITAL	19,000	20,000	(20,000)	-	79,200	79,200	59,200	296.0%
SUMMARY								
TOTAL REVENUES	(18,486,282)	(18,909,419)	2,974,192	1,137,477	510,462	(14,287,288)	4,622,131	(24.4%)
TOTAL EXPENSES	22,361,588	23,238,744	(3,005,692)	(1,061,450)	(279,387)	18,892,215	(4,346,529)	(18.7%)
TOTAL PROGRAM SURPLUS/DEFICIT	(7,138)	-	-	-	-	-	-	-
TOTAL LEVY	3,868,168	4,329,325	(31,500)	76,027	231,075	4,604,927	275,602	6.4%
% BUDGET INCREASE (DECREASE)			(0.7%)	1.8%	5.3%	6.4%		

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

Budget Impact Details

	REFERENCE	OPERATING EXPENSES	CAPITAL EXPENSES	TOTAL EXPENSES	REVENUES	TAXATION	%
ONE-TIME ITEMS							
WM-Contract Landfill Labourer FTE	FTE 2026-07	40,810	-	40,810	40,810	(0)	(0.0%)
WM-Cartograph Implementation		10,000	-	10,000	-	10,000	0.2%
WM-Leachate Flushing Project		70,000	-	70,000	70,000	-	
WM-Bulk collection of oil and antifreeze		1,500	-	1,500	-	1,500	0.0%
		122,310	-	122,310	110,810	11,500	0.3%
SERVICE LEVEL							
WM-Co-op Student FTE	FTE 2026-06	21,798	-	21,798	-	21,798	0.5%
		21,798	-	21,798	-	21,798	0.5%
CAPITAL CONTRIBUTIONS							
WM-Capital Contribution Change		50,000	-	50,000	50,000	-	
WM-FLT Capital Contribution Change		(26,450)	-	(26,450)	-	(26,450)	(0.6%)
		23,550	-	23,550	50,000	(26,450)	(0.6%)
CARRYOVER/IN-YEAR APPROVAL							
WM-Organic Program	PW (CS) 2025-08	2,040,855	-	2,040,855	27,600	2,013,255	46.5%
WM-Producer Responsibility Recycling Changes	PW (CS) 2025-08	(4,989,860)	-	(4,989,860)	(2,530,512)	(2,459,348)	(56.8%)
WM-Non-Eligible Source Recycling Program	PW (CS) 2025-12	819,260	-	819,260	231,640	587,620	13.6%
		(2,129,745)	-	(2,129,745)	(2,271,272)	141,527	3.3%
MINOR CAPITAL							
WM-ipads	CAP 280000	-	1,200	1,200	-	1,200	0.0%
WM-Additional Point of Sale Terminal in Tillsonburg	CAP 283000	-	1,000	1,000	-	1,000	0.0%
		-	2,200	2,200	-	2,200	0.1%
INFRASTRUCTURE CAPITAL							
WM-Yard Waste Depot Paving	CAP 280000	3,500	77,000	80,500	-	80,500	1.9%
WM-Wellfield Expansion - Phase 2	CAP 900032	-	1,500,000	1,500,000	1,500,000	-	
WM-Landfill Expansion	CAP 918700	-	20,000	20,000	20,000	-	
WM-Transfer Station Expansion	CAP 911800	-	80,000	80,000	80,000	-	
		3,500	1,677,000	1,680,500	1,600,000	80,500	1.9%
TOTAL		(1,958,587)	1,679,200	(279,387)	(510,462)	231,075	5.3%

Capital Budget

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 REQUEST**	2027	2028-2035
BUILDING							
900032 - Salford Landfill Piping	Wellfield Expansion - Phase 2A, Control Building and Equipment Replacement	Replacement	Poor	\$2,500,000	1,500,000	1,000,000	-
900033 - Landfill Cover	Cover - Application and Seeding	Maintenance	N/A	\$164,000	164,000	-	-
280000 - Zorra Compost Depot	Zorra Yard Waste Depot Paving	Expansion	N/A	\$31,000	31,000	-	-
280000 - EZT Compost Depot	Innerkip Yard Waste Depot Paving	Expansion	N/A	\$16,000	16,000	-	-
280000 - Norwich Compost Depot	Norwich Yard Waste Depot Paving	Expansion	N/A	\$30,000	30,000	-	-
280000 - Salford Landfill	Dredging of stormwater ponds A and B, and installation of monitoring wells	Replacement	Poor	\$218,000	218,000	-	-
911800 - Salford Landfill Facilities	Salford landfill transfer station expansion - design 2026, construction 2027	Expansion	N/A	\$1,330,000	80,000	1,250,000	-
COMPUTER EQUIPMENT							
280000 - Computer Equipment	48 port switch, scale software server, battery backups	Replacement	Poor	\$6,500	6,500	-	-
280000 - Computer Equipment	iPads with Otterbox Cases (2)	Expansion	N/A	\$1,200	1,200	-	-
EQUIPMENT							
280000 - Equipment	GPS pole, transmitter	Replacement	Poor	\$10,000	10,000	-	-
283000 - Equipment	Tillsonburg Depot Second POS Terminal as backup	Expansion	N/A	\$1,000	1,000	-	-
STUDIES							
918700 - Landfill South Operating Area	Landfill Cell Expansion - approvals and design. Construction tentatively set starting in 2028	Expansion	N/A	\$13,295,000	20,000	15,000	13,260,000
CARRY FORWARD BUDGET							
	Prior year's approved budget not spent.			\$355,000	\$355,000	-	-
				\$17,957,700	\$2,432,700	\$2,265,000	\$13,260,000

** The 2026 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent.

Special Report – Budget by Waste Management Activity

	2025	2025	2026	VARIANCE	VARIANCE
	FORECAST	BUDGET*	BUDGET	\$	%
LANDFILL					
GENERAL REVENUES	(5,004,000)	(4,984,000)	(5,267,600)	(283,600)	5.7%
RESERVE REVENUES	(145,500)	(150,605)	(70,000)	80,605	(53.5)
SALARIES AND BENEFITS	1,452,921	1,433,082	1,559,312	126,230	8.8
OPERATING EXPENSES	1,433,153	1,821,788	1,448,201	(373,587)	(20.5)
RESERVE CONTRIBUTIONS	355,000	355,000	411,000	56,000	15.8
INTERDEPARTMENTAL CHARGES	1,695,960	1,613,890	1,559,372	(54,518)	(3.4)
TOTAL	(212,466)	89,155	(359,715)	(448,870)	(503.5)
RECYCLING ADMINISTRATION					
GENERAL REVENUES	(22,300)	(23,200)	-	23,200	(100.0%)
SALARIES AND BENEFITS	150,190	146,151	-	(146,151)	(100.0)
OPERATING EXPENSES	106,297	133,780	-	(133,780)	(100.0)
INTERDEPARTMENTAL CHARGES	69,598	69,567	-	(69,567)	(100.0)
TOTAL	303,785	326,298	-	(326,298)	(100.0)
RECYCLING COLLECTION					
GENERAL REVENUES	(1,692,312)	(1,692,312)	-	1,692,312	(100.0%)
RESERVE REVENUES	(41,174)	(41,174)	(41,174)	-	-
OPERATING EXPENSES	2,624,409	2,656,350	19,580	(2,636,770)	(99.3)
TOTAL	890,923	922,864	(21,594)	(944,458)	(102.3)
RECYCLING PROCESSING					
GENERAL REVENUES	(1,138,600)	(1,192,300)	(15,500)	1,176,800	(98.7%)
OPERATING EXPENSES	1,857,933	2,046,280	35,500	(2,010,780)	(98.3)
TOTAL	719,333	853,980	20,000	(833,980)	(97.7)
COUNTY WASTE MANAGEMENT ADMINISTRATION					
SALARIES AND BENEFITS	217,967	228,052	422,251	194,199	85.2%
OPERATING EXPENSES	188,668	143,855	286,660	142,805	99.3
INTERDEPARTMENTAL CHARGES	148,960	148,897	243,641	94,744	63.6
TOTAL	555,595	520,804	952,552	431,748	82.9
COUNTY WASTE MANAGEMENT ADMIN ALLOCATION	(555,595)	(520,804)	(952,552)	(431,748)	82.9
TOTAL UNALLOCATED COUNTY WASTE MANAGEMENT ADMIN	0	0	0	0	0.0
SPECIAL WASTE DEPOTS AND EVENTS					
GENERAL REVENUES	(456,500)	(395,440)	(384,900)	10,540	(2.7%)
SALARIES AND BENEFITS	105,290	92,711	95,733	3,022	3.3
OPERATING EXPENSES	1,328,189	1,280,870	1,335,610	54,740	4.3
TOTAL	976,979	978,141	1,046,443	68,302	7.0
COUNTY WASTE MANAGEMENT ADMIN ALLOCATION (25%-2025/10%-2026)	138,899	130,201	95,255	(34,946)	(26.8)
TOTAL SPECIAL WASTE DEPOTS AND EVENTS	1,115,878	1,108,342	1,141,698	33,356	3.0

	2025	2025	2026	VARIANCE	VARIANCE
	FORECAST	BUDGET*	BUDGET	\$	%
COMPOST OPERATIONS					
GENERAL REVENUES	(457,100)	(525,400)	(459,800)	65,600	(12.5%)
OPERATING EXPENSES	929,057	972,360	989,000	16,640	1.7
TOTAL	471,957	446,960	529,200	82,240	18.4
COUNTY WASTE MANAGEMENT ADMIN ALLOCATION (25%-2025/15%-2026)	138,899	130,201	142,883	12,682	9.7
TOTAL COMPOST OPERATIONS	610,856	577,161	672,083	94,922	16.4
ORGANICS OPERATIONS					
GENERAL REVENUES	-	-	(27,600)	(27,600)	-
OPERATING EXPENSES	145,500	150,605	1,750,286	1,599,681	1,062.2
TOTAL	145,500	150,605	1,722,686	1,572,081	1,043.8
COUNTY WASTE MANAGEMENT ADMIN ALLOCATION (0%-2025/30%-2026)	0	0	285,766	285,766	0.0
TOTAL ORGANICS OPERATIONS	145,500	150,605	2,008,452	1,857,847	1,233.6
LARGE ARTICLE					
OPERATING EXPENSES	247,580	254,880	281,513	26,633	10.4%
TOTAL	247,580	254,880	281,513	26,633	10.4
COUNTY WASTE MANAGEMENT ADMIN ALLOCATION (5%)	27,780	26,040	47,628	21,587	82.9
TOTAL LARGE ARTICLE	275,360	280,920	329,141	48,220	17.2
BUSINESS COMMERCIAL AND INSTITUTIONAL RECYCLING					
GENERAL REVENUES	-	-	(231,640)	(231,640)	-
OPERATING EXPENSES	-	-	819,260	819,260	-
TOTAL	-	-	587,620	587,620	-
COUNTY WASTE MANAGEMENT ADMIN ALLOCATION (0%-2025/10%-2026)	0	0	95,255	95,255	0.0
TOTAL BCI RECYCLING	0	0	682,875	682,875	0.0
WASTE COLLECTION					
GENERAL REVENUES	(4,010,500)	(3,784,405)	(5,120,300)	(1,335,895)	35.3%
OPERATING EXPENSES	4,589,007	4,371,430	5,202,596	831,166	19.0
TOTAL	578,507	587,025	82,296	(504,729)	(86.0)
WASTE COLLECTION RESERVE (BAG TAG)					
RESERVE REVENUES	(821,387)	(821,387)	(315,274)	506,113	(61.6%)
DEFICIT	(7,138)	-	-	-	-
TOTAL	(828,525)	(821,387)	(315,274)	506,113	(61.6)
SUBTOTAL WASTE COLLECTION	(250,018)	(234,362)	(232,978)	1,384	(0.6)
COUNTY WASTE MANAGEMENT ADMIN ALLOCATION (45%-2025/30%-2026)	250,018	234,362	285,766	51,404	21.9
TOTAL WASTE COLLECTION DEFICIT (SURPLUS)	(0)	0	52,788	52,788	0.0
CAPITAL					
CAPITAL REVENUES	(4,696,909)	(5,299,196)	(2,353,500)	2,945,696	(55.6%)
CAPITAL EXPENSES	4,715,909	5,319,196	2,432,700	(2,886,496)	(54.3)
TOTAL	19,000	20,000	79,200	59,200	296.0
TOTAL LANDFILL AND WASTE MANAGEMENT	3,868,168	4,329,325	4,604,927	275,602	6.4

FTE – Waste Management Co-op Student

FTE 2026-06

SUMMARY

Type of FTE request	Expand Service Level
Classification	Student - Permanent
Job Title	Waste Management Co-op Student
FTE	0.3
Description	This proposal is to convert one 4-month summer student position to an 8-month Co-op student position to provide additional program support.

STRATEGIC PLAN



Goal 3.1: Continuous improvement and results-driven solutions

REQUEST DETAILS

Background

The current summer student compliment for the OCWMF includes two 4-month positions from May to August each year to assist with summer maintenance activities (litter pick up, weed trimming, painting, etc.) recycling receptacle deliveries for special outdoor events, closed landfill site inspections, and other duties as required to assist with regular waste management programs and special projects. Summer positions are beneficial to annual site operations while providing work experience and financial support for post-secondary students.

Comments

This proposal requests the conversion of a 4-month student position to an 8-month Co-op position for additional support at the WMF that is necessary due to growth and ongoing program expansion. The Co-op student position would include administrative duties in addition to site operational activities and would be intended for students enrolled in applicable post-secondary programs that require related job placements. An eight-month student position would be beneficial to the Division where their training and onboarding can be utilized over a longer time period and there is greater motivation on behalf of the student where work experience aligns with their educational program.

Co-op Student Responsibilities

Roles and responsibilities for this position include but are not limited to the following:

REQUEST DETAILS

- Triage customer inquiries regarding curbside collection issues.
- Respond to general customer inquiries that can be resolved without further escalation.
- Assist with environmental monitoring activities including managing third party consulting services.
- Assist with data entry/analysis associated with preparation of annual reports.
- Assist with onboarding of new residential developments for curbside collection programs
- Site operational activities
- Other duties as necessary

Conclusion

Extending an existing student position into an 8-month Co-op placement offers a cost-effective way to meet increasing operational demands. This approach maximizes the students' contributions by extending their engagement beyond the typical summer period, ensuring their training and skills are better utilized. It also supports post-secondary students by offering practical experience directly related to their field of study.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Expenses			
Salaries and benefits	\$-	\$21,798	\$21,798
Total expenses	-	21,798	21,798
County Levy	\$-	\$21,798	\$21,798

FTE – Contract Landfill Labourer

FTE 2026-07

SUMMARY

Type of FTE request	Maintain Service Level
Classification	Full-time - Temporary
Job Title	Contract Landfill Labourer
FTE	0.6
Description	This proposal is for one full-time temporary (contract) Landfill Labourer position at the OCWMF during high customer periods (April 1 – October 31) for 2026 and 2027. This position will be scheduled to work Tuesday to Saturday at the public drop-off station to provide additional traffic control support and customer waste sorting oversight for improved public safety and increased waste diversion.

STRATEGIC PLAN



Goal 3.1: Continuous improvement and results-driven solutions

REQUEST DETAILS

Background

Staff is requesting a full-time seasonal temporary Landfill Labourer to work at the public drop-off area during peak periods from April 1 to October 31 for the 2026 and 2027 operating years to accommodate high customer volumes and ensure safe and proper operating procedures.

Over the last 20 years, the drop-off area has seen an increase in customers and the number of vehicles serviced, along with increased material types and volume of material collected. These increases have made it challenging for staff to greet every customer, inspect material loads, provide material sorting guidance, and ensure a safe operating environment.

The public drop off area was constructed out of a need to divert passenger vehicles from the tipping face due to safety hazards presented when combining residential and commercial vehicle traffic. Situations such as passenger vehicles operating in rough terrain, difficulty backing up with a trailer, long material unloading times, vehicles being stuck at the tipping face, and people walking away from their vehicles presented serious safety hazards due to the presence of large commercial vehicles and heavy equipment.

REQUEST DETAILS

Comments

The drop-off area was constructed in 2006 for garbage and scrap metal from approximately 15,000 passenger vehicles and required one full-time Landfill Labourer to inspect and direct incoming material loads. In 2009 and 2011, the drop-off area was expanded to include collection of household hazardous waste and construction and demolition material respectively, supported by a second full-time employee to monitor incoming loads and direct material sorting. Since 2011, the amount of material types collected at the drop-off area has expanded further to include items such as electronic waste, blue box material, white goods, film plastic, Styrofoam, yard waste. Further, the number of vehicles serviced is now over 35,000 annually, with the 2025 vehicle count projected to exceed that of 2024, which is challenging to manage effectively with the current staff complement.

Increased customer volumes utilizing the public drop-off area, particularly during the peak season and on Saturdays has created a safety hazard for both customers and staff due to the site configuration and expanded areas making it difficult for staff to monitor customers for safety and proper waste sorting. Additional safety issues are present due to interaction of residential customer traffic with service vehicles and equipment that handle waste material for transfer to the active tipping face or offsite shipment.

To address this concern with a more permanent solution, a functional review of the public drop off area is currently underway to evaluate options for revised configuration that will improve traffic flow and reduce potential conflicts with on-site operational activities. It is unknown at this time the extent of the changes required to address these concerns; however, any required improvements would not be completed until 2028 and would be subject to budget approval.

Conclusion

The addition of a temporary Landfill Labourer during peak periods from April to October to support the public drop-off area will provide improved traffic control to ensure a safe working environment for staff and external customers and minimize contamination of various waste streams through enhanced monitoring of incoming loads. A functional review of the public drop-off area is planned for a future year and is intended to address some of these operational concerns and provide a more permanent solution.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Revenues			
Landfill tipping fee rate increase	\$40,810	\$-	\$40,810
Total revenues	40,810	-	40,810
Expenses			
Salaries and benefits	39,810	-	39,810
Training	500		500
Safety clothing	500		500
Total expenses¹	40,810	-	40,810
County Levy	\$-	\$-	\$-

¹ Expenditures expected to occur over a two-year period (2026-2027)

Services Overview

Full-Time Equivalents **67.3 FTE**

↑ 1.0
Base

Service	Service Description	2024 Service Level	Service Type
Municipal Drinking Water Supply, Treatment, Storage and Distribution	An external service that supplies safe municipal drinking water from source to tap for water customers.	17 Municipal Drinking Water Systems operated and maintained 10,900 Mega-litres of drinking water supplied 4,500 Regulatory drinking water quality tests performed to ensure compliance with rigorous provincial health standards	Environment
Municipal Wastewater Collection and Treatment	An external service that collects and treats wastewater from customers, including disposal management of wastewater biosolids.	11 Municipal Wastewater Systems operated and maintained 15,900 Mega-litres of wastewater treated 4,500 Tests of treated wastewater effluent performed to ensure regulatory compliance	Environment

- 1.0 FTE - Wastewater Treatment Operator Full-time** - Addition of one full-time permanent Wastewater Treatment Operator to the Wastewater Treatment division, required due to expansion and increased complexity of the treatment processes, equipment involved, as well as the additional sampling and testing needed to meet more stringent compliance regulations. **FTE 2026-08**

Key Performance Indicators

	2022 Actual	2023 Actual	2024 Actual	2025 Forecast	2026 Budget	Target
Number of watermain breaks	33	25	40	30	30	0
Number of wastewater overflows/spills	3	7	8	5	5	0
Number of boil water advisories issued	1	3	5	5	5	0
Integrated water supply, treatment and distribution operating costs per megalitre of municipal drinking water	\$1,228	\$1,400	\$1,687	\$1,833	\$1,949	↓
Integrated wastewater collection, treatment and disposal cost per megalitre of municipal wastewater ¹	\$1,079	\$1,009	\$1,315	\$1,418	\$1,470	↓

¹ 2020 includes removal and disposal of Tavistock biosolids (operational cleanout of the lagoons)

Goals and Objectives

Description	2026	2027	2028	Strategic Plan	Other Plan Alignment
Supervisory Control and Data Acquisition (SCADA) Masterplan Implementation Multi-year enhancement project to upgrade, replace and standardize aging and obsolete hardware and software systems; allow for interconnection of remote sites; improve cyber-security; and improve data collection, storage and reporting for water and wastewater systems. In 2026, the anticipated projects include the Thamesford, Drumbo-Princeton, Brownsville, and Mount Elgin Drinking Water Systems; the Tavistock, Thamesford, and Drumbo Sewage Collection Systems; and the Woodstock Wastewater Treatment Plant.	●	●	●	 Goal 3.1: Continuous improvement and results-driven solutions	SCADA Master Plan
Tavistock Wastewater Treatment Plant Expansion/Upgrade Tavistock Wastewater Treatment Plant Environmental Assessment, design and construction to provide sanitary treatment servicing for residential and institutional, commercial and industrial development to 2046.	●	●	●	 Goal 1.2: Sustainable infrastructure and development	Wastewater Master Plan
Tavistock William Street Sewage Pumping Station William Street Sewage Pumping Station design in 2026 and construction in 2027 – 2028, to service growth in the community. Estimated to be in service first quarter of 2029.	●	●	●	 Goal 1.2: Sustainable infrastructure and development	Wastewater Master Plan
Plattsville Wastewater Treatment Plant Cloth Filter - New Installation Needed upgrade to the Plattsville Wastewater Treatment Plant for removal of suspended solids prior to discharge to the Nith River.	●	●		 Goal 2.2: Preserve and enhance our natural environment	Wastewater Master Plan

Description	2026	2027	2028	Strategic Plan	Other Plan Alignment
Woodstock Feedermain Relining at 401 Crossing Water Feedermain crossing of the 401 west of Oxford Road 59 needs relining based on pipe condition assessment and for future increased flow for growth.	●			 Goal 1.2: Sustainable infrastructure and development	Water Master Plan

Water Budget

	2025	2025	LESS: 2025	2026	2026		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2026 BUDGET	2025 BUDGET	2025 BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES	(672,652)	(571,643)	-	(49,025)	-	(620,668)	(49,025)	8.6%
WATER AND WASTEWATER RATES	(24,042,173)	(24,322,729)	-	(740,346)	(805,967)	(25,869,042)	(1,546,313)	6.4%
RESERVE REVENUES	(1,235,948)	(1,189,649)	3,000	197,254	-	(989,395)	200,254	(16.8%)
TOTAL REVENUES	(25,950,773)	(26,084,021)	3,000	(592,117)	(805,967)	(27,479,105)	(1,395,084)	5.3%
EXPENSES								
SALARIES	3,294,838	3,202,240	-	284,600	13,498	3,500,338	298,098	9.3%
BENEFITS	1,378,842	1,384,779	-	130,755	2,264	1,517,798	133,019	9.6%
SALARIES GAPPING	-	(11,339)	11,339	-	-	-	11,339	(100.0%)
OPERATING EXPENSES	2,192,535	2,211,625	(56,935)	67,525	8,850	2,231,065	19,440	0.9%
CONTRACTED SERVICES	5,516,821	5,642,096	(176,000)	150,551	358,700	5,975,347	333,251	5.9%
DEBT REPAYMENT	1,123,368	1,115,555	-	129,108	-	1,244,663	129,108	11.6%
RESERVE TRANSFERS	8,279,926	8,279,926	218,596	(557,665)	422,654	8,363,511	83,585	1.0%
INTERDEPARTMENTAL CHARGES	4,213,465	4,259,139	-	387,243	1	4,646,383	387,244	9.1%
TOTAL EXPENSES	25,999,795	26,084,021	(3,000)	592,117	805,967	27,479,105	1,395,084	5.3%
PROGRAM SURPLUS/(DEFICIT)								
SURPLUS/(DEFICIT) - OPERATING	(49,022)	-	-	-	-	-	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	(49,022)	-	-	-	-	-	-	-
NET OPERATING	-	-	-	-	-	-	-	-
CAPITAL								
CAPITAL REVENUES	(22,213,292)	(31,639,709)	6,551,386	74,959	(568,000)	(25,581,364)	6,058,345	(19.1%)
CAPITAL EXPENSES	22,213,292	31,639,709	(6,551,386)	(74,959)	568,000	25,581,364	(6,058,345)	(19.1%)
NET CAPITAL	-	-	-	-	-	-	-	-
SUMMARY								
TOTAL REVENUES	(48,164,065)	(57,723,730)	6,554,386	(517,158)	(1,373,967)	(53,060,469)	4,663,261	(8.1%)
TOTAL EXPENSES	48,213,087	57,723,730	(6,554,386)	517,158	1,373,967	53,060,469	(4,663,261)	(8.1%)
TOTAL PROGRAM SURPLUS/DEFICIT	(49,022)	-	-	-	-	-	-	-
TOTAL LEVY	-	-	-	-	-	-	-	-
% BUDGET INCREASE (DECREASE)								

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

Water - Budget Impact Details

	REFERENCE	OPERATING EXPENSES	CAPITAL EXPENSES	TOTAL EXPENSES	REVENUES	RATES	%
ONE-TIME ITEMS							
WAT-iPhone Replacements		3,600	-	3,600	-	3,600	0.0%
WAT-Tillsonburg Meter Calibration		5,700	-	5,700	-	5,700	0.0%
WAT-SCADA Upgrades (Townships)		50,000	-	50,000	-	50,000	0.2%
WAT-Class EA Training (Manager and Sup)		250	-	250	-	250	0.0%
WAT-Bulk Water Network Software Upgrades		5,000	-	5,000	-	5,000	0.0%
WAT-Chlorine Contact Time Calculations		50,000	-	50,000	-	50,000	0.2%
		114,550	-	114,550	-	114,550	0.5%
SERVICE LEVEL							
WAT-Add lead operator position from existing FTE		15,762	-	15,762	-	15,762	0.1%
		15,762	-	15,762	-	15,762	0.1%
NEW INITIATIVES							
WAT-Fire Rated Systems Policy	NI 2026-02	53,000	-	53,000	-	53,000	0.2%
WAT-Long Term Water Supply Strategy	NI 2026-03	150,000	-	150,000	-	150,000	0.6%
		203,000	-	203,000	-	203,000	0.8%
CAPITAL CONTRIBUTIONS							
WAT-Capital Contribution Change (Ingersoll)		202,424	-	202,424	-	202,424	0.8%
WAT-Capital Contribution Change (Townships)		-	-	-	-	-	-
WAT-Capital Contribution Change (Woodstock)		91,872	-	91,872	-	91,872	0.4%
WAT-Capital Contribution Change (Tillsonburg)		128,358	-	128,358	-	128,358	0.5%
		422,654	-	422,654	-	422,654	1.7%
CARRYOVER/IN-YEAR APPROVAL							
WAT-Woodstock Servicing Study Pattullo Realignment		50,000	-	50,000	-	50,000	0.2%
		50,000	-	50,000	-	50,000	0.2%
MINOR CAPITAL							
WAT-Training Equipment (Woodstock)	CAP 260100	-	2,000	2,000	2,000	-	-
WAT-Training Equipment (Tillsonburg)	CAP 260200	-	2,000	2,000	2,000	-	-
		-	4,000	4,000	4,000	-	-
INFRASTRUCTURE CAPITAL							
WAT-SW Industrial Park (Ingersoll)	CAP 950336	-	100,000	100,000	100,000	-	-
WAT-Wallace Line Industrial Park (Ingersoll)	CAP 960338	-	300,000	300,000	300,000	-	-
WAT-CT Enhancement Study (Township)	CAP 960451	-	80,000	80,000	80,000	-	-
WAT-Additional Railway Crossing (Township)	CAP 960402	-	84,000	84,000	84,000	-	-
		-	564,000	564,000	564,000	-	-
TOTAL		805,966	568,000	1,373,966	568,000	805,966	3.3%

Water - Capital Budget

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 REQUEST**	2027	2028-2035
BUILDING							
911261 – Woodstock Water Facilities Treatment	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$495,800	495,800	-	-
911265 – Woodstock Water Facilities Distribution	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$17,800	17,800	-	-
911262 – Tillsonburg Water Facilities Treatment	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$29,000	29,000	-	-
911267 - Ingersoll Water Facilities Distribution	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$10,000	10,000	-	-
911272 – Ingersoll Water Facilities Treatment	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$42,600	42,600	-	-
911264 – Township Water Facilities Treatment	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$45,600	45,600	-	-
911268 - Township Water Facilities Distribution	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$85,000	85,000	-	-
ENERGY EFFICIENCY							
911007 - Energy Conservation Water	Various projects as identified in the Energy Management Plan (PW 2019-33)	Replacement	Fair	\$21,100	21,100	-	-
EQUIPMENT							
260000 - Water Equipment	UPS Replacements - Water sites	Replacement	Poor	\$32,500	32,500	-	-
260100 - Woodstock Water Equipment	Replacement of general operating equipment used for delivery of the water service	Replacement	Poor	\$290,000	290,000	-	-
260200 - Tillsonburg Water Equipment	Replacement of general operating equipment used for delivery of the water service	Replacement	Poor	\$239,000	239,000	-	-
260200 - Tillsonburg Water Equipment	Fairview TV for training and tours	Expansion	N/A	\$2,000	2,000	-	-
260300 - Ingersoll Water Equipment	Replacement of general operating equipment used for delivery of the water service	Replacement	Poor	\$110,000	110,000	-	-
260400 - Townships Water Equipment	Replacement of general operating equipment used for delivery of the water service	Replacement	Poor	\$288,000	288,000	-	-
WATER							
960122 WDSK - NW WATER TOWER	Maintenance - Paint touch-ups	Maintenance	N/A	\$30,000	30,000	-	-
960124 WDSK - EAST WATER TOWER	Water Tower Painting, Refurbishment - 2026 design, 2027 construction	Replacement	Poor	\$4,000,000	400,000	3,600,000	-

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 REQUEST**	2027	2028-2035
960141 WDSTK - CITY PROJECTS	Replacement of aging watermain in conjunction with City road reconstruction projects (Pitcock Park, Nesbitt, Vanier, Victoria, Peel, Wellington, Grace, Canterbury)	Replacement	Poor	\$2,264,000	2,264,000	-	-
960153 WDSTK - LINEAR R/R CR PROJ	- Watermain replacement on CR 35 (Devonshire) - CR59 (Vansittart) to CR54 (Huron) plus WM north on Hwy 59 - 2027 construction for watermain replacement on CR 2 Dundas (CR 12 Mill to Overpass)	Replacement	Critical	\$2,500,000	2,500,000	-	-
960154 WDSTK - BOWERHILL BPS	Final construction of Booster Pumping Station at Bowerhill Rd.	Replacement	Critical	\$400,000	400,000	-	-
960159 WDSTK - THORNTON FEEDERMAIN REPL	Feedermain project to provide increased water transmission redundancy and security of supply Debt funding is required on project completion	Replacement	Fair	\$11,115,000	250,000	150,000	10,715,000
960166 WDSTK - FEEDERMAIN RELINING	Thornton to HWY 401 crossing feedermain upgrade	Renewal	Poor	\$2,800,000	300,000	2,500,000	-
960200 TBURG - WELL 7A	Tillsonburg well 7A improvements - construction 2026	Renewal	Poor	\$4,912,513	4,912,513	-	-
960201 TBURG - WELL 3 UPGRADE	Well 3 Facility upgrade design 2026, construction 2027	Renewal	Poor	\$2,415,000	415,000	2,000,000	-
960235 TBURG - TOWN PROJECTS	Design billing from previous projects	Replacement	Poor	\$30,000	30,000	-	-
960325 ING - TOWN PROJECTS	Replacement of aging watermain in conjunction with Town road reconstruction projects (John, Wonham St S) and geotech costs	Replacement	Poor	\$1,286,000	1,286,000	-	-
960335 ING - CAST IRON PIPE REPLACE	Abandon Thames River crossing at Wonham St S	Replacement	Poor	\$950,000	950,000	-	-
960337 ING - SW INDUSTRIAL PARK	Municipal Class EA Study 50% water share	Expansion	N/A	\$200,000	100,000	100,000	-
960338 ING - WALLACE LN IND PARK	Wallace Line Trunk Watermain from Robinson Road to Thomas St.	Expansion	N/A	\$2,300,000	300,000	1,000,000	1,000,000
960400 TOWNSHIP DISTRIB REPLACEMENT	Watermain replacements (Tavistock Furh St, and Norwich Brock St) Abandon Emily Stowe Norwich watermain	Replacement	Poor	\$1,180,000	980,000	200,000	-
960402 NEW ASSET SUPPLY/LINEAR	Princeton Watermain redundant railway crossing from storage 2026 study/design, 2027 construction	Expansion	N/A	\$754,000	84,000	670,000	-
960451 EMBRO - CT ENHANCEMENT STUDY	CT Enhancement study and design 2026, construction 2027 Debt funding is required on project completion	Expansion	N/A	\$880,000	80,000	800,000	-
960461 PLATT - TOWER PAINT/REPAIR	Water tower rehabilitation and repainting - design and construction 2026	Replacement	Poor	\$500,000	500,000	-	-
CARRY FORWARD BUDGET	Prior year's approved budget not spent.			\$7,181,354	\$7,181,354	-	-
UNFINANCED CAPITAL	Projects financed in a different year than expenses incurred.			\$910,097	\$910,097	-	-
				\$48,316,364	\$25,581,364	\$11,020,000	\$11,715,000

** The 2026 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent.

Wastewater Budget

	2025	2025	LESS: 2025	2026	2026		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2026 BUDGET	2025 BUDGET	2025 BUDGET
OPERATING REVENUES								
GENERAL REVENUES	(1,660,492)	(2,273,389)	-	839,697	-	(1,433,692)	839,697	(36.9%)
WATER AND WASTEWATER RATES	(23,629,349)	(23,904,182)	-	(143,481)	188,713	(23,858,950)	45,232	(0.2%)
RESERVE REVENUES	(561,865)	(826,231)	90,522	(197,357)	-	(933,066)	(106,835)	12.9%
TOTAL REVENUES	(25,851,706)	(27,003,802)	90,522	498,859	188,713	(26,225,708)	778,094	(2.9%)
EXPENSES								
SALARIES	2,839,908	2,975,830	-	121,601	74,084	3,171,515	195,685	6.6%
BENEFITS	1,167,478	1,171,116	-	79,868	26,622	1,277,606	106,490	9.1%
SALARIES GAPPING	-	(7,561)	7,561	-	-	-	7,561	(100.0%)
OPERATING EXPENSES	2,588,156	2,512,145	(42,735)	119,015	17,455	2,605,880	93,735	3.7%
CONTRACTED SERVICES	4,110,471	3,975,129	(196,670)	181,418	249,720	4,209,597	234,468	5.9%
DEBT REPAYMENT	2,324,601	2,308,814	-	(56,223)	-	2,252,591	(56,223)	(2.4%)
RESERVE TRANSFERS	8,670,946	8,670,946	141,321	(1,192,661)	(581,798)	7,037,808	(1,633,138)	(18.8%)
INTERDEPARTMENTAL CHARGES	5,206,868	5,141,215	1	301,534	25,204	5,467,954	326,739	6.4%
TOTAL EXPENSES	26,908,428	26,747,634	(90,522)	(445,448)	(188,713)	26,022,951	(724,683)	(2.7%)
PROGRAM SURPLUS/(DEFICIT)								
SURPLUS/(DEFICIT) - OPERATING	(1,056,722)	(22,159)	-	(113,999)	-	(136,158)	(113,999)	514.5%
SURPLUS/(DEFICIT) - DC	-	278,327	-	60,588	-	338,915	60,588	21.8%
TOTAL PROGRAM SURPLUS/(DEFICIT)	(1,056,722)	256,168	-	(53,411)	-	202,757	(53,411)	(20.8%)
NET OPERATING	-	-	-	-	-	-	-	-
CAPITAL								
CAPITAL REVENUES	(25,707,860)	(40,518,179)	17,239,483	(4,117,428)	(8,214,291)	(35,610,415)	4,907,764	(12.1%)
CAPITAL EXPENSES	25,707,860	40,518,179	(17,239,483)	4,117,428	8,214,291	35,610,415	(4,907,764)	(12.1%)
NET CAPITAL	-	-	-	-	-	-	-	-
SUMMARY								
TOTAL REVENUES	(51,559,566)	(67,521,981)	17,330,005	(3,618,569)	(8,025,578)	(61,836,123)	5,685,858	(8.4%)
TOTAL EXPENSES	52,616,288	67,265,813	(17,330,005)	3,671,980	8,025,578	61,633,366	(5,632,447)	(8.4%)
TOTAL PROGRAM SURPLUS/DEFICIT	(1,056,722)	256,168	-	(53,411)	-	202,757	(53,411)	(20.8%)
TOTAL LEVY	-	-	-	-	-	-	-	-
% BUDGET INCREASE (DECREASE)								

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

Wastewater - Budget Impact Details

	REFERENCE	OPERATING EXPENSES	CAPITAL EXPENSES	TOTAL EXPENSES	REVENUES	RATES	%
ONE-TIME ITEMS							
WW-iPhone Replacements		10,200	-	10,200	-	10,200	0.0%
WW-Hydraulic Model Development		189,720	-	189,720	-	189,720	0.8%
WW-Class EA Training (Manager and Sup)		250	-	250	-	250	0.0%
WW-Wastewater Tech Pipe Assessment Training		2,855	-	2,855	-	2,855	0.0%
WW-SCADA Upgrades (DRUMBO)		10,000	-	10,000	-	10,000	0.0%
		213,025	-	213,025	-	213,025	0.9%
SERVICE LEVEL							
WW-Wastewater Treatment Operator FTE	FTE 2026-08	142,966	87,500	230,466	87,500	142,966	0.6%
		142,966	87,500	230,466	87,500	142,966	0.6%
CAPITAL CONTRIBUTIONS							
WW-Capital Contribution Change (Woodstock)		296,286	-	296,286	-	296,286	1.2%
WW-Capital Contribution Change (Tillsonburg)		(293,759)	-	(293,759)	-	(293,759)	(1.2%)
WW-Capital Contribution Change (Ingersoll)		(498,051)	-	(498,051)	-	(498,051)	(2.1%)
WW-Capital Contribution Change (Norwich)		(49,375)	-	(49,375)	-	(49,375)	(0.2%)
WW-Capital Contribution Change (Tavistock)		-	-	-	-	-	-
WW-Capital Contribution Change (Plattsville)		2,941	-	2,941	-	2,941	0.0%
WW-Capital Contribution Change (Thamesford)		11,867	-	11,867	-	11,867	0.0%
WW-Capital Contribution Change (Drumbo)		-	-	-	-	-	-
WW-Capital Contribution Change (Mt Elgin)		(19,241)	-	(19,241)	-	(19,241)	(0.1%)
WW-Capital Contribution Change (Embro)		(25,388)	-	(25,388)	-	(25,388)	(0.1%)
WW-Capital Contribution Change (Innerkip)		(7,078)	-	(7,078)	-	(7,078)	(0.0%)
		(581,798)	-	(581,798)	-	(581,798)	(2.4%)
INITIATIVE GAPPING							
WW-Wastewater Treatment Operator FTE	FTE 2026-08	(12,905)	-	(12,905)	-	(12,905)	(0.1%)
		(12,905)	-	(12,905)	-	(12,905)	(0.1%)
CARRYOVER/IN-YEAR APPROVAL							
WW-Woodstock Servicing Study Pattullo Realignment		50,000	-	50,000	-	50,000	0.2%
		50,000	-	50,000	-	50,000	0.2%
MINOR CAPITAL							
WW-Auto Wind Attachment	CAP 250000	-	15,000	15,000	15,000	-	-
WW-Pattullo SPS Additional Pump (Woodstock)	CAP 250100	-	60,000	60,000	60,000	-	-
WW-Additional Effluent Water Process Sampler (Ingersoll)	CAP 250300	-	8,000	8,000	8,000	-	-

	REFERENCE	OPERATING EXPENSES	CAPITAL EXPENSES	TOTAL EXPENSES	REVENUES	RATES	%
WW-Additional SPS Flow Meter (Drumbo)	CAP 250800	-	10,000	10,000	10,000	-	
		-	93,000	93,000	93,000	-	
INFRASTRUCTURE CAPITAL							
WW-SW Industrial Park (Ingersoll)	CAP 950336	-	100,000	100,000	100,000	-	
WW-Lansdowne Sewage Pumping Station (Woodstock)	CAP 950163	-	675,000	675,000	675,000	-	
WW-Wastewater Treatment Capacity Expansion (Drumbo)	CAP 950810	-	330,000	330,000	330,000	-	
WW-Wastewater Treatment Capacity Expansion (Mt Elgin)	CAP 950905	-	1,830,000	1,830,000	1,830,000	-	
WW-Wastewater Treatment Plant Upgrade/Expansion (Tavistock)	CAP 950504	-	750,000	750,000	750,000	-	
WW-Lansdowne Sewer Extension (Woodstock)	CAP 950164	-	105,000	105,000	105,000	-	
		-	3,790,000	3,790,000	3,790,000	-	
TOTAL		(188,712)	3,970,500	3,781,788	3,970,500	(188,712)	(0.8%)

Wastewater - Capital Budget

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 REQUEST**	2027	2028-2035
BUILDING							
900015 - Biosolids Building	Replacement of southwest bay floor	Replacement	Poor	\$130,000	130,000	-	-
911280 - Woodstock Wastewater Facilities - Treatment	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$185,000	185,000	-	-
911281 - Tillsonburg Wastewater Facilities - Treatment	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$205,200	205,200	-	-
911282 - Ingersoll Wastewater Facilities Treatment	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$36,800	36,800	-	-
911292 - Tillsonburg Wastewater Facilities - Collection	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$8,500	8,500	-	-
911286 - Thamesford Wastewater Facilities Treatment	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$23,000	23,000	-	-
911295 - Tavistock Wastewater Facilities Collection	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$13,500	13,500	-	-
911294 - Norwich Wastewater Facilities Collection	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$8,300	8,300	-	-
COMPUTER EQUIPMENT							
900016 - Computer Equipment	iPads WW (10)	Non-infrastructure solutions	N/A	\$6,000	6,000	-	-
ENERGY EFFICIENCY							
911008 - Energy Conservation Wastewater	Various projects as identified in the Energy Management Plan (PW 2019-33)	Replacement	Fair	\$138,300	138,300	-	-
EQUIPMENT							
250000 - Wastewater Equipment	UPS replacements - sewage pumping station sites	Replacement	Poor	\$6,300	6,300	-	-
250100 - Woodstock Wastewater Equipment	Replacement of general operating equipment used for delivery of the wastewater service	Replacement	Poor	\$193,000	193,000	-	-
250100 - Woodstock Wastewater Equipment	Additional pump for Patullo SPS	Expansion	N/A	\$60,000	60,000	-	-
250200 - Tillsonburg Wastewater Equipment	Replacement of general operating equipment used for delivery of the wastewater service	Replacement	Poor	\$46,000	46,000	-	-
250300 - Ingersoll Wastewater Equipment	Effluent sampler for WWTP	Expansion	N/A	\$8,000	8,000	-	-
250300 - Ingersoll Wastewater Equipment	Replacement of general operating equipment used for delivery of the wastewater service	Replacement	Poor	\$56,000	56,000	-	-
250400 - Norwich Wastewater Equipment	Replacement of general operating equipment used for delivery of the wastewater service	Replacement	Poor	\$10,000	10,000	-	-

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 REQUEST**	2027	2028-2035
250500 - Tavistock Wastewater Equipment	Replacement of general operating equipment used for delivery of the wastewater service	Replacement	Poor	\$99,000	99,000	-	-
250600 - Plattsville Wastewater Equipment	Replacement of general operating equipment used for delivery of the wastewater service	Replacement	Poor	\$10,000	10,000	-	-
250700 - Thamesford Wastewater Equipment	Replacement of general operating equipment used for delivery of the wastewater service	Replacement	Poor	\$35,500	35,500	-	-
250800 - Drumbo Wastewater Equipment	East SPS flow meter	Expansion	N/A	\$10,000	10,000	-	-
250900 - Mt Elgin Wastewater Equipment	Replacement of general operating equipment used for delivery of the wastewater service	Replacement	Poor	\$12,000	12,000	-	-
251000 - Embro Wastewater Equipment	Replacement of general operating equipment used for delivery of the wastewater service	Replacement	Poor	\$20,000	20,000	-	-
251100 - Thamesford Wastewater Equipment	Replacement of general operating equipment used for delivery of the wastewater service	Replacement	Poor	\$20,000	20,000	-	-
STUDIES							
900016 - SCADA Master Plan	Various projects as identified in the Water and Wastewater SCADA Master Plan (Report No. PW 2019-43) – All water and wastewater systems upgraded with hardware and software to the County's SCADA standards	Non-infrastructure solutions	N/A	\$15,606,969	2,082,969	3,348,000	10,176,000
VEHICLES							
Fleet - Wastewater	Auto Wind attachment for Flushing truck - Unit 557	Expansion	N/A	\$15,000	15,000	-	-
Fleet - Wastewater New Vehicle	1/2 Ton Pickup (1) (FTE 2026-08)	Expansion	N/A	\$87,500	87,500	-	-
WASTEWATER							
950158 WDSTK - CITY PROJECTS	Replacement of aging sewers in conjunction with City road reconstruction projects (Pittock Park, Nesbitt, Vanier, Victoria, Peel, Wellington, Grace, Canterbury)	Replacement	Poor	\$1,885,000	1,885,000	-	-
950163 WDSTK - LANSLOWNE PS	New sewage pumping station to service development - construction 2026-2027 Debt funding is required on project completion	Expansion	N/A	\$2,405,000	675,000	1,730,000	-
950164 Wdsk - Lansdowne Sewer Ext	Lansdowne sewer extension 300 meters of 300 mm pipe	Expansion	N/A	\$105,000	105,000	-	-
950171 Wdsk - Trunk Sewer Upgrades	Sanitary trunk sewer upgrades: - Southeast Trunk Upgrades - Flow Monitoring - NE Industrial Park Trunk Upgrades - Flow Monitoring	Replacement	Poor	\$100,000	100,000	-	-
950173 Wdsk - San Repl (59 and Fairway)	59 and Fairway Sanitary replacement - North West Trunk (c) Relay 525mm downstream of Fairway	Replacement	Poor	\$950,000	950,000	-	-

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 REQUEST**	2027	2028-2035
950174 - Woodstock Linear Replacement on County Roads	Sanitary replacements for various county road projects: - OR 35 (Devonshire) - OR54 (Huron) to Lansdowne - placeholder for West end - OR 2 (Dundas) - OR 12 (Mill) to Overpass - OR 35 (Devonshire) - OR59 (Vansittart) to OR54 (Huron)	Replacement	Poor	\$1,100,000	1,100,000	-	-
950220 - TBURG - JOHN POUND SPS	John Pound SPS capacity enhancements 2026 Design, 2027 Construction	Renewal	Fair	\$332,000	118,000	214,000	-
950222 TBURG - JOHN POUND FORCEMAIN	John Pound forcemain replacement and upsizing - 2026 design, 2027 construction	Replacement	Poor	\$1,151,000	39,000	1,112,000	-
950223 TBURG - GRAVITY INLET TRUNK	Sanitary gravity trunk line replacement	Replacement	Poor	\$1,250,000	1,250,000	-	-
950226 - Tillsonburg Town Projects	Design billing from previous projects	Replacement	Poor	\$30,000	30,000	-	-
950249 TBURG - SANITARY OVERSIZING	Lorraine Ave Sanitary Upsizing - 2026 design, 2027 construction	Replacement	Poor	\$1,530,000	70,000	1,460,000	-
950329 ING - THAMES RIVER TRUNK	Second Sanitary Trunk Crossing of Thames River EA 2026-2027, design 2027-2028, construction 2029	Replacement	Poor	\$3,650,000	250,000	250,000	3,150,000
950330 ING - TOWN PROJECTS	Replacement of aging sewers in conjunction with Town road reconstruction projects (John St, Wonham St S) and geotech costs	Replacement	Poor	\$410,000	410,000	-	-
950336 ING - SW INDUSTRIAL PARK	Municipal Class EA Study 50% wastewater 2026-2027	Expansion	N/A	\$200,000	100,000	100,000	-
950409 NOR - BIOSOLIDS CLEAN-OUT	Norwich lagoon biosolids cleanout	Maintenance	N/A	\$1,400,000	1,400,000	-	-
950450 NOR - SANITARY REPLACEMENTS	Sanitary sewer replacements on Township roadways - Brock St - Clyde to Albert - 2026 construction	Replacement	Poor	\$200,000	200,000	-	-
950504 TAV - WWTP EXPANSION/UPGRADE	Tavistock WWTP EA, design, construction (EA and ACS) Debt funding is required on project completion	Expansion	N/A	\$34,670,000	750,000	1,000,000	32,920,000
950550 TAV - SANITARY REPLACEMENTS	Sanitary sewer replacements on Fuhr Street	Replacement	Poor	\$532,000	532,000	-	-
950551 TAV - WILLIAM SEWER REPL and UPS	William St easement gravity sewer replacement and upsizing - design 2026, construction 2027	Replacement	Poor	\$2,100,000	100,000	2,000,000	-
950718 THAMES - WWTP UPGRADE	Wastewater treatment plant upgrades for treatment process enhancements - construction and roof removal Debt funding is required on project completion	Renewal	Fair	\$5,200,000	600,000	4,600,000	-
950810 DRUMBO - WWTP CAPACITY EXP	Capacity Increase (Phase II) 660 cassettes and membranes to install	Expansion	N/A	\$330,000	330,000	-	-

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 REQUEST**	2027	2028-2035
950905 MT ELGIN - WWTP CAPACITY EXP	Phases 3 and 4 wastewater treatment plant capacity expansion (construction) Debt funding is required on project completion	Expansion	N/A	\$1,830,000	1,830,000	-	-
950906 MT ELGIN - SAN SEWER UPGRADES	Installing access holes for future maintenance and clearing blockages.	Renewal	Fair	\$160,000	20,000	20,000	120,000
CARRY FORWARD BUDGET	Prior year's approved budget not spent.			\$18,611,031	\$18,611,031	-	-
UNFINANCED CAPITAL	Projects financed in a different year than expenses incurred.			\$629,515	\$629,515	-	-
				\$97,810,415	\$35,610,415	\$15,834,000	\$46,366,000

** The 2026 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent.

Water – Detailed System Reports

General

	2025	2025	LESS: 2025	2026	2026		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2026 BUDGET	2025 BUDGET	2025 BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES	(310,673)	(243,431)	-	(67,811)	-	(311,242)	(67,811)	27.9%
RESERVE REVENUES	(226,356)	(187,878)	3,000	184,878	-	-	187,878	(100.0%)
TOTAL REVENUES	(537,029)	(431,309)	3,000	117,067	-	(311,242)	120,067	(27.8%)
EXPENSES								
SALARIES	1,401,183	1,524,585	-	142,620	13,498	1,680,703	156,118	10.2%
BENEFITS	830,947	836,884	-	63,906	2,264	903,054	66,170	7.9%
SALARIES GAPPING	-	(11,339)	11,339	-	-	-	11,339	(100.0%)
OPERATING EXPENSES	830,870	850,335	(52,235)	74,775	8,850	881,725	31,390	3.7%
CONTRACTED SERVICES	238,070	232,400	(3,000)	(9,390)	50,000	270,010	37,610	16.2%
INTERDEPARTMENTAL CHARGES	(2,764,041)	(3,001,556)	40,896	(388,978)	(74,612)	(3,424,250)	(422,694)	14.1%
TOTAL EXPENSES	537,029	431,309	(3,000)	(117,067)	-	311,242	(120,067)	(27.8%)
NET OPERATING	-	-	-	-	-	-	-	-
CAPITAL								
CAPITAL REVENUES	(106,200)	(133,678)	12,500	67,578	-	(53,600)	80,078	(59.9%)
CAPITAL EXPENSES	106,200	133,678	(12,500)	(67,578)	-	53,600	(80,078)	(59.9%)
NET CAPITAL	-	-	-	-	-	-	-	-
SUMMARY								
TOTAL REVENUES	(643,229)	(564,987)	15,500	184,645	-	(364,842)	200,145	(35.4%)
TOTAL EXPENSES	643,229	564,987	(15,500)	(184,645)	-	364,842	(200,145)	(35.4%)
TOTAL LEVY	-	-	-	-	-	-	-	-
% BUDGET INCREASE (DECREASE)			-	-	-	-		

Water – Woodstock

	2025	2025	LESS: 2025	2026	2026		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2026 BUDGET	2025 BUDGET	2025 BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES	(122,348)	(82,856)	-	1,838	-	(81,018)	1,838	(2.2%)
WATER AND WASTEWATER RATES	(10,254,304)	(10,325,186)	-	(503,798)	(172,061)	(11,001,045)	(675,859)	6.5%
RESERVE REVENUES	(775,427)	(767,606)	-	8,994	-	(758,612)	8,994	(1.2%)
TOTAL REVENUES	(11,152,079)	(11,175,648)	-	(492,966)	(172,061)	(11,840,675)	(665,027)	6.0%
EXPENSES								
SALARIES	307,127	347,127	-	59,537	-	406,664	59,537	17.2%
BENEFITS	112,428	112,428	-	23,729	-	136,157	23,729	21.1%
OPERATING EXPENSES	365,928	359,620	-	7,900	-	367,520	7,900	2.2%
CONTRACTED SERVICES	2,796,890	2,850,230	(83,000)	75,650	50,000	2,892,880	42,650	1.5%
DEBT REPAYMENT	945,431	937,618	-	(17,573)	-	920,045	(17,573)	(1.9%)
RESERVE TRANSFERS	3,796,722	3,796,722	101,581	(28,010)	91,872	3,962,165	165,443	4.4%
INTERDEPARTMENTAL CHARGES	2,646,262	2,771,903	(18,581)	371,733	30,189	3,155,244	383,341	13.8%
TOTAL EXPENSES	10,970,788	11,175,648	-	492,966	172,061	11,840,675	665,027	6.0%
PROGRAM SURPLUS/(DEFICIT)								
SURPLUS/(DEFICIT) - OPERATING	181,291	-	-	-	-	-	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	181,291	-	-	-	-	-	-	-
NET OPERATING	-	-	-	-	-	-	-	-
CAPITAL								
CAPITAL REVENUES	(11,380,485)	(14,808,342)	2,090,233	860,591	(2,000)	(11,859,518)	2,948,824	(19.9%)
CAPITAL EXPENSES	11,380,485	14,808,342	(2,090,233)	(860,591)	2,000	11,859,518	(2,948,824)	(19.9%)
NET CAPITAL	-	-	-	-	-	-	-	-
SUMMARY								
TOTAL REVENUES	(22,532,564)	(25,983,990)	2,090,233	367,625	(174,061)	(23,700,193)	2,283,797	(8.8%)
TOTAL EXPENSES	22,351,273	25,983,990	(2,090,233)	(367,625)	174,061	23,700,193	(2,283,797)	(8.8%)
TOTAL PROGRAM SURPLUS/DEFICIT	181,291	-	-	-	-	-	-	-
TOTAL LEVY	-	-	-	-	-	-	-	-
% BUDGET INCREASE (DECREASE)			-	-	-	-		

Water – Tillsonburg

	2025	2025	LESS: 2025	2026	2026		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2026 BUDGET	2025 BUDGET	2025 BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES	(24,503)	(22,003)	-	-	-	(22,003)	-	-
WATER AND WASTEWATER RATES	(4,991,970)	(4,975,019)	-	(191,698)	(221,861)	(5,388,578)	(413,559)	8.3%
RESERVE REVENUES	(50,000)	(50,000)	-	-	-	(50,000)	-	-
TOTAL REVENUES	(5,066,473)	(5,047,022)	-	(191,698)	(221,861)	(5,460,581)	(413,559)	8.2%
EXPENSES								
SALARIES	137,848	173,848	-	(22,980)	-	150,868	(22,980)	(13.2%)
BENEFITS	57,360	57,360	-	(5,773)	-	51,587	(5,773)	(10.1%)
OPERATING EXPENSES	211,967	192,980	(3,100)	4,130	-	194,010	1,030	0.5%
CONTRACTED SERVICES	1,673,011	1,672,696	(3,500)	93,921	80,700	1,843,817	171,121	10.2%
DEBT REPAYMENT	12,946	12,946	-	-	-	12,946	-	-
RESERVE TRANSFERS	1,747,537	1,747,537	14,428	15,572	128,358	1,905,895	158,358	9.1%
INTERDEPARTMENTAL CHARGES	1,097,877	1,189,655	(7,828)	106,828	12,803	1,301,458	111,803	9.4%
TOTAL EXPENSES	4,938,546	5,047,022	-	191,698	221,861	5,460,581	413,559	8.2%
PROGRAM SURPLUS/(DEFICIT)								
SURPLUS/(DEFICIT) - OPERATING	127,927	-	-	-	-	-	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	127,927	-	-	-	-	-	-	-
NET OPERATING	-	-	-	-	-	-	-	-
CAPITAL								
CAPITAL REVENUES	(4,543,768)	(7,042,879)	2,510,865	(2,852,569)	(2,000)	(7,386,583)	(343,704)	4.9%
CAPITAL EXPENSES	4,543,768	7,042,879	(2,510,865)	2,852,569	2,000	7,386,583	343,704	4.9%
NET CAPITAL	-	-	-	-	-	-	-	-
SUMMARY								
TOTAL REVENUES	(9,610,241)	(12,089,901)	2,510,865	(3,044,267)	(223,861)	(12,847,164)	(757,263)	6.3%
TOTAL EXPENSES	9,482,314	12,089,901	(2,510,865)	3,044,267	223,861	12,847,164	757,263	6.3%
TOTAL PROGRAM SURPLUS/DEFICIT	127,927	-	-	-	-	-	-	-
TOTAL LEVY	-	-	-	-	-	-	-	-
% BUDGET INCREASE (DECREASE)			-	-	-	-		

Water – Ingersoll

	2025	2025	LESS: 2025	2026	2026		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2026 BUDGET	2025 BUDGET	2025 BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES	(74,519)	(75,469)	-	1,689	-	(73,780)	1,689	(2.2%)
WATER AND WASTEWATER RATES	(3,825,795)	(3,718,057)	-	(284,672)	(215,357)	(4,218,086)	(500,029)	13.4%
RESERVE REVENUES	(50,000)	(50,000)	-	-	-	(50,000)	-	-
TOTAL REVENUES	(3,950,314)	(3,843,526)	-	(282,983)	(215,357)	(4,341,866)	(498,340)	13.0%
EXPENSES								
SALARIES	455,768	467,768	-	(2,273)	-	465,495	(2,273)	(0.5%)
BENEFITS	153,878	153,878	-	2,836	-	156,714	2,836	1.8%
OPERATING EXPENSES	283,674	294,690	(800)	(7,040)	-	286,850	(7,840)	(2.7%)
CONTRACTED SERVICES	256,150	267,720	-	(6,850)	-	260,870	(6,850)	(2.6%)
DEBT REPAYMENT	29,717	29,717	-	150,062	-	179,779	150,062	505.0%
RESERVE TRANSFERS	1,323,006	1,323,006	6,759	43,139	202,424	1,575,328	252,322	19.1%
INTERDEPARTMENTAL CHARGES	1,269,711	1,306,747	(5,959)	103,109	12,933	1,416,830	110,083	8.4%
TOTAL EXPENSES	3,771,904	3,843,526	-	282,983	215,357	4,341,866	498,340	13.0%
PROGRAM SURPLUS/(DEFICIT)								
SURPLUS/(DEFICIT) - OPERATING	178,410	-	-	-	-	-	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	178,410	-	-	-	-	-	-	-
NET OPERATING	-	-	-	-	-	-	-	-
CAPITAL								
CAPITAL REVENUES	(4,334,802)	(5,724,346)	(212)	3,185,958	(400,000)	(2,938,600)	2,785,746	(48.7%)
CAPITAL EXPENSES	4,334,802	5,724,346	212	(3,185,958)	400,000	2,938,600	(2,785,746)	(48.7%)
NET CAPITAL	-	-	-	-	-	-	-	-
SUMMARY								
TOTAL REVENUES	(8,285,116)	(9,567,872)	(212)	2,902,975	(615,357)	(7,280,466)	2,287,406	(23.9%)
TOTAL EXPENSES	8,106,706	9,567,872	212	(2,902,975)	615,357	7,280,466	(2,287,406)	(23.9%)
TOTAL PROGRAM SURPLUS/DEFICIT	178,410	-	-	-	-	-	-	-
TOTAL LEVY	-	-	-	-	-	-	-	-
% BUDGET INCREASE (DECREASE)			-	-	-	-		

Water – Townships

	2025	2025	LESS: 2025	2026	2026		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2026 BUDGET	2025 BUDGET	2025 BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES	(140,609)	(147,884)	-	15,259	-	(132,625)	15,259	(10.3%)
WATER AND WASTEWATER RATES	(4,970,104)	(5,304,467)	-	239,822	(196,688)	(5,261,333)	43,134	(0.8%)
RESERVE REVENUES	(134,165)	(134,165)	-	3,382	-	(130,783)	3,382	(2.5%)
TOTAL REVENUES	(5,244,878)	(5,586,516)	-	258,463	(196,688)	(5,524,741)	61,775	(1.1%)
EXPENSES								
SALARIES	992,912	688,912	-	107,696	-	796,608	107,696	15.6%
BENEFITS	224,229	224,229	-	46,057	-	270,286	46,057	20.5%
OPERATING EXPENSES	500,096	514,000	(800)	(12,240)	-	500,960	(13,040)	(2.5%)
CONTRACTED SERVICES	552,700	619,050	(86,500)	(2,780)	178,000	707,770	88,720	14.3%
DEBT REPAYMENT	135,274	135,274	-	(3,381)	-	131,893	(3,381)	(2.5%)
RESERVE TRANSFERS	1,412,661	1,412,661	95,828	(588,366)	-	920,123	(492,538)	(34.9%)
INTERDEPARTMENTAL CHARGES	1,963,656	1,992,390	(8,528)	194,551	18,688	2,197,101	204,711	10.3%
TOTAL EXPENSES	5,781,528	5,586,516	-	(258,463)	196,688	5,524,741	(61,775)	(1.1%)
PROGRAM SURPLUS/(DEFICIT)								
SURPLUS/(DEFICIT) - OPERATING	(536,650)	-	-	-	-	-	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	(536,650)	-	-	-	-	-	-	-
NET OPERATING	-	-	-	-	-	-	-	-
CAPITAL								
CAPITAL REVENUES	(1,848,037)	(3,930,464)	1,938,000	(1,186,599)	(164,000)	(3,343,063)	587,401	(14.9%)
CAPITAL EXPENSES	1,848,037	3,930,464	(1,938,000)	1,186,599	164,000	3,343,063	(587,401)	(14.9%)
NET CAPITAL	-	-	-	-	-	-	-	-
SUMMARY								
TOTAL REVENUES	(7,092,915)	(9,516,980)	1,938,000	(928,136)	(360,688)	(8,867,804)	649,176	(6.8%)
TOTAL EXPENSES	7,629,565	9,516,980	(1,938,000)	928,136	360,688	8,867,804	(649,176)	(6.8%)
TOTAL PROGRAM SURPLUS/DEFICIT	(536,650)	-	-	-	-	-	-	-
TOTAL LEVY	-	-	-	-	-	-	-	-
% BUDGET INCREASE (DECREASE)			-	-	-	-		

Wastewater – Detailed System Reports

General

	2025	2025	LESS: 2025	2026	2026		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-	BASE	BUDGET	2026	2025	2025
			RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET	BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES	(51,980)	(51,980)	-	4,980	-	(47,000)	4,980	(9.6%)
RESERVE REVENUES	-	(12,000)	12,000	-	-	-	12,000	(100.0%)
TOTAL REVENUES	(51,980)	(63,980)	12,000	4,980	-	(47,000)	16,980	(26.5%)
EXPENSES								
SALARIES	986,821	1,163,743	-	(6,847)	17,039	1,173,935	10,192	0.9%
BENEFITS	585,092	588,730	-	7,548	6,123	602,401	13,671	2.3%
SALARIES GAPPING	-	(7,561)	7,561	-	-	-	7,561	(100.0%)
OPERATING EXPENSES	290,700	288,835	(34,235)	50,615	17,455	322,670	33,835	11.7%
CONTRACTED SERVICES	55,435	77,760	(21,450)	(4,980)	18,000	69,330	(8,430)	(10.8%)
INTERDEPARTMENTAL CHARGES	(1,866,068)	(2,047,527)	36,124	(51,316)	(58,617)	(2,121,336)	(73,809)	3.6%
TOTAL EXPENSES	51,980	63,980	(12,000)	(4,980)	-	47,000	(16,980)	(26.5%)
NET OPERATING	-	-	-	-	-	-	-	-
CAPITAL								
CAPITAL REVENUES	(3,126,442)	(4,034,649)	444,848	604,095	(102,500)	(3,088,206)	946,443	(23.5%)
CAPITAL EXPENSES	3,126,442	4,034,649	(444,848)	(604,095)	102,500	3,088,206	(946,443)	(23.5%)
NET CAPITAL	-	-	-	-	-	-	-	-
SUMMARY								
TOTAL REVENUES	(3,178,422)	(4,098,629)	456,848	609,075	(102,500)	(3,135,206)	963,423	(23.5%)
TOTAL EXPENSES	3,178,422	4,098,629	(456,848)	(609,075)	102,500	3,135,206	(963,423)	(23.5%)
TOTAL LEVY	-	-	-	-	-	-	-	-
% BUDGET INCREASE (DECREASE)			-	-	-	-		

Wastewater – Woodstock

	2025	2025	LESS: 2025	2026	2026		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2026 BUDGET	2025 BUDGET	2025 BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES	(368,314)	(365,954)	-	62,043	-	(303,911)	62,043	(17.0%)
WATER AND WASTEWATER RATES	(8,606,376)	(8,628,706)	-	(296,095)	(422,257)	(9,347,058)	(718,352)	8.3%
RESERVE REVENUES	-	(3,437)	3,437	(6,571)	-	(6,571)	(3,134)	91.2%
TOTAL REVENUES	(8,974,690)	(8,998,097)	3,437	(240,623)	(422,257)	(9,657,540)	(659,443)	7.3%
EXPENSES								
SALARIES	648,596	616,596	-	4,222	25,929	646,747	30,151	4.9%
BENEFITS	198,738	198,738	-	10,431	9,318	218,487	19,749	9.9%
OPERATING EXPENSES	757,798	759,800	-	22,685	-	782,485	22,685	3.0%
CONTRACTED SERVICES	1,898,695	1,897,915	(50,000)	116,967	50,000	2,014,882	116,967	6.2%
DEBT REPAYMENT	486,181	486,181	-	(62,371)	-	423,810	(62,371)	(12.8%)
RESERVE TRANSFERS	2,248,961	2,248,961	64,115	1,084	296,286	2,610,446	361,485	16.1%
INTERDEPARTMENTAL CHARGES	2,776,737	2,789,906	(17,552)	147,605	40,724	2,960,683	170,777	6.1%
TOTAL EXPENSES	9,015,706	8,998,097	(3,437)	240,623	422,257	9,657,540	659,443	7.3%
PROGRAM SURPLUS/(DEFICIT)								
SURPLUS/(DEFICIT) - OPERATING	(41,016)	-	-	-	-	-	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	(41,016)	-	-	-	-	-	-	-
NET OPERATING	-	-	-	-	-	-	-	-
CAPITAL								
CAPITAL REVENUES	(9,473,312)	(15,306,121)	7,089,894	(1,811,536)	(2,897,355)	(12,925,118)	2,381,003	(15.6%)
CAPITAL EXPENSES	9,473,312	15,306,121	(7,089,894)	1,811,536	2,897,355	12,925,118	(2,381,003)	(15.6%)
NET CAPITAL	-	-	-	-	-	-	-	-
SUMMARY								
TOTAL REVENUES	(18,448,002)	(24,304,218)	7,093,331	(2,052,159)	(3,319,612)	(22,582,658)	1,721,560	(7.1%)
TOTAL EXPENSES	18,489,018	24,304,218	(7,093,331)	2,052,159	3,319,612	22,582,658	(1,721,560)	(7.1%)
TOTAL PROGRAM SURPLUS/DEFICIT	(41,016)	-	-	-	-	-	-	-
TOTAL LEVY	-	-	-	-	-	-	-	-
% BUDGET INCREASE (DECREASE)			-	-	-	-		

Wastewater – Tillsonburg

	2025	2025	LESS: 2025	2026	2026		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2026 BUDGET	2025 BUDGET	2025 BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES	(316,480)	(265,637)	-	201	-	(265,436)	201	(0.1%)
WATER AND WASTEWATER RATES	(4,513,329)	(4,500,454)	-	(96,329)	261,221	(4,335,562)	164,892	(3.7%)
RESERVE REVENUES	(46,096)	(47,482)	47,482	(2,613)	-	(2,613)	44,869	(94.5%)
TOTAL REVENUES	(4,875,905)	(4,813,573)	47,482	(98,741)	261,221	(4,603,611)	209,962	(4.4%)
EXPENSES								
SALARIES	308,904	343,904	-	(34,654)	12,039	321,289	(22,615)	(6.6%)
BENEFITS	112,777	112,777	-	(6,949)	4,327	110,155	(2,622)	(2.3%)
OPERATING EXPENSES	393,816	338,045	-	28,580	-	366,625	28,580	8.5%
CONTRACTED SERVICES	1,225,884	1,138,794	(61,480)	60,601	-	1,137,915	(879)	(0.1%)
DEBT REPAYMENT	95,121	86,678	-	(911)	-	85,767	(911)	(1.1%)
RESERVE TRANSFERS	1,613,929	1,613,929	21,066	(21,066)	(293,759)	1,320,170	(293,759)	(18.2%)
INTERDEPARTMENTAL CHARGES	1,173,367	1,179,446	(7,068)	73,140	16,172	1,261,690	82,244	7.0%
TOTAL EXPENSES	4,923,798	4,813,573	(47,482)	98,741	(261,221)	4,603,611	(209,962)	(4.4%)
PROGRAM SURPLUS/(DEFICIT)								
SURPLUS/(DEFICIT) - OPERATING	(47,893)	-	-	-	-	-	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	(47,893)	-	-	-	-	-	-	-
NET OPERATING	-	-	-	-	-	-	-	-
CAPITAL								
CAPITAL REVENUES	(4,102,009)	(4,793,831)	2,137,692	758,023	-	(1,898,116)	2,895,715	(60.4%)
CAPITAL EXPENSES	4,102,009	4,793,831	(2,137,692)	(758,023)	-	1,898,116	(2,895,715)	(60.4%)
NET CAPITAL	-	-	-	-	-	-	-	-
SUMMARY								
TOTAL REVENUES	(8,977,914)	(9,607,404)	2,185,174	659,282	261,221	(6,501,727)	3,105,677	(32.3%)
TOTAL EXPENSES	9,025,807	9,607,404	(2,185,174)	(659,282)	(261,221)	6,501,727	(3,105,677)	(32.3%)
TOTAL PROGRAM SURPLUS/DEFICIT	(47,893)	-	-	-	-	-	-	-
TOTAL LEVY	-	-	-	-	-	-	-	-
% BUDGET INCREASE (DECREASE)			-	-	-	-		

Wastewater – Ingersoll

	2025	2025	LESS: 2025	2026	2026		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2026 BUDGET	2025 BUDGET	2025 BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES	(197,836)	(191,236)	-	22,696	-	(168,540)	22,696	(11.9%)
WATER AND WASTEWATER RATES	(4,739,005)	(4,539,924)	-	(89,682)	470,149	(4,159,457)	380,467	(8.4%)
RESERVE REVENUES	(323,254)	(291,272)	1,061	4,876	-	(285,335)	5,937	(2.0%)
TOTAL REVENUES	(5,260,095)	(5,022,432)	1,061	(62,110)	470,149	(4,613,332)	409,100	(8.1%)
EXPENSES								
SALARIES	423,318	356,318	-	46,973	11,298	414,589	58,271	16.4%
BENEFITS	112,634	112,634	-	20,815	4,060	137,509	24,875	22.1%
OPERATING EXPENSES	372,570	366,185	(8,500)	13,685	-	371,370	5,185	1.4%
CONTRACTED SERVICES	357,100	323,085	-	(8,675)	-	314,410	(8,675)	(2.7%)
DEBT REPAYMENT	718,366	718,366	-	(62,332)	-	656,034	(62,332)	(8.7%)
RESERVE TRANSFERS	1,868,710	1,868,710	12,840	(12,840)	(498,051)	1,370,659	(498,051)	(26.7%)
INTERDEPARTMENTAL CHARGES	1,234,604	1,277,134	(5,401)	64,484	12,544	1,348,761	71,627	5.6%
TOTAL EXPENSES	5,087,302	5,022,432	(1,061)	62,110	(470,149)	4,613,332	(409,100)	(8.1%)
PROGRAM SURPLUS/(DEFICIT)								
SURPLUS/(DEFICIT) - OPERATING	172,793	-	-	-	-	-	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	172,793	-	-	-	-	-	-	-
NET OPERATING	-	-	-	-	-	-	-	-
CAPITAL								
CAPITAL REVENUES	(3,114,593)	(4,821,000)	3,610,021	(3,177,547)	(108,000)	(4,496,526)	324,474	(6.7%)
CAPITAL EXPENSES	3,114,593	4,821,000	(3,610,021)	3,177,547	108,000	4,496,526	(324,474)	(6.7%)
NET CAPITAL	-	-	-	-	-	-	-	-
SUMMARY								
TOTAL REVENUES	(8,374,688)	(9,843,432)	3,611,082	(3,239,657)	362,149	(9,109,858)	733,574	(7.5%)
TOTAL EXPENSES	8,201,895	9,843,432	(3,611,082)	3,239,657	(362,149)	9,109,858	(733,574)	(7.5%)
TOTAL PROGRAM SURPLUS/DEFICIT	172,793	-	-	-	-	-	-	-
TOTAL LEVY	-	-	-	-	-	-	-	-
% BUDGET INCREASE (DECREASE)			-	-	-	-		

Wastewater – Norwich

	2025	2025	LESS: 2025	2026	2026		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2026 BUDGET	2025 BUDGET	2025 BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES	(41,079)	(41,079)	-	1,079	-	(40,000)	1,079	(2.6%)
WATER AND WASTEWATER RATES	(989,858)	(997,191)	-	465	6,041	(990,685)	6,506	(0.7%)
RESERVE REVENUES	-	(285)	285	(29,554)	-	(29,554)	(29,269)	10,269.8%
TOTAL REVENUES	(1,030,937)	(1,038,555)	285	(28,010)	6,041	(1,060,239)	(21,684)	2.1%
EXPENSES								
SALARIES	63,442	87,442	-	16,745	926	105,113	17,671	20.2%
BENEFITS	28,441	28,441	-	7,056	333	35,830	7,389	26.0%
OPERATING EXPENSES	73,125	75,035	-	(600)	-	74,435	(600)	(0.8%)
CONTRACTED SERVICES	107,990	106,910	(10,000)	1,325	38,680	136,915	30,005	28.1%
DEBT REPAYMENT	1,079	1,079	-	(1,079)	-	-	(1,079)	(100.0%)
RESERVE TRANSFERS	440,039	440,039	11,169	(11,169)	(49,375)	390,664	(49,375)	(11.2%)
INTERDEPARTMENTAL CHARGES	288,787	299,609	(1,454)	15,732	3,395	317,282	17,673	5.9%
TOTAL EXPENSES	1,002,903	1,038,555	(285)	28,010	(6,041)	1,060,239	21,684	2.1%
PROGRAM SURPLUS/(DEFICIT)								
SURPLUS/(DEFICIT) - OPERATING	28,034	-	-	-	-	-	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	28,034	-	-	-	-	-	-	-
NET OPERATING	-	-	-	-	-	-	-	-
CAPITAL								
CAPITAL REVENUES	(119,500)	(146,000)	25,000	(1,497,300)	-	(1,618,300)	(1,472,300)	1,008.4%
CAPITAL EXPENSES	119,500	146,000	(25,000)	1,497,300	-	1,618,300	1,472,300	1,008.4%
NET CAPITAL	-	-	-	-	-	-	-	-
SUMMARY								
TOTAL REVENUES	(1,150,437)	(1,184,555)	25,285	(1,525,310)	6,041	(2,678,539)	(1,493,984)	126.1%
TOTAL EXPENSES	1,122,403	1,184,555	(25,285)	1,525,310	(6,041)	2,678,539	1,493,984	126.1%
TOTAL PROGRAM SURPLUS/DEFICIT	28,034	-	-	-	-	-	-	-
TOTAL LEVY	-	-	-	-	-	-	-	-
% BUDGET INCREASE (DECREASE)			-	-	-	-		

Wastewater – Tavistock

	2025	2025	LESS: 2025	2026	2026		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2026 BUDGET	2025 BUDGET	2025 BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES	(620,100)	(1,283,400)	-	738,400	-	(545,000)	738,400	(57.5%)
WATER AND WASTEWATER RATES	(1,423,979)	(1,913,974)	-	423,736	(5,885)	(1,496,123)	417,851	(21.8%)
RESERVE REVENUES	(192,515)	(192,775)	25,604	(2,087)	-	(169,258)	23,517	(12.2%)
TOTAL REVENUES	(2,236,594)	(3,390,149)	25,604	1,160,049	(5,885)	(2,210,381)	1,179,768	(34.8%)
EXPENSES								
SALARIES	63,147	92,147	-	20,887	2,037	115,071	22,924	24.9%
BENEFITS	29,935	29,935	-	8,456	732	39,123	9,188	30.7%
OPERATING EXPENSES	267,163	273,040	-	645	-	273,685	645	0.2%
CONTRACTED SERVICES	110,917	110,250	(33,740)	1,665	-	78,175	(32,075)	(29.1%)
DEBT REPAYMENT	807,942	807,942	-	(31,477)	-	776,465	(31,477)	(3.9%)
RESERVE TRANSFERS	1,479,440	1,479,440	9,458	(1,132,449)	-	356,449	(1,122,991)	(75.9%)
INTERDEPARTMENTAL CHARGES	540,611	597,395	(1,322)	(27,776)	3,116	571,413	(25,982)	(4.3%)
TOTAL EXPENSES	3,299,155	3,390,149	(25,604)	(1,160,049)	5,885	2,210,381	(1,179,768)	(34.8%)
PROGRAM SURPLUS/(DEFICIT)								
SURPLUS/(DEFICIT) - OPERATING	(1,062,561)	-	-	-	-	-	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	(1,062,561)	-	-	-	-	-	-	-
NET OPERATING	-	-	-	-	-	-	-	-
CAPITAL								
CAPITAL REVENUES	(1,354,500)	(2,144,916)	300,000	316,416	(750,000)	(2,278,500)	(133,584)	6.2%
CAPITAL EXPENSES	1,354,500	2,144,916	(300,000)	(316,416)	750,000	2,278,500	133,584	6.2%
NET CAPITAL	-	-	-	-	-	-	-	-
SUMMARY								
TOTAL REVENUES	(3,591,094)	(5,535,065)	325,604	1,476,465	(755,885)	(4,488,881)	1,046,184	(18.9%)
TOTAL EXPENSES	4,653,655	5,535,065	(325,604)	(1,476,465)	755,885	4,488,881	(1,046,184)	(18.9%)
TOTAL PROGRAM SURPLUS/DEFICIT	(1,062,561)	-	-	-	-	-	-	-
TOTAL LEVY	-	-	-	-	-	-	-	-
% BUDGET INCREASE (DECREASE)			-	-	-	-		

Wastewater – Plattsville

	2025	2025	LESS: 2025	2026	2026		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2026 BUDGET	2025 BUDGET	2025 BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES	(5,600)	(7,000)	-	1,400	-	(5,600)	1,400	(20.0%)
WATER AND WASTEWATER RATES	(674,340)	(654,772)	-	13,773	(41,852)	(682,851)	(28,079)	4.3%
RESERVE REVENUES	-	(122)	122	(26,991)	-	(26,991)	(26,869)	22,023.8%
TOTAL REVENUES	(679,940)	(661,894)	122	(11,818)	(41,852)	(715,442)	(53,548)	8.1%
EXPENSES								
SALARIES	40,047	62,047	-	10,294	1,296	73,637	11,590	18.7%
BENEFITS	20,091	20,091	-	4,468	466	25,025	4,934	24.6%
OPERATING EXPENSES	82,489	83,190	-	(3,575)	-	79,615	(3,575)	(4.3%)
CONTRACTED SERVICES	28,825	29,760	-	(495)	35,680	64,945	35,185	118.2%
RESERVE TRANSFERS	246,207	246,207	499	(499)	2,941	249,148	2,941	1.2%
INTERDEPARTMENTAL CHARGES	208,337	220,599	(621)	1,625	1,469	223,072	2,473	1.1%
TOTAL EXPENSES	625,996	661,894	(122)	11,818	41,852	715,442	53,548	8.1%
PROGRAM SURPLUS/(DEFICIT)								
SURPLUS/(DEFICIT) - OPERATING	53,944	-	-	-	-	-	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	53,944	-	-	-	-	-	-	-
NET OPERATING	-	-	-	-	-	-	-	-
CAPITAL								
CAPITAL REVENUES	(1,078,200)	(1,563,000)	80,000	988,000	-	(495,000)	1,068,000	(68.3%)
CAPITAL EXPENSES	1,078,200	1,563,000	(80,000)	(988,000)	-	495,000	(1,068,000)	(68.3%)
NET CAPITAL	-	-	-	-	-	-	-	-
SUMMARY								
TOTAL REVENUES	(1,758,140)	(2,224,894)	80,122	976,182	(41,852)	(1,210,442)	1,014,452	(45.6%)
TOTAL EXPENSES	1,704,196	2,224,894	(80,122)	(976,182)	41,852	1,210,442	(1,014,452)	(45.6%)
TOTAL PROGRAM SURPLUS/DEFICIT	53,944	-	-	-	-	-	-	-
TOTAL LEVY	-	-	-	-	-	-	-	-
% BUDGET INCREASE (DECREASE)			-	-	-	-		

Wastewater – Thamesford

	2025	2025	LESS: 2025	2026	2026		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2026 BUDGET	2025 BUDGET	2025 BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES	(8,899)	(8,899)	-	899	-	(8,000)	899	(10.1%)
WATER AND WASTEWATER RATES	(1,185,738)	(1,161,182)	-	(14,323)	(55,335)	(1,230,840)	(69,658)	6.0%
RESERVE REVENUES	-	(229)	229	(29,368)	-	(29,368)	(29,139)	12,724.5%
TOTAL REVENUES	(1,194,637)	(1,170,310)	229	(42,792)	(55,335)	(1,268,208)	(97,898)	8.4%
EXPENSES								
SALARIES	143,505	98,505	-	11,627	1,482	111,614	13,109	13.3%
BENEFITS	31,126	31,126	-	6,492	532	38,150	7,024	22.6%
OPERATING EXPENSES	129,468	112,505	-	1,305	-	113,810	1,305	1.2%
CONTRACTED SERVICES	145,015	107,750	-	1,675	38,680	148,105	40,355	37.5%
DEBT REPAYMENT	62,257	62,257	-	(2,885)	-	59,372	(2,885)	(4.6%)
RESERVE TRANSFERS	407,107	407,107	940	(940)	11,867	418,974	11,867	2.9%
INTERDEPARTMENTAL CHARGES	352,704	351,060	(1,169)	25,518	2,774	378,183	27,123	7.7%
TOTAL EXPENSES	1,271,182	1,170,310	(229)	42,792	55,335	1,268,208	97,898	8.4%
PROGRAM SURPLUS/(DEFICIT)								
SURPLUS/(DEFICIT) - OPERATING	(76,545)	-	-	-	-	-	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	(76,545)	-	-	-	-	-	-	-
NET OPERATING	-	-	-	-	-	-	-	-
CAPITAL								
CAPITAL REVENUES	(427,000)	(3,868,898)	5,307	121,460	-	(3,742,131)	126,767	(3.3%)
CAPITAL EXPENSES	427,000	3,868,898	(5,307)	(121,460)	-	3,742,131	(126,767)	(3.3%)
NET CAPITAL	-	-	-	-	-	-	-	-
SUMMARY								
TOTAL REVENUES	(1,621,637)	(5,039,208)	5,536	78,668	(55,335)	(5,010,339)	28,869	(0.6%)
TOTAL EXPENSES	1,698,182	5,039,208	(5,536)	(78,668)	55,335	5,010,339	(28,869)	(0.6%)
TOTAL PROGRAM SURPLUS/DEFICIT	(76,545)	-	-	-	-	-	-	-
TOTAL LEVY	-	-	-	-	-	-	-	-
% BUDGET INCREASE (DECREASE)			-	-	-	-		

Wastewater – Drumbo

	2025	2025	LESS: 2025	2026	2026		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2026 BUDGET	2025 BUDGET	2025 BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES	(500)	(7,000)	-	6,500	-	(500)	6,500	(92.9%)
WATER AND WASTEWATER RATES	(413,186)	(427,043)	-	(21,109)	(12,840)	(460,992)	(33,949)	7.9%
RESERVE REVENUES	-	(278,398)	71	(60,720)	-	(339,047)	(60,649)	21.8%
TOTAL REVENUES	(413,686)	(712,441)	71	(75,329)	(12,840)	(800,539)	(88,098)	12.4%
EXPENSES								
SALARIES	54,906	69,906	-	11,785	1,482	83,173	13,267	19.0%
BENEFITS	21,744	21,744	-	5,861	532	28,137	6,393	29.4%
OPERATING EXPENSES	53,017	53,675	-	(840)	-	52,835	(840)	(1.6%)
CONTRACTED SERVICES	91,735	80,980	(10,000)	(3,615)	10,000	77,365	(3,615)	(4.5%)
DEBT REPAYMENT	110,451	103,107	-	104,831	-	207,938	104,831	101.7%
RESERVE TRANSFERS	21,776	21,776	10,287	(9,835)	-	22,228	452	2.1%
INTERDEPARTMENTAL CHARGES	118,632	105,085	(358)	20,553	826	126,106	21,021	20.0%
TOTAL EXPENSES	472,261	456,273	(71)	128,740	12,840	597,782	141,509	31.0%
PROGRAM SURPLUS/(DEFICIT)								
SURPLUS/(DEFICIT) - OPERATING	(58,575)	(22,159)	-	(113,999)	-	(136,158)	(113,999)	514.5%
SURPLUS/(DEFICIT) - DC	-	278,327	-	60,588	-	338,915	60,588	21.8%
TOTAL PROGRAM SURPLUS/(DEFICIT)	(58,575)	256,168	-	(53,411)	-	202,757	(53,411)	(20.8%)
NET OPERATING	-	-	-	-	-	-	-	-
CAPITAL								
CAPITAL REVENUES	(2,715,104)	(2,913,330)	2,893,330	(159,098)	(206,155)	(385,253)	2,528,077	(86.8%)
CAPITAL EXPENSES	2,715,104	2,913,330	(2,893,330)	159,098	206,155	385,253	(2,528,077)	(86.8%)
NET CAPITAL	-	-	-	-	-	-	-	-
SUMMARY								
TOTAL REVENUES	(3,128,790)	(3,625,771)	2,893,401	(234,427)	(218,995)	(1,185,792)	2,439,979	(67.3%)
TOTAL EXPENSES	3,187,365	3,369,603	(2,893,401)	287,838	218,995	983,035	(2,386,568)	(70.8%)
TOTAL PROGRAM SURPLUS/DEFICIT	(58,575)	256,168	-	(53,411)	-	202,757	(53,411)	(20.8%)
TOTAL LEVY	-	-	-	-	-	-	-	-
% BUDGET INCREASE (DECREASE)			-	-	-	-		

Wastewater - Mt. Elgin

	2025	2025	LESS: 2025	2026	2026		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2026 BUDGET	2025 BUDGET	2025 BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES	(39,053)	(40,553)	-	1,500	-	(39,053)	1,500	(3.7%)
WATER AND WASTEWATER RATES	(288,946)	(293,369)	-	(40,856)	17,876	(316,349)	(22,980)	7.8%
RESERVE REVENUES	-	(48)	48	(97)	-	(97)	(49)	102.1%
TOTAL REVENUES	(327,999)	(333,970)	48	(39,453)	17,876	(355,499)	(21,529)	6.4%
EXPENSES								
SALARIES	68,140	38,140	-	11,161	556	49,857	11,717	30.7%
BENEFITS	12,120	12,120	-	4,580	199	16,899	4,779	39.4%
OPERATING EXPENSES	40,337	40,005	-	(1,395)	-	38,610	(1,395)	(3.5%)
CONTRACTED SERVICES	29,215	26,495	-	1,390	-	27,885	1,390	5.2%
DEBT REPAYMENT	39,053	39,053	-	-	-	39,053	-	-
RESERVE TRANSFERS	108,912	108,912	195	1,805	(19,241)	91,671	(17,241)	(15.8%)
INTERDEPARTMENTAL CHARGES	83,997	69,245	(243)	21,912	610	91,524	22,279	32.2%
TOTAL EXPENSES	381,774	333,970	(48)	39,453	(17,876)	355,499	21,529	6.4%
PROGRAM SURPLUS/(DEFICIT)								
SURPLUS/(DEFICIT) - OPERATING	(53,775)	-	-	-	-	-	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	(53,775)	-	-	-	-	-	-	-
NET OPERATING	-	-	-	-	-	-	-	-
CAPITAL								
CAPITAL REVENUES	(192,200)	(921,434)	653,391	(224,941)	(4,150,281)	(4,643,265)	(3,721,831)	403.9%
CAPITAL EXPENSES	192,200	921,434	(653,391)	224,941	4,150,281	4,643,265	3,721,831	403.9%
NET CAPITAL	-	-	-	-	-	-	-	-
SUMMARY								
TOTAL REVENUES	(520,199)	(1,255,404)	653,439	(264,394)	(4,132,405)	(4,998,764)	(3,743,360)	298.2%
TOTAL EXPENSES	573,974	1,255,404	(653,439)	264,394	4,132,405	4,998,764	3,743,360	298.2%
TOTAL PROGRAM SURPLUS/DEFICIT	(53,775)	-	-	-	-	-	-	-
TOTAL LEVY	-	-	-	-	-	-	-	-
% BUDGET INCREASE (DECREASE)			-	-	-	-		

Wastewater – Embro

	2025	2025	LESS: 2025	2026	2026		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2026 BUDGET	2025 BUDGET	2025 BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES	(4,394)	(4,394)	-	-	-	(4,394)	-	-
WATER AND WASTEWATER RATES	(342,299)	(342,421)	-	(11,474)	(4,775)	(358,670)	(16,249)	4.7%
RESERVE REVENUES	-	(69)	69	(22,081)	-	(22,081)	(22,012)	31,901.4%
TOTAL REVENUES	(346,693)	(346,884)	69	(33,555)	(4,775)	(385,145)	(38,261)	11.0%
EXPENSES								
SALARIES	16,751	23,751	-	14,704	-	38,455	14,704	61.9%
BENEFITS	7,394	7,394	-	5,555	-	12,949	5,555	75.1%
OPERATING EXPENSES	39,645	41,610	-	(520)	-	41,090	(520)	(1.2%)
CONTRACTED SERVICES	26,060	26,210	-	700	29,340	56,250	30,040	114.6%
DEBT REPAYMENT	2,894	2,894	-	-	-	2,894	-	-
RESERVE TRANSFERS	128,382	128,382	283	1,717	(25,388)	104,994	(23,388)	(18.2%)
INTERDEPARTMENTAL CHARGES	124,471	116,643	(352)	11,399	823	128,513	11,870	10.2%
TOTAL EXPENSES	345,597	346,884	(69)	33,555	4,775	385,145	38,261	11.0%
PROGRAM SURPLUS/(DEFICIT)								
SURPLUS/(DEFICIT) - OPERATING	1,096	-	-	-	-	-	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	1,096	-	-	-	-	-	-	-
NET OPERATING	-	-	-	-	-	-	-	-
CAPITAL								
CAPITAL REVENUES	-	-	-	(20,000)	-	(20,000)	(20,000)	-
CAPITAL EXPENSES	-	-	-	20,000	-	20,000	20,000	-
NET CAPITAL	-	-	-	-	-	-	-	-
SUMMARY								
TOTAL REVENUES	(346,693)	(346,884)	69	(53,555)	(4,775)	(405,145)	(58,261)	16.8%
TOTAL EXPENSES	345,597	346,884	(69)	53,555	4,775	405,145	58,261	16.8%
TOTAL PROGRAM SURPLUS/DEFICIT	1,096	-	-	-	-	-	-	-
TOTAL LEVY	-	-	-	-	-	-	-	-
% BUDGET INCREASE (DECREASE)			-	-	-	-		

Wastewater – Innerkip

	2025	2025	LESS: 2025	2026	2026		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2026 BUDGET	2025 BUDGET	2025 BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES	(6,257)	(6,257)	-	(1)	-	(6,258)	(1)	0.0%
WATER AND WASTEWATER RATES	(452,293)	(445,146)	-	(11,587)	(23,630)	(480,363)	(35,217)	7.9%
RESERVE REVENUES	-	(114)	114	(22,151)	-	(22,151)	(22,037)	19,330.7%
TOTAL REVENUES	(458,550)	(451,517)	114	(33,739)	(23,630)	(508,772)	(57,255)	12.7%
EXPENSES								
SALARIES	22,331	23,331	-	14,704	-	38,035	14,704	63.0%
BENEFITS	7,386	7,386	-	5,555	-	12,941	5,555	75.2%
OPERATING EXPENSES	88,028	80,220	-	8,430	-	88,650	8,430	10.5%
CONTRACTED SERVICES	33,600	49,220	(10,000)	14,860	29,340	83,420	34,200	69.5%
DEBT REPAYMENT	1,257	1,257	-	1	-	1,258	1	0.1%
RESERVE TRANSFERS	107,483	107,483	10,469	(8,469)	(7,078)	102,405	(5,078)	(4.7%)
INTERDEPARTMENTAL CHARGES	170,689	182,620	(583)	(1,342)	1,368	182,063	(557)	(0.3%)
TOTAL EXPENSES	430,774	451,517	(114)	33,739	23,630	508,772	57,255	12.7%
PROGRAM SURPLUS/(DEFICIT)								
SURPLUS/(DEFICIT) - OPERATING	27,776	-	-	-	-	-	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	27,776	-	-	-	-	-	-	-
NET OPERATING	-	-	-	-	-	-	-	-
CAPITAL								
CAPITAL REVENUES	(5,000)	(5,000)	-	(15,000)	-	(20,000)	(15,000)	300.0%
CAPITAL EXPENSES	5,000	5,000	-	15,000	-	20,000	15,000	300.0%
NET CAPITAL	-	-	-	-	-	-	-	-
SUMMARY								
TOTAL REVENUES	(463,550)	(456,517)	114	(48,739)	(23,630)	(528,772)	(72,255)	15.8%
TOTAL EXPENSES	435,774	456,517	(114)	48,739	23,630	528,772	72,255	15.8%
TOTAL PROGRAM SURPLUS/DEFICIT	27,776	-	-	-	-	-	-	-
TOTAL LEVY	-	-	-	-	-	-	-	-
% BUDGET INCREASE (DECREASE)			-	-	-	-		

FTE – Wastewater Treatment Operator

FTE 2026-08

SUMMARY

Type of FTE request	Maintain Service Level
Classification	Full-time - Permanent
Job Title	Wastewater Treatment Operator
FTE	1.0
Description	This proposal is for the addition of one full-time permanent Wastewater Treatment Operator for the Wastewater Treatment division, required due to expansion and increased complexity of the treatment processes and equipment involved, as well as the additional sampling and testing needed to meet more stringent compliance regulations. This position would support the staffing needs required to operate and maintain several of the County's Wastewater Treatment Plants (Thamesford, Ingersoll, Mount Elgin, Norwich, Tillsonburg) as well as provide some staffing redundancies to cover vacation, mandatory training, illness and to react to any unplanned emergency situations.

STRATEGIC PLAN



Goal 3.1: Continuous improvement and results-driven solutions

REQUEST DETAILS

Background

The Wastewater Treatment division currently has eight Wastewater Treatment Operators (split between Wastewater North and Wastewater South). The Wastewater Treatment Operators are responsible for monitoring, controlling, and maintaining the equipment and processes within wastewater treatment plants, to ensure safe, reliable and effective treatment of the water released back into the natural environment. The entire treatment process is completed in accordance with strict standards and processes as mandated by the Provincial and Federal Governments, protecting public health and the natural environment.

In addition to operating all nine of Oxford County's wastewater treatment plants, Wastewater Treatment Operators also maintain several large sewage pump stations located onsite or adjacent to the wastewater treatment plants. Operators also participate in

REQUEST DETAILS

provincial and federal wastewater treatment plant inspections, are responsible for tank cleanouts, safety inspections, sample collection and laboratory analysis, compliance monitoring, and minor preventative maintenance activities.

To remain in compliance with the regulations and ensure the wastewater treatment plants are functioning properly, Operators must ensure immediate response 24 hours per day, 7 days a week. Operators are required to participate in an after-hours emergency response on-call rotation. Operators must quickly investigate and resolve all plant alarms which include but are not limited to pressure, high flow, chemical and UV disinfection problems, sewer pumping station failures, blower and pump faults, power disruptions, overflows and bypasses, communication loss and security issues.

Since 2002, the Operator staff complement of the Wastewater Treatment Division was set at nine, which was reduced in 2018 to the current complement of eight Operator team members. This was the result of Maple Leaf Foods ceasing their operations and Thamesford Wastewater Treatment Plant shifting from a fully staffed facility to a remotely monitored facility, with reduced operational demands.

Comments

Since 2018, five of the nine wastewater treatment plants have either been expanded, upgraded, or are currently undergoing such improvements. Operators have needed to participate in design reviews, equipment testing and commissioning, as well as having a vast amount of new equipment to inspect, monitor and operate.

With increased flow, plant expansions, process upgrade changes, asset management implementation, studies and document review, the Operator workload has significantly increased without an increase to the Operator staffing complement.

Wastewater Treatment Plant Expansions/Upgrades

The County's wastewater treatment plants have evolved significantly in recent years due to population growth and stricter environmental regulations. These have led to plant expansions, technological upgrades, and the implementation of more advanced treatment processes and equipment to keep up with the changes. These changes have also increased both the number of wastewater assets and the overall complexity of the plant operations, which has increased the amount of time needed to operate each of the plants, the specialized knowledge required and the need for dedicated resources.

Table 1 below summarizes the additional Operator time requirements for the recently completed and ongoing wastewater treatment plant upgrades and expansions.

REQUEST DETAILS

Table 1: Additional Weekly Operator Time Required Due to Expansions and Upgrades

Location	Trigger Mechanism	Additional Weekly Time Requirements for Operators
Drumbo – substantially complete	Expansion/Upgrade	14 hours
Tillsonburg - substantially complete	Operational Upgrade/Expansion	21 hours
Mount Elgin – construction 2026	Expansion	10 hours
Thamesford - construction 2026	Operational Upgrade	10 hours
Plattsville - construction 2026	Operational Upgrade	6 hours
Woodstock - in progress	Capacity Required	10 hours
Total		71 hours

As indicated above, an additional 71 hours of operation time is needed weekly to complete the required operations once all ongoing work is completed. The addition of an Operator is required in 2026 with substantial completion of the Drumbo (Phase 1) and Tillsonburg wastewater treatment plant construction projects, followed by the hiring of another full-time Operator in 2027 once the remaining work has been completed. Without increasing the number of Operators, it will lead to increased overtime costs, and contracted costs.

Results of Increased Workload

The total required hours for duties at all wastewater treatment plants in 2026 has been calculated to be 18,000 hours, providing a staffing hour deficit of roughly 4,700 hours when compared with the current Operator complement, as shown in Table 2. This deficit will increase to over 6,000 hours in 2027. The hiring of a new Operator in 2026 will deflate that deficit, further improved by hiring an additional full-time permanent Operator when the ongoing construction projects are completed for 2027.

REQUEST DETAILS

Table 2: Yearly Operator Hours Available Compared to Operational Hours Required 2026-2027

	Yearly Working Days (excludes Statutory Holidays)	Hours Worked per Day	Required Training Hours	PEL Days Allowed	*Vacation Time Allowed	Total Work Hours Available	Total Hours Required with 2026 Completed WWTP Expansions/Upgrades	Total Hours Required with 2027 Completed WWTP Expansions/Upgrades
TOTAL for all 8 Operators	1,964	64	320	512	1,600	13,280	18,000	19,325

*Averaged entitled vacation of current staff, plus one week of banked lieu time

Additional Pressures

Wastewater process optimization has increased obligations on staff through additional sampling, testing, data management, and frequent process adjustments. Wastewater treatment optimization is the process of improving how treatment plants operate to achieve better performance and efficiency. It focuses on fine-tuning processes, monitoring data, and adjusting operations to reduce costs and energy use while meeting regulatory requirements. The goal is to maximize the capacity and effectiveness of the existing infrastructure without major new construction. Many projects are also carried out with external agencies, requiring staff participation in meetings and presentations. Continuing these initiatives, along with ongoing plant optimization, requires additional Operator capacity.

System growth and plant expansions are increasing demands on operations. The exception was the closure of Maple Leaf Foods in 2018. Staffing was reduced from nine to eight Operators, yet growth trends now support the addition of Operators to ensure reliable operations and after-hours coverage.

Expected Results

The addition of a Wastewater Treatment Operator in 2026 will ensure the required tasks and duties will be completed at the wastewater treatment plants, while providing some resiliency and on-call flexibility for unexpected staffing conditions (illness, turnover). Once the upgrades have been completed at the Thamesford, Mount Elgin and Plattsville wastewater treatment plants, it is estimated that a second Operator will be required in 2027. The hiring of Operators will allow for continued participation in optimization, wastewater treatment plant expansions and SCADA upgrades, including involvement with design and document review.

Implications if Not Approved

The workload is unsustainable with the present staffing levels. This condition will worsen, as ongoing wastewater treatment plant expansions/upgrades are completed, resulting in an increased use of overtime and contracted services. Staff morale and wellbeing may suffer while trying to adapt to staffing issues that change working schedules and on-call Operator rotation schedules, and additional overtime would occur.

REQUEST DETAILS

Conclusions

The hiring of an additional full-time permanent Wastewater Treatment Operator will improve the services provided and the overall efficiency of wastewater treatment. An additional hire will also be needed upon the completion of underway wastewater treatment plant construction projects estimated to be in 2027. This will allow for the safe operating of our plants, ensuring continued compliance with the regulations of the Ontario Resources Act. Also, the additional staffing complement proposed will reduce asset life cycle costs by assuring assets reach their expected useful service life through acceptable levels of preventative maintenance carried out by operational staff.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Revenues			
Reserve funding: Proportional by wastewater system	\$87,500	\$-	\$87,500
Total revenues	87,500	-	87,500
Expenses			
Salaries and benefits	-	100,706	100,706
Training	-	2,500	2,500
Telecommunications: Cell phone and iPad	1,100	550	1,650
Rent: Vehicle for 9 months	18,000	-	18,000
Vehicle operating costs		4,910	4,910
Annual contributions to fleet reserve	-	15,200	15,200
Vehicle: ½ ton pick-up	87,500	-	87,500
Total expenses	106,600	123,866	230,466
Water and Wastewater Rates	\$19,100	\$123,866	\$142,966
Initiative Gapping – FTE January 1, 2026 – New vehicle purchased October 1, 2026 (gapping fleet costs)	-	(12,905)	(12,905)
2026 Budget Impact	\$19,100	\$110,961	\$130,061
2027 Base Budget Impacts	\$-	\$123,866	\$123,866

New Initiative – Fire Rated Systems Policy

NI 2026-02

SUMMARY

The purpose of this new initiative is to develop a comprehensive Fire-Rated Systems Policy that will provide clear, consistent guidance for Oxford County Water Services staff in reviewing and addressing fire protection through municipal drinking water systems.

STRATEGIC PLAN



Goal 1.2: Sustainable infrastructure and development

REQUEST DETAILS

Background

Oxford County currently manages both fire-rated and non-fire-rated drinking water systems across its eight area municipalities. All urban centers (Ingersoll, Tillsonburg, and Woodstock) are fire-rated, as well as the Plattsville, Tavistock, Thamesford and Oxford South (excluding Springford) drinking water systems. These water distribution systems can supply water flow for combating fires for a number of hours in addition to meeting the maximum day water demands (for consumption and manufacturing) of the community.

The County's Official Plan directs planned growth and development primarily to settlements serviced by centralized wastewater and water supply facilities. The County's non-fire-rated systems are typically found in rural, partially serviced, communities which were not planned for growth beyond minor infilling.

Comments

There is no formal policy in place to direct Oxford County water services on the trigger points for when a business case should be performed to review if a non-fire rated system should be re-evaluated to a fire-rated system. Higher growth projections across the County means that some rural systems are experiencing greater development pressures than projected. Additionally, some of these rural systems are projected to encounter storage deficits in the near future as outlined in the 2024 Water and Wastewater Master Plan. Understanding if future fire protection is desirable for these communities will impact how the County plans to address impending storage deficits and how they will approach watermain replacements and future capital projects.

While the County's Engineering Design Guidelines require both the National Fire Protection Association and Fire Underwriters Survey flow requirements for residential and industrial site plans, there is no policy guiding the flow requirements an industrial site may require

REQUEST DETAILS

beyond what can be achieved within the municipal system. The absence of such a policy creates inconsistencies and uncertainty in how fire flow requirements are addressed at both the planning and operational levels. Further, there is no formal policy which governs when the County may recommend private augmentation or private water source for fire protection.

Scope of Work

This policy initiative is proposed to be completed in 2026 and will include the following key components:

1. System Review and Fire Department Consultation

- Conduct a comprehensive review of all County-owned drinking water systems to identify the reliability of the water supply as it relates to fire protection.
- Engage with fire chiefs in each area municipality to identify system constraints, capabilities, and local needs.
- For non-fire-rated systems, consultation will focus on the systems planned growth, and what triggers operational transition to a fire-rated system.

2. Cost-Benefit and Investment Triggers

- Where fire protection gaps exist, a high-level cost-benefit analysis will be completed.
- The policy will recommend investment triggers to guide future decisions on upgrading systems to fire-rated capacity.

3. Development Review Standards and Storage Guidance

- The policy will clearly outline how fire flow availability in fire-rated systems will be assessed at the time of development applications, including applicable design standards and review procedures.
- It will also define how the County will evaluate required water storage in fire-rated systems to support adequate fire protection.

4. Council Oversight and Decision-Making

- The draft policy will be presented to County Council for approval.
- Any recommendation to transition a community from a non-fire-rated system to a fire-rated system will require Council approval prior to implementation.

REQUEST DETAILS

Expected Benefits

It is expected that this initiative will improve coordination between water and fire services, as well as identify opportunities to enhance our emergency preparedness. This initiative will also support the County's development review processes and municipal growth strategies, providing more consistent and transparent infrastructure planning. Finally, this initiative supports sustainable infrastructure growth, proactively applying risk-based decision-making as it relates to existing capital and asset maintenance projects.

Conclusion

This policy will position Oxford County to make informed, consistent decisions about fire protection in its water systems, in alignment with public safety needs, infrastructure capacity, and long-term growth. Council endorsement of this initiative will support responsible planning and service delivery across all area municipalities.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Expenses			
Consultant fees	\$53,000	\$-	\$53,000
Total expenses	53,000	-	53,000
Water and Wastewater Rates	\$53,000	\$-	\$53,000

New Initiative – Long Term Water Supply Strategy

NI 2026-03

SUMMARY

This new initiative proposal is for the development of a long-term water supply strategy for the southern area of the County, that could be updated regularly to provide input to subsequent Water and Wastewater Master Plans (W/WW MP).

Unlike the W/WW MP which assesses system specific infrastructure against its ability to meet growth forecasts, a long-term water supply strategy would provide an opportunity to explore alternative long-term water supply strategies, opportunities to optimize the County's current water supply, and assess future needs beyond the horizon of the W/WW MP (currently 2046). This ensures that the County focuses its water infrastructure improvements to build up the system for future needs, address risk issues as they emerge and minimize future costs.

This initiative will focus primarily on the southern region of the County and review both the Tillsonburg and Oxford South Drinking Water Systems (Norwich-Otterville-Springford). The current W/WW MP identified a water supply need in Tillsonburg by 2046 and ongoing challenges related to the water supply in Oxford South, including limited water quantity from wells in Springford and water quality (Nitrate) challenges in Otterville. New growth projections indicate that the need may be realized sooner, depending on growth.

STRATEGIC PLAN



Goal 1.2: Sustainable infrastructure and development

REQUEST DETAILS

Background

Oxford South

The Oxford South Drinking Water System is a large municipal residential water system as defined by O. Reg. 170/03 and serves a population of approximately 6,310 people. Transmission watermain interconnect the communities of Norwich to Springford, and Springford to Otterville. The system consists of seven secure groundwater wells and four Water Treatment Facilities (WTFs).

In May 2024, the Otterville wells were taken out of service when nitrate levels exceeded Provincial standards and could not be managed through existing blending practices. Since then, the wells have been intermittently returned to service after continued

REQUEST DETAILS

monitoring showed a reduction in nitrate levels; however, nitrate levels quickly became elevated after a short period of time. A similar incident occurred in 2017, where a temporary increase in nitrate placed the wells out of service for approximately three weeks. Additional mitigation strategies were developed and are underway in 2025. Once completed, these efforts will be evaluated for their benefit.

The capacity of the system is known as the Dynamic Firm Capacity, which assumes that both Springford wells are not in service as they are frequently offline in the warmer months and are not a reliable supply. Dynamic Firm Capacity in a drinking water system refers to the system's ability to maintain a minimum level of water supply, even with disruptions or maintenance activities, while considering the fluctuating demands of the system.

These combined limitations have placed four of the systems seven supply wells out of service in recent years. The remaining water supply wells are then fed to the system through the connected transmission main (Norwich to Springford to Otterville). There is no direct connection from Norwich to Otterville. There is an opportunity to review alternative water supply options which may improve the redundancy of the system.

As shown in Figure 1 below, the Oxford South current Water Capacity when using the Development Charges Study growth projections exceeds its Dynamic Firm Capacity in 2060.

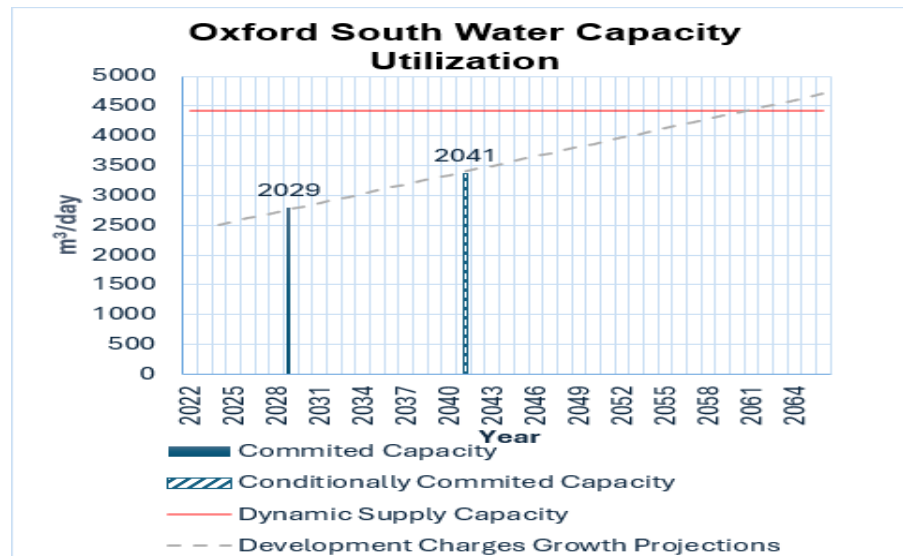


Figure 1 – Oxford South Capacity Utilization to 2046

REQUEST DETAILS

The growth trendline shows the committed and conditionally committed capacity build out to be **2060**. The dynamic supply capacity (red line) shows the expected water supply. There is an opportunity to explore alternative water supply strategies which will allow the County to continue to meet long term growth. If the County was to consider a lake-based connection, it would require planning and discussions with water supply authorities and Provincial Ministry's, which is an anticipated thirty year undertaking over a timeline from 2026 to 2056.

Town of Tillsonburg

The Tillsonburg Drinking Water System is a large municipal residential water system as defined by O. Reg. 170/03 and services a population of approximately 20,360. The system consists of 11 well sources, seven of which are classified as GUDI (Groundwater Under Direct Influence of surface water) with effective in-situ filtration (wells 1A, 2, 4, 5, 7A, 9 and 10) and four are secure groundwater wells (Wells 3, 6A, 11 and 12).

Growth as determined by the five-year average of issued building permits shows a higher growth rate than the 2024 W/WW MP growth estimates or the development charges growth projections and is used to illustrate the higher growth rate experienced in the system. Based on the average building permits issued, the Tillsonburg system will exceed its water supply before 2046 (see Figure 2).

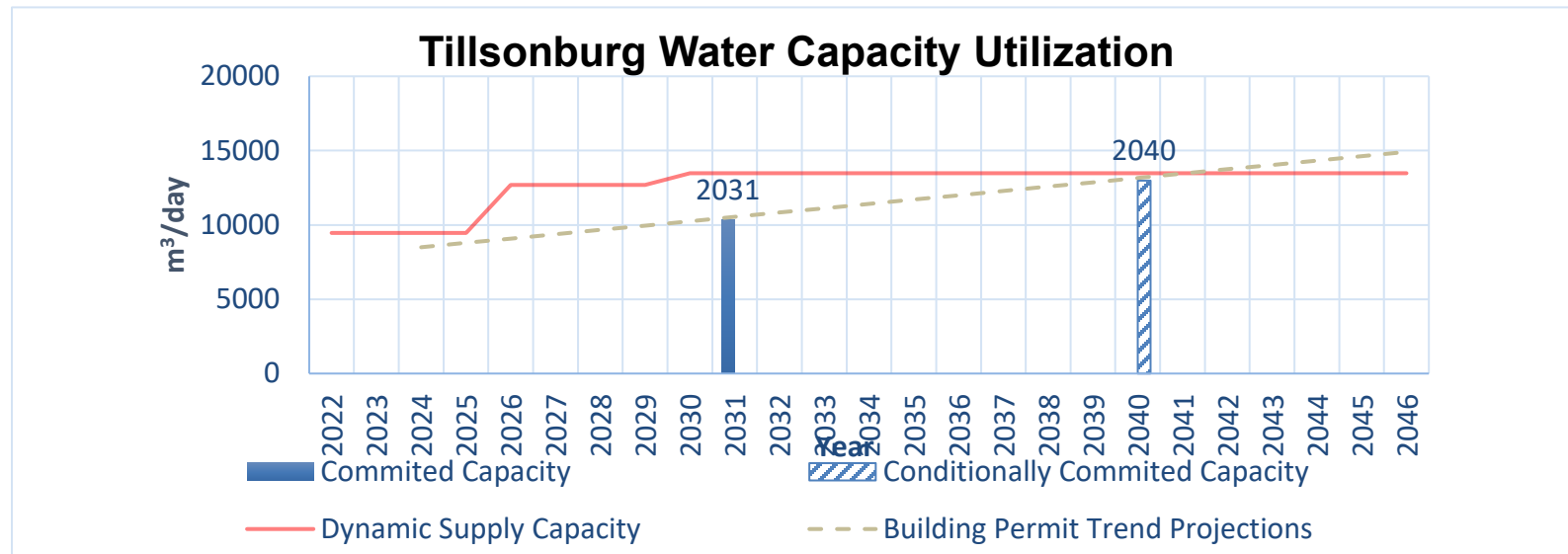


Figure 2 – Tillsonburg Water Supply Capacity Utilization to 2046

REQUEST DETAILS

The building permit trendline shows the committed and conditionally committed capacity estimated built-out to be **2040**. The dynamic supply capacity (red line) shows the expected increase to water supply based on the 10-year capital plan upgrades. There is an opportunity to explore alternative water supply strategies which will allow the County to continue to meet long term growth in the Town of Tillsonburg.

Comments

As shown in Figure 3, high level water demand projections using the W/WW MP high growth projections over another 20 years (to 2066) indicate the combined Oxford South and Tillsonburg systems would have a water supply deficiency by 2046 which would continue to 2066, highlighting the need to proactively review long-term water supply strategies. The preferred strategies will inform the next iteration of the W/WW MP.

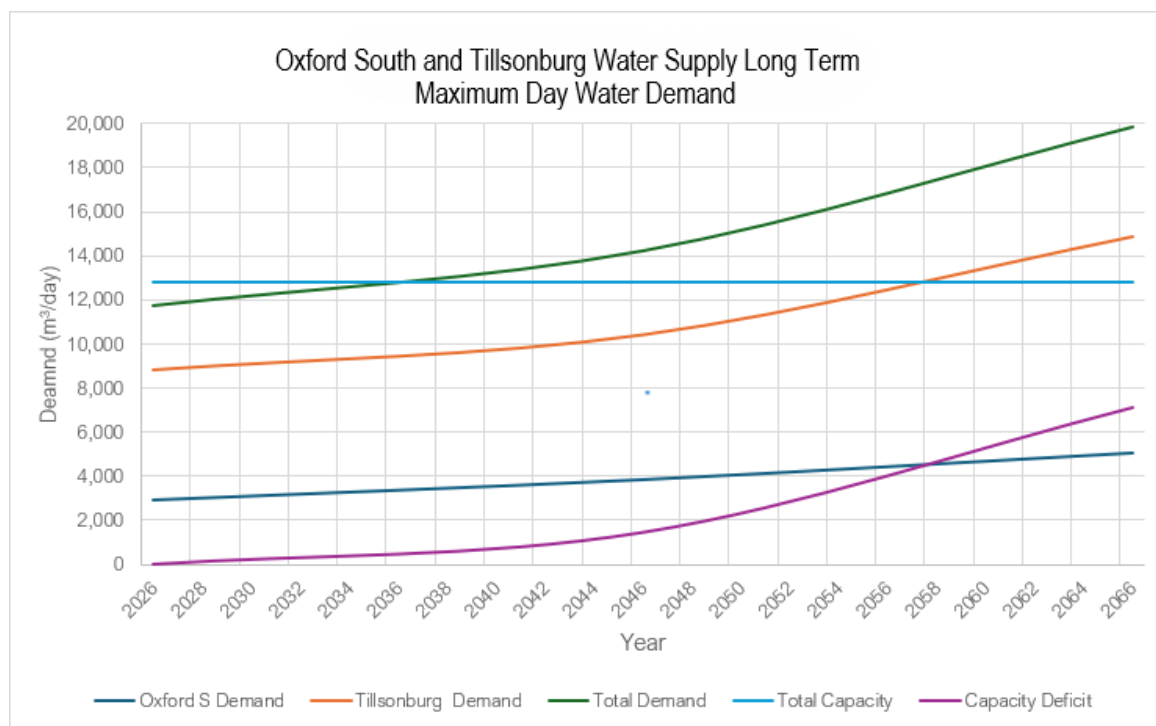


Figure 3 – Oxford South and Tillsonburg Water Supply Deficit Estimate to 2066

REQUEST DETAILS

Scope of Long-Term Water Supply Strategy

The activities of the long-term water supply strategy would include:

1. Reviewing the existing groundwater supply in each system (based on current reports and data) to identify any risks, monitoring needs, opportunities to enhance the capacity of individual wells, and confirm deficiencies.
2. Reviewing growth scenarios including Community Planning Comprehensive Growth Projections, Building Permit Trends, W/WW MP growth estimates, Development Charges Study growth projections and validating growth estimates that are applicable to the water supply strategy for the communities involved with input from stakeholders.
3. Reviewing the opportunities and challenges of servicing properties outside Oxford County serviced water systems and making recommendations (i.e. potential connections by Oxford County residents with private well issues in proximity to municipal watermain outside serviced systems).
4. Determining long-term options to address these deficits which could be a combination of:
 - a. New local well supplies (based on information from Activity 1);
 - b. Sharing of water supply between systems, including water affinity considerations;
 - c. Potential to bring in a dedicated water supply from Lake Erie; and/or
 - d. Potential to bring in water supply from outside systems and to share costs with other municipalities.
5. Determining high level costing for the options in Activity 2 including cost sharing and the level of risk associated with each.
6. Reviewing and confirming which options the County would like to keep going forward and providing a roadmap to incorporate into future Water Master Plans, groundwater studies, and corridor protection studies.
7. Summarizing the findings in a report.

The major deliverables from this study would be:

- Developing a long-term water supply strategy for the southern area of the County, that would provide input to the subsequent W/WW MP. The W/WW MP assesses system specific infrastructure against its ability to meet growth forecasts. A long-term water supply strategy would provide an opportunity to explore alternative long-term water supply strategies, opportunities to optimize the County's current water supply, and assess future needs beyond the horizon of the W/WW MP (currently 2046). This ensures that the County focuses its water infrastructure improvements to build up the system for future needs, address risk issues as they emerge and minimize future costs. The subsequent W/WW MP (planned for 2029) utilizing the long-term water strategy would define the projects and path forward and identify the needed Municipal Class Environmental Assessment requirements of the individual projects either being exempt, schedule B, or schedule C.
- Determining any trigger points for the County to decide on major water servicing requirements and a road map for future studies.

REQUEST DETAILS

- Understanding which County and Township road rights of ways and easements may need to be protected for future water transmission mains.
- Determining if there is a case for any long-term property acquisition.
- Engagement with adjacent water system owners to explore any mutual beneficial servicing opportunities.

Conclusion

The development of a long-term water supply strategy will position the County to make infrastructure investments in an informed way with its South water systems, in alignment with public safety needs for fire protection, appropriate infrastructure investment, and provisions for long-term growth. Council endorsement of this initiative will support responsible planning and service delivery.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Expenses			
Consultant fees	\$150,000	\$-	\$150,000
Total expenses	150,000	-	150,000
Water and Wastewater Rates	\$150,000	\$-	\$150,000

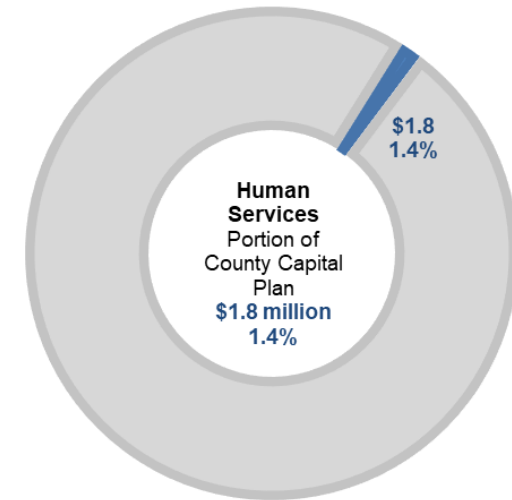
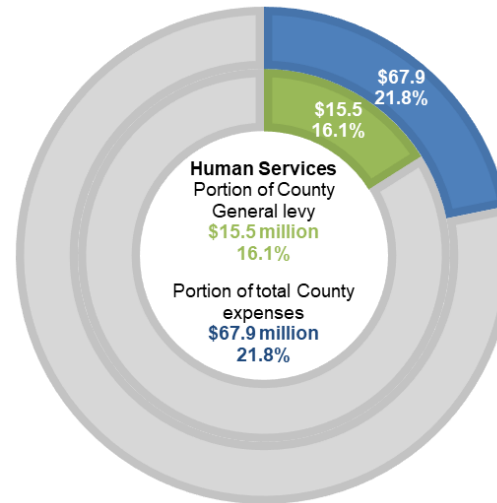
2026 Budget

Human
Services

5



Provide integrated human services; financial assistance, child care, EarlyON, housing and homelessness services. Services are delivered in a community-based partnership model.



	Division	Division Description	Services	2026 FTE Base	2026 FTE Temp
Human Services Director of Human Services	Human Services	Provision of financial and coordinated support services for residents of Oxford County to improve their economic and social well-being.	- Ontario Works - Housing Supports - Discretionary Benefits	25.2	-
	Family and Children Services	Planning and managing licensed child care (through external partners) and early years services (direct delivery) throughout the County. Provides child care fee subsidy for qualifying families and delivers early years programming for families with children aged 0-6 years.	- Child Care and Early Years Service System Management Licensed Child Care (CWELCC) - Child Care Subsidy - EarlyON Child and Family Centres - Special Needs Resourcing (SNR)	14.4	-
	Housing and Homelessness Services	Administration and oversight of various housing and homelessness services throughout the County, including emergency shelter programs, community housing (direct delivery and external providers), supportive housing and affordable housing.	- Shelter (Direct Delivered) - Housing Service System Management - Homelessness Service System Management	11.2	-
	Integrated Services	Monitors and implements relevant legislation and policy changes to ensure the Department is compliant and proactive in addressing regulatory requirements.	- Process and Procedure Development - Legislation and Policy Management - Training and Development	2.2	-
Total				53.0	-

Services Overview

Full-Time Equivalents **25.2 FTE**

→ 0.0
Base

Service	Service Description	2024 Service Level	Service Type
Ontario Works	Financial Assistance of Basic Needs and shelter costs for those eligible Oxford residents.	1,413 Cases (Households Receiving Financial Assistance)	Community
Housing Supports	Supports provided to community housing (rent-geared-to-income) tenants who require assistance with completion of annual rent reviews, obtaining tenant insurance and community referral navigation.	660 Rent-Geared-to-Income (RGI) Tenants (Households Receiving Support)	Community
Discretionary Benefits	Provision of funeral costs, health, mobility and assistive devices for eligible Oxford residents.	\$348,139.95 Payments (\$ of financial assistance)	Community

Key Performance Indicators

	2022 Actual	2023 Actual	2024 Actual	2025 Forecast	2026 Budget	Target
% of Cases with Earnings	13.7%	11.6%	10.6%	10%	11.5%	↑
% of Terminations Exiting to Employment	35.7%	25.3%	37.3%	26.3%	28%	↑
Total amount of Discretionary Benefit funding issued	\$276,118	\$361,022	\$348,140	\$335,000	\$342,000	↓
Number of Ontario Works (OW) and Ontario Disability Support Program (ODSP) Non-Disabled Adults referred to Employment Ontario	N/A	N/A	863	880	900	↑
Number of Ontario Works (OW) Cases in receipt of financial assistance for 60 months or more	N/A	N/A	272	260	240	↓

Goals and Objectives

Description	2026	2027	2028	Strategic Plan	Other Plan Alignment
Social Assistance Modernization – Integrated Employment Services (formerly Employment Services Transformation) Human Services was onboarded to Employment Services Transformation in January 2024, transitioning to direction from London Regional Employment Services (LRES), as the Service System Manager. Human Services has successfully achieved London Regional Employment Services (LRES) targets respecting referrals to local Employment Ontario (EO) sites. In 2026, staff will continue to meet with London Regional Employment Services (LRES), to discuss the County's demographic to ensure participant challenges continue to be met. Staff will also continue to collaborate with Employment Ontario (EO) partners to support transitioning participants to employment.	●	●	●	 Goal 3.2: Collaborate with our partners and communities	
Ontario Works (OW) Caseload Analysis An in-depth Ontario Works (OW) caseload analysis was conducted at the beginning of 2025 at the request of the Ministry of Children, Community and Social Services (MCCSS). Through this analysis, it was determined that approximately 270 of the total 1,660 Ontario Works (OW) cases had been in receipt of social assistance for more than 60 months. Throughout 2026, staff will continue to provide more intensive support for these clients to exit the Ontario Works (OW) program. To assist with this support, and in alignment with the Service Delivery Review implementation, caseloads will be realigned throughout 2026 to better serve both Ontario Works (OW) participants and Community Housing tenants.	●			 Goal 1.3: Community health, safety and well-being	
Paperless Initiative As a result of Ministry-led modernization initiatives within Ontario Works (OW), MyBenefits, as well as the implementation of Yardi for the Community Housing portfolio, there is less need for physical document retention. With the use of MyBenefits, Ontario Works (OW) participants are able to upload documents, have online conversations and view their file status online. Furthermore, staff are able to store all tenant files electronically within Yardi. In 2026, staff will continue to work on modernizing documents retention, with a goal of becoming paperless.	●	●		 Goal 3.1: Continuous improvement and results-driven solutions	
Ontario Works (OW) Voluntary Participants – Integration with EarlyON In 2026, in alignment with the Service Delivery Review, there will be two Caseworkers assigned to work within the Family and Children Services division. Although their caseload will be comprised of mainly child care fee subsidy clients, they will also oversee some Ontario Works (OW) participants. The specialized Caseworkers will be responsible for strongly encouraging their Ontario Works (OW) non-mandatory participants to participate in local	●			 Goal 1.3: Community health, safety and well-being	

Description	2026	2027	2028	Strategic Plan	Other Plan Alignment
EarlyON programs. It is anticipated that this integrated approach to service delivery will increase the number of voluntary Ontario Works (OW) participants, which will benefit both them and their dependents.					
Service Delivery Review Implementation Continue implementing the recommendations outlined in the Service Delivery Review, including the realignment of various positions and the introduction of process improvements. While most of the proposed new positions have been filled, staff will continue to address the efficiency improvements identified in the report.	●	●		 Goal 3.3: Attract, retain and engage staff	

Budget

	2025	2025	LESS: 2025	2026	2026		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2026 BUDGET	2025 BUDGET	2025 BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES	(325,222)	(314,244)	51,000	11,744	-	(251,500)	62,744	(20.0%)
GRANTS AND GOVERNMENT TRANSFERS	(15,517,464)	(14,242,714)	-	(1,042,633)	(194,386)	(15,479,733)	(1,237,019)	8.7%
TOTAL REVENUES	(15,842,686)	(14,556,958)	51,000	(1,030,889)	(194,386)	(15,731,233)	(1,174,275)	8.1%
EXPENSES								
SALARIES	2,461,540	2,578,644	-	(434,563)	-	2,144,081	(434,563)	(16.9%)
BENEFITS	852,730	923,538	-	(94,788)	-	828,750	(94,788)	(10.3%)
OPERATING EXPENSES	824,520	674,780	-	78,310	75,000	828,090	153,310	22.7%
CONTRACTED SERVICES	95,944	95,944	(51,000)	(18,944)	-	26,000	(69,944)	(72.9%)
EXTERNAL TRANSFERS	13,148,600	11,869,700	-	1,278,900	-	13,148,600	1,278,900	10.8%
INTERDEPARTMENTAL CHARGES	603,936	603,936	-	174,793	153,289	932,018	328,082	54.3%
TOTAL EXPENSES	17,987,270	16,746,542	(51,000)	983,708	228,289	17,907,539	1,160,997	6.9%
NET OPERATING	2,144,584	2,189,584	-	(47,181)	33,903	2,176,306	(13,278)	(0.6%)
CAPITAL								
CAPITAL REVENUES	(55,600)	(8,650)	8,650	-	(18,200)	(18,200)	(9,550)	110.4%
CAPITAL EXPENSES	55,600	8,650	(8,650)	-	18,200	18,200	9,550	110.4%
NET CAPITAL	-	-	-	-	-	-	-	-
SUMMARY								
TOTAL REVENUES	(15,898,286)	(14,565,608)	59,650	(1,030,889)	(212,586)	(15,749,433)	(1,183,825)	8.1%
TOTAL EXPENSES	18,042,870	16,755,192	(59,650)	983,708	246,489	17,925,739	1,170,547	7.0%
TOTAL PROGRAM SURPLUS/DEFICIT	-	-	-	-	-	-	-	-
TOTAL LEVY	2,144,584	2,189,584	-	(47,181)	33,903	2,176,306	(13,278)	(0.6%)
% BUDGET INCREASE (DECREASE)			-	(2.2%)	1.5%	(0.6%)		

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

Budget Impact Details

	REFERENCE	OPERATING EXPENSES	CAPITAL EXPENSES	TOTAL EXPENSES	REVENUES	TAXATION	%
ONE-TIME ITEMS							
HS-Laptop Upgrades		-	18,200	18,200	18,200	-	
		-	18,200	18,200	18,200	-	
SERVICE LEVEL							
HS-Client Intake Scheduler		75,000	-	75,000	37,500	37,500	1.7%
		75,000	-	75,000	37,500	37,500	1.7%
CARRYOVER/IN-YEAR APPROVAL							
HS-Human Services Service Delivery Review FTE	HS(CS) 2025-06	153,289	-	153,289	156,886	(3,597)	(0.2%)
		153,289	-	153,289	156,886	(3,597)	(0.2%)
TOTAL		228,289	18,200	246,489	212,586	33,903	1.5%

Capital Budget

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 REQUEST**	2027	2028-2035
COMPUTER EQUIPMENT							
300000 - Computer Equipment	Laptop upgrades	Expansion	N/A	\$18,200	18,200	-	-
				\$18,200	\$18,200	\$0	\$0

** The 2026 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent.

Services Overview

Full-Time Equivalents 14.4 FTE

→ 0.0
Base

Service	Service Description	2024 Service Level	Service Type
Child Care and Early Years Service System Management	Oxford County is the designated child care service system manager responsible for planning and managing licensed child care and early years services in our community.	10 Licensed Child Care Operators (Contracted) 2 Licensed Home Child Care Operators (Contracted) 27 Community partner agencies participating in the Children's Services Planning Table	Community
Licensed Child Care	Licensed child care is regulated by the Ministry of Education and managed locally by Oxford County. Under the Canada-Wide Early Learning and Child Care (CWELCC) system, child care expansion for children 0-5 years is directed by the Ministry.	1,526 Licensed Child Care Centre Spaces (0-5 years) 1,101 Licensed Child Care Centre Spaces (6-12 years) 38 Licensed Home Child Care Providers	Community
Child Care Subsidy	A financial assistance program that supports qualifying families with more affordable parent fees in licensed child care.	229 Families Served 6 Cross-Jurisdictional Agreements	Community
EarlyON Child and Family Centres	As a directly operated program, Oxford EarlyON Child and Family Centres offer high-quality early learning and family support programs for parents and caregivers with children aged 0-6 years.	3,488 Program Hours 15 Communities where programs were delivered	Community
Special Needs Resourcing (SNR)	Special Needs Resourcing (SNR) supports the inclusion of children with special needs in licensed child care settings, including home child care, and to increase the capacity of program staff to provide inclusive quality programs.	1 Special Needs Resourcing Agency (Contracted) 151 Children supported through Special Needs Resourcing	Community

Key Performance Indicators

	2022 Actual	2023 Actual	2024 Actual	2025 Forecast	2026 Budget	Target
Proportion of children aged 0-4 with access to a licensed child care centre space	9.2%	9.9%	11.3%	11.3%	14.3%	↑
Proportion of children aged 4-5 with access to a licensed child care centre space	23.7%	23.7%	23.7%	23.7%	24.5%	↑
Proportion of children 6-12 with access to a licensed child care centre space	10.3%	10.7%	10.6%	10.9%	11.2%	↑
Number of County Municipalities with a licensed home child care provider	4	5	6	6	7	↑
Number of Registered Early Childhood Educators (RECEs) working in licensed child care centres in the County	143	162	186	194	210	↑
Number of unique children (0-6) served in EarlyON programs	749	1,929	2,471	2,200	2,550	↑
Number of unique parents/caregivers served in EarlyON programs	561	1,360	1,895	1,700	1,950	↑

Goals and Objectives

Description	2026	2027	2028	Strategic Plan	Other Plan Alignment
Increase Access to Child Care and Early Years Programs Continue to work with existing and potential new child care operators to maintain and expand licensed child care spaces across the County in alignment with the Ministry of Education's funding expectations. Implement a directed growth strategy to open new centre-based and licensed home-based child care services in underserved areas, using local data and evidence to reduce the number of children on the child care waitlist. Increase the number of Registered Early Childhood Educators (RECEs) working in Oxford County by supporting local recruitment and retention strategies. Leverage community partnerships to provide increased support for families through the EarlyON Child and Family Centres.	●	●	●	 Goal 3.1: Continuous improvement and results-driven solutions	Child Care and Early Years Service System Plan
Support Inclusive and Responsive Programs and Services Strengthen professional development and capacity building to equip child care and early years professionals with the skills and knowledge to support children with diverse learning needs. Establish referral pathways and clear access points to community services that support children and families and provide access to early intervention initiatives.	●	●	●	 Goal 1.3: Community health, safety and well-being	Child Care and Early Years Service System Plan
Enhance the Quality of Child Care and Early Years Programs and Services Support professional practices and development opportunities related to child development, mental health awareness, cultural competencies and family engagement to promote healthy social, emotional, cognitive and physical development for children. Collaborate with child care and early years partners to establish mentorship programs that connect experienced educators with those who are entering the child care and early years field.	●	●	●	 Goal 1.3: Community health, safety and well-being	Child Care and Early Years Service System Plan
Provide More Affordable Child Care Leverage provincial and federal funding to support parent fee reductions through the Canada-Wide Early Learning and Child Care (CWELCC) system, as child care expansion permits. Administer child care fee subsidy programs, including cross-jurisdictional agreements with neighbouring municipalities to support child care placements. Advocate to higher levels of government to support continued support through the Canada-Wide Early Learning and Child Care (CWELCC) program.	●	●	●	 Goal 1.3: Community health, safety and well-being	Child Care and Early Years Service System Plan

Description	2026	2027	2028	Strategic Plan	Other Plan Alignment
Support Strategic Planning to Maximize the Impact of Child Care and Early Years Programs Collaborate with system leaders and community partners to coordinate and enhance services for children aged 0-12 and their families within our community. Boost local collaboration in early childhood development by sharing innovative programs, research, evidence synthesis, community partnerships and best practices to advance evidence-informed practice in early childhood and school-age sectors across the County.	●	●	●	 Goal 3.1: Continuous improvement and results-driven solutions	Child Care and Early Years Service System Plan
Service Delivery Review Implementation Continue implementing the recommendations outlined in the Service Delivery Review, including the realignment of various positions and the introduction of process improvements. While most of the proposed new positions have been filled, staff will continue to address the efficiency improvements identified in the report.	●	●		 Goal 3.3: Attract, retain and engage staff	Child Care and Early Years Service System Plan

Budget

	2025	2025	LESS: 2025	2026	2026		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2026 BUDGET	2025 BUDGET	2025 BUDGET
OPERATING								
REVENUES								
GRANTS AND GOVERNMENT TRANSFERS	(27,822,378)	(43,239,659)	-	20,283,144	(187,571)	(23,144,086)	20,095,573	(46.5%)
RESERVE REVENUES	-	-	-	(84,609)	-	(84,609)	(84,609)	-
TOTAL REVENUES	(27,822,378)	(43,239,659)	-	20,198,535	(187,571)	(23,228,695)	20,010,964	(46.3%)
EXPENSES								
SALARIES	899,430	1,017,850	-	(84,883)	134,175	1,067,142	49,292	4.8%
BENEFITS	350,080	393,803	-	(9,526)	42,400	426,677	32,874	8.3%
OPERATING EXPENSES	338,398	120,973	-	4,219	26,000	151,192	30,219	25.0%
CONTRACTED SERVICES	110,652	100,000	-	(30,000)	-	70,000	(30,000)	(30.0%)
EXTERNAL TRANSFERS	27,016,952	42,234,466	-	(20,344,620)	-	21,889,846	(20,344,620)	(48.2%)
INTERDEPARTMENTAL CHARGES	328,831	330,386	-	171,998	42,604	544,988	214,602	65.0%
TOTAL EXPENSES	29,044,343	44,197,478	-	(20,292,812)	245,179	24,149,845	(20,047,633)	(45.4%)
NET OPERATING	1,221,965	957,819	-	(94,277)	57,608	921,150	(36,669)	(3.8%)
CAPITAL								
CAPITAL REVENUES	(65,153)	(65,000)	65,000	-	-	-	65,000	(100.0%)
CAPITAL EXPENSES	65,153	65,000	(65,000)	-	-	-	(65,000)	(100.0%)
NET CAPITAL	-	-	-	-	-	-	-	-
SUMMARY								
TOTAL REVENUES	(27,887,531)	(43,304,659)	65,000	20,198,535	(187,571)	(23,228,695)	20,075,964	(46.4%)
TOTAL EXPENSES	29,109,496	44,262,478	(65,000)	(20,292,812)	245,179	24,149,845	(20,112,633)	(45.4%)
TOTAL LEVY	1,221,965	957,819	-	(94,277)	57,608	921,150	(36,669)	(3.8%)
% BUDGET INCREASE (DECREASE)			-	(9.8%)	6.0%	(3.8%)		

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

Budget Impact Details

	REFERENCE	OPERATING EXPENSES	REVENUES	TAXATION	%
ONE-TIME ITEMS					
CC-EarlyOn and Childcare Professional Learning		26,000	-	26,000	2.7%
		26,000	-	26,000	2.7%
CARRYOVER/IN-YEAR APPROVAL					
CC-Human Services Service Delivery Review FTE	HS(CS) 2025-06	219,179	187,571	31,608	3.3%
		219,179	187,571	31,608	3.3%
TOTAL		245,179	187,571	57,608	6.0%

Services Overview

Full-Time Equivalents 11.2 FTE

→ 0.0
Base

Service	Service Description	2024 Service Level	Service Type
Shelter (Direct Delivered)	Oxford County owns and operates deeply affordable community housing units (rent-geared-to-income) throughout the County to eligible residents.	660 Rent-Geared-to-Income (RGI) Units (Direct Delivered)	Community
Housing Service System Management	Oxford County is the designated Service System Manager responsible for administration and oversight of housing services in our communities.	540 Rent-Geared-to-Income (RGI) Units (Subsidy) 560 Affordable Housing Units	Community
Homelessness Service System Management	Oxford County is the designated Service System Manager responsible for administration and oversight of homelessness services in our communities.	\$2,922,000 Provincial and Federal funding 12 Community partner agencies participating in Coordinated Access for the By-Name List	Community

Key Performance Indicators

	2022 Actual	2023 Actual	2024 Actual	2025 Forecast	2026 Budget	Target
Number of clients served through Homelessness Prevention Program for housing stability	500	436	385	400	400	↑
Number of new clients housed (Rent-Geared-to-Income, rent supplement programs)	90	20	102	105	105	↑
Number of new Affordable Housing units created (rental, supportive/transitional, ownership, second unit)	88	30	60	50	50	↑
Number Unique individuals in supportive housing funded by Homelessness Prevention Program (HPP)	247	185	220	220	230	↑
Number of clients housed from the By-Name List	24	10	54	100	100	↑
Number unique individuals accessing emergency overnight shelter	186	246	244	245	245	↓

Goals and Objectives

Description	2026	2027	2028	Strategic Plan	Other Plan Alignment
Support Affordable / Supportive Housing Projects / Programs Support the completion of the affordable housing projects located at 785 Southwood Way and 175 Springbank Avenue North, Woodstock. Expend up to \$3 million in County funding in support of affordable housing projects in partnership with the Town of Tillsonburg and Township of Zorra. Award the affordable housing project located at 385-387 Dundas Street, Woodstock, and the projects located at 102 Dereham Drive, Tillsonburg. Continue to monitor and evaluate the successfulness of the 'My Second Unit' Program, 'Housing Repair' and 'Home Ownership' programs, with the intent of promoting continued effectiveness. Advocate for additional funding and explore additional opportunities to provide more affordable housing units. Continue to implement the priority projects identified in the Master Housing Strategy. Continue to implement the directives and goals of the County's new 10-Year Housing and Homelessness Plan (Housing for All).	●	●	●	 Goal 1.1: 100% Housed	Housing for All Master Housing Strategy
Promote Community Housing Redevelopment and Negotiate New Operating Agreements Continue to review and negotiate operating agreements with community housing providers, with the goal of retaining deeply affordable rental units. Continue to review existing County properties to determine if redevelopment opportunities are available, taking into consideration the outcomes of the Master Housing Strategy.	●	●	●	 Goal 1.1: 100% Housed	Housing for All Master Housing Strategy
Homelessness Response Strategy Continue to work on the 49 actions that were included in the Strategy, along with the various recommendations that were approved as presented in the staff report HS 2025-04, including establishing a permanent Homelessness Support Centre in conjunction with the Homeless and Addiction Recovery Treatment (HART) Hub / Wellness Centre, implementing a formal rent supplement program, establishing an advisory group, and improving coordinated access.	●	●	●	 Goal 1.1: 100% Housed	Homelessness Response Strategy
Service Delivery Review Implementation Continue implementing the recommendations outlined in the Service Delivery Review, including the realignment of various positions and the introduction of process improvements. While most of the proposed new positions have been filled, staff will continue to address the efficiency improvements identified in the report.	●	●		 Goal 3.3: Attract, retain and engage staff	Housing for All

Description	2026	2027	2028	Strategic Plan	Other Plan Alignment
Collaborate with Community Partners and Advocate for Housing Opportunities Continue to collaborate with existing community partners in an effort to develop solutions to the existing housing crisis. Explore opportunities to provide additional support services to those in need and explore potential collaborations that seek to combine both supports, shelter and affordable housing.	●	●	●	 <i>Goal 1.1: 100% Housed</i>	Housing for All Master Housing Strategy Homelessness Response Strategy

Budget

	2025	2025	LESS: 2025	2026	2026		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2026 BUDGET	2025 BUDGET	2025 BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES	(3,154,884)	(3,175,213)	-	(30,915)	-	(3,206,128)	(30,915)	1.0%
GRANTS AND GOVERNMENT TRANSFERS	(7,820,846)	(7,534,748)	121,500	2,641,500	(203,097)	(4,974,845)	2,559,903	(34.0%)
RESERVE REVENUES	(8,510,173)	(8,510,173)	2,240,000	3,870,173	(600,000)	(3,000,000)	5,510,173	(64.7%)
INTERDEPARTMENTAL RECOVERIES	-	-	-	(111,938)	(111,938)	(223,876)	(223,876)	-
TOTAL REVENUES	(19,485,903)	(19,220,134)	2,361,500	6,368,820	(915,035)	(11,404,849)	7,815,285	(40.7%)
EXPENSES								
SALARIES	281,476	478,985	-	285,605	343,690	1,108,280	629,295	131.4%
BENEFITS	98,496	161,512	-	107,486	81,376	350,374	188,862	116.9%
OPERATING EXPENSES	2,986,855	3,003,952	(500)	47,196	4,000	3,054,648	50,696	1.7%
CONTRACTED SERVICES	3,548,611	3,416,941	(68,500)	95,804	37,500	3,481,745	64,804	1.9%
EXTERNAL TRANSFERS	18,801,919	18,959,880	(2,199,500)	(7,298,252)	1,000,000	10,462,128	(8,497,752)	(44.8%)
DEBT REPAYMENT	179,197	-	-	-	-	-	-	-
RESERVE TRANSFERS	4,355,000	4,355,000	-	23,000	41,000	4,419,000	64,000	1.5%
INTERDEPARTMENTAL CHARGES	684,232	684,232	-	166,057	41,350	891,639	207,407	30.3%
TOTAL EXPENSES	30,935,786	31,060,502	(2,268,500)	(6,573,104)	1,548,916	23,767,814	(7,292,688)	(23.5%)
PROGRAM SURPLUS/(DEFICIT)								
SURPLUS/(DEFICIT) - OPERATING	390,485	-	-	-	-	-	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	390,485	-	-	-	-	-	-	-
NET OPERATING	11,840,368	11,840,368	93,000	(204,284)	633,881	12,362,965	522,597	4.4%
CAPITAL								
CAPITAL REVENUES	(4,490,217)	(5,161,890)	1,973,500	1,425,790	-	(1,762,600)	3,399,290	(65.9%)
CAPITAL EXPENSES	4,490,217	5,161,890	(1,973,500)	(1,425,790)	-	1,762,600	(3,399,290)	(65.9%)
NET CAPITAL	-	-	-	-	-	-	-	-
SUMMARY								
TOTAL REVENUES	(23,976,120)	(24,382,024)	4,335,000	7,794,610	(915,035)	(13,167,449)	11,214,575	(46.0%)
TOTAL EXPENSES	35,426,003	36,222,392	(4,242,000)	(7,998,894)	1,548,916	25,530,414	(10,691,978)	(29.5%)
TOTAL PROGRAM SURPLUS/DEFICIT	390,485	-	-	-	-	-	-	-
TOTAL LEVY	11,840,368	11,840,368	93,000	(204,284)	633,881	12,362,965	522,597	4.4%
% BUDGET INCREASE (DECREASE)			0.8%	(1.7%)	5.4%	4.4%		

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

Budget Impact Details

	REFERENCE	OPERATING EXPENSES	REVENUES	TAXATION	%
ONE-TIME ITEMS					
HSG-Affordable Housing Projects		322,500	300,000	22,500	0.2%
HSG-Additional New Manager Training		4,000	-	4,000	0.0%
		326,500	300,000	26,500	0.2%
SERVICE LEVEL					
HSG-Paralegal Landlord and Tenant Board		15,000	-	15,000	0.1%
HSG-Secondary Unit Program Base Funding		300,000	300,000	-	
		315,000	300,000	15,000	0.1%
NEW INITIATIVES					
HSG-Homelessness Support Services Fund	NI 2026-04	400,000	-	400,000	3.4%
		400,000	-	400,000	3.4%
CAPITAL CONTRIBUTIONS					
HSG-Capital Contribution Change		41,000	-	41,000	0.3%
		41,000	-	41,000	0.3%
CARRYOVER/IN-YEAR APPROVAL					
HSG-Human Services Service Delivery Review FTE	HS(CS) 2025-06	466,416	111,938	354,478	3.0%
HSG-CMHC Grant Funding (Housing Turnover) Year 3 of 3		-	203,097	(203,097)	(1.7%)
		466,416	315,035	151,381	1.3%
TOTAL		1,548,916	915,035	633,881	5.4%

Capital Budget

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 REQUEST**	2027	2028-2035
BUILDING							
360425 - Social Housing Building - 16 George St	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$6,500	6,500	-	-
360435 - Social Housing Building - 70 Maria	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$195,000	195,000	-	-
360440 - Social Housing Building - 111 Brock St	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$162,000	162,000	-	-
360451 - Social Housing Building - 235 Thames St	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$83,600	83,600	-	-
360452 - Social Housing Building - 221 Thames St	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$61,000	61,000	-	-
360454 - Social Housing Building - 178 Earl St	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$78,000	78,000	-	-
360455 - Social Housing Building - 135 Carroll	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$49,000	49,000	-	-
360461 - Social Housing Building - 57 Rolph	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$28,000	28,000	-	-
360462 - Social Housing Building - 174 Lisgar	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$123,500	123,500	-	-
360463 - Social Housing Building - 215 Lisgar	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$290,500	290,500	-	-
360464 - Social Housing Building - Earle St	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$40,000	40,000	-	-
360471 - Social Housing Building - James	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$10,000	10,000	-	-
360472 - Social Housing Building - 816 Alice St	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$97,800	97,800	-	-
360475 - Social Housing Building - 742 Pavey	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$24,000	24,000	-	-
360476 - Social Housing Building - 82 Finkle	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$156,500	156,500	-	-
360477 - Social Housing Building - 161 Fyfe Ave	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$69,000	69,000	-	-
360478 - Social Housing Building - 738 Parkinson Rd	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$2,500	2,500	-	-

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 REQUEST**	2027	2028-2035
360479 - Social Housing Building - 1132 Cree Ave	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$9,000	9,000	-	-
360481 - Social Housing Building - 36-40 Stafford St	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$197,000	197,000	-	-
360486 - Social Housing Building - 140 Winniett St	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$27,000	27,000	-	-
EQUIPMENT							
360481 - Social Housing Building - 36-40 Stafford St	Security Cameras	Replacement	Poor	\$15,000	15,000	-	-
FURNISHINGS							
360000 - Furnishings	Appliance replacements - housing sites	Replacement	Poor	\$37,700	37,700	-	-
				\$1,762,600	\$1,762,600	\$0	\$0

** The 2026 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent.

New Initiative – Homelessness Support Services Fund

NI 2026-04

SUMMARY

In support of the Homelessness Response Strategy, and in an effort to continue expanding pathways out of homelessness, staff are requesting the establishment of an annual operating fund in the amount of \$400,000 for support services that are both flexible and focused on helping individuals transition out of homelessness. This fund would be used creatively to expand pathways and transitions out of homelessness, including:

- Creation of supportive housing, either within an affordable housing project or in a small congregate setting.
- Providing supports in line with the future Homelessness Support Centre and Homeless and Addiction Recovery Treatment (HART) Hub / Wellness Centre.
- Supporting individuals in encampments, with a focus on assisting them to transition out of homelessness.
- Implementing actions from the Homelessness Response Strategy that strengthen pathways out of homelessness.

The proposed initiative will provide staff with the flexibility to support projects and programs that are directly connected to the Homelessness Response Strategy and the Homeless and Addiction Recovery Treatment (HART) Hub / Wellness Centre.

The County will be better positioned to respond to emerging needs, pilot innovative approaches, and build on existing successes. It will also offer the stability needed to ensure that programs and services can continue over a longer term, rather than being limited by short-term or inflexible funding cycles.

This system stability is critical, not only for individuals experiencing or at risk of homelessness, but also for the service providers delivering this support, who require predictable funding to retain staff, build trust with clients, and achieve meaningful outcomes.

STRATEGIC PLAN



Goal 1.1: 100% Housed

REQUEST DETAILS

Background

On March 26, 2025, County Council adopted the Homelessness Response Strategy, which outlines several actions to help reduce and prevent homelessness across the County, including the provision of wrap-around support services for those experiencing, or at risk of, homelessness.

As part of the Homelessness Response Strategy, Council also passed a resolution for staff to pursue the acquisition of an appropriate property, in collaboration with the City of Woodstock, for a future Homelessness Support Centre that seeks to co-locate existing emergency shelter services, provide support services that are flexible and focused on transitioning individuals out of homelessness, address the actions of the Homelessness Response Strategy, and ensure a stable system that supports pathways out of homelessness, including connections with the proposed Homeless and Addictions Recovery Treatment (HART) Hub/Wellness Centre. Although a formal location has not yet been determined, there remains significant pressure to focus on pathways out of homelessness, particularly due to the ongoing need for operating funding to support such services.

Although the County received \$2,922,000 in funding under the Homelessness Prevention Program (HPP) for 2025–2026, this amount is not sufficient to fully address community needs. In addition, due to delays in funding, there are often concerns with the continuation of funding commitments. The funding also excludes support for long-term initiatives, such as supportive housing, and lacks the flexibility to accommodate local projects that extend beyond the province's fiscal year. While staff have continued to advocate at both the County and broader Service Manager level, the province remains reluctant to provide more consistent funding timelines or increased funding amounts to meet growing needs. This makes it increasingly difficult to strategically address homelessness, including the rising demand on social services.

In light of the above, staff are requesting the establishment of an annual operating fund in the amount of \$400,000 for support services that are both flexible and focused on helping individuals transition out of homelessness. This fund would be used creatively to expand pathways out of homelessness, including partnerships with community partners, in the following ways:

- Creation of supportive housing, either within an affordable housing project or in a small congregate setting.
- Providing supports in line with the future Homelessness Support Centre and Homeless and Addiction Recovery Treatment (HART) Hub / Wellness Centre.
- Supporting individuals in encampments, with a focus on assisting them to transition out of homelessness.
- Implementing actions from the Homelessness Response Strategy that strengthen pathways out of homelessness.

The proposed initiative will provide staff with the flexibility to support projects and programs that are directly connected to the Homelessness Response Strategy and the Homeless and Addiction Recovery Treatment (HART) Hub / Wellness Centre. The County will be better positioned to respond to emerging needs, pilot innovative approaches, and build on existing successes. It will also offer

REQUEST DETAILS

the stability needed to ensure that programs and services can continue over the longer term, rather than being limited by short-term or inflexible funding cycles.

This system stability is critical, not only for individuals experiencing or at risk of homelessness, but also for the service providers delivering this support, who require predictable funding to retain staff, build trust with clients, and achieve meaningful outcomes. Staff would have the ability to compound funding to offer deeper support to those with mid-to-high acuity needs, which is a significant gap in the current system. For example, there may be an opportunity to offer ongoing support to assist 8 – 10 high acuity individuals, being our most vulnerable on the by-name list. On an annual basis, staff will review needs and determine if additional funds are necessary for the given year. Any future increase will be brought forward to Council through the annual budget process.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Expenses			
External transfers	\$-	\$400,000	\$400,000
Total expenses	-	400,000	400,000
County Levy	\$-	\$400,000	\$400,000

Services Overview

Full-Time Equivalents **2.2 FTE**

→ 0.0
Base

Service	Service Description	2024 Service Level	Service Type
Process and Procedure Development	Develops, reviews, and updates organizational processes and procedures to ensure efficiency, compliance, and alignment with strategic goals across the Human Services Department.	N/A	Support
Legislation and Policy Management	Monitors, interprets, and implements relevant legislation and policy changes to ensure the Department is compliant and proactive in addressing regulatory requirements.	N/A	Support
Training and Development	Designs and delivers training programs to enhance staff competencies, promote professional growth, and ensure compliance with current policies and procedures.	N/A	Support

Key Performance Indicators

	2022 Actual	2023 Actual	2024 Actual	2025 Forecast	2026 Budget	Target
Number of process improvements in line with 2025 Service Delivery Review	N/A	N/A	N/A	10	20	↑
Number of new or revised policies and procedures	N/A	N/A	N/A	10	20	↑
Number of training sessions provided to Staff	N/A	N/A	N/A	1	3	↑
Number of data dashboards updated	N/A	N/A	N/A	3	4	↑

Goals and Objectives

Description	2026	2027	2028	Strategic Plan	Other Plan Alignment
Review all Critical Policies and Procedures Create an inventory of all current policies and procedures, categorizing them by risk level and service impact (e.g., client focused, legal compliance, service delivery) and initiate the process of reviewing and creating new directives where necessary. Define review timelines and assign a responsible lead for each policy to ensure all critical documents are assessed within a standard cycle. Develop and implement standardized policy and procedure templates to ensure consistency in evaluating content, regulatory compliance, and alignment with best practices.	●	●		 Goal 3.1: Continuous improvement and results-driven solutions	
Improve Integration Human Services is responsible for delivering a range of programs in an integrated environment, requiring staff to be knowledgeable across multiple program portfolios. To ensure continued service efficiency, staff propose to review ongoing pain points, with a focus on implementing improvements that minimize impacts on both staff and clients, in line with the recommendations from the Service Delivery Review.	●	●	●	 Goal 3.1: Continuous improvement and results-driven solutions	
Update the Human Services Webpage Ensure all new or revised policies applicable to community partners and housing providers are available on the website and provide partners with appropriate training on such. Create a dedicated "Housing Provider" page that includes applicable housing policies to assist with Rent-Geared-to-Income legislation and directives.	●			 Goal 3.1: Continuous improvement and results-driven solutions	
Training and Education Guides Conduct a training needs assessment survey to identify knowledge gaps related to policies, procedures and service delivery across the department. Develop training guides or arrange internal / external training to ensure staff feel supported and knowledgeable on program directives.	●	●	●	 Goal 3.1: Continuous improvement and results-driven solutions	
Data Dashboards Continue to design and implement interactive data dashboards that provide real-time insights into service delivery, client outcomes, and operational efficiency, enabling staff to make data-informed decisions, improve program accountability, and enhance service delivery to vulnerable populations.	●	●	●	 Goal 3.1: Continuous improvement and results-driven solutions	

Budget

	2025	2025	LESS: 2025	2026	2026		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2026 BUDGET	2025 BUDGET	2025 BUDGET
OPERATING								
REVENUES								
INTERDEPARTMENTAL RECOVERIES	-	-	-	(153,479)	(125,305)	(278,784)	(278,784)	-
TOTAL REVENUES	-	-	-	(153,479)	(125,305)	(278,784)	(278,784)	-
EXPENSES								
SALARIES	49,410	-	-	108,669	92,656	201,325	201,325	-
BENEFITS	14,270	-	-	38,557	32,649	71,206	71,206	-
OPERATING EXPENSES	50	-	-	2,300	-	2,300	2,300	-
INTERDEPARTMENTAL CHARGES	-	-	-	3,953	-	3,953	3,953	-
TOTAL EXPENSES	63,730	-	-	153,479	125,305	278,784	278,784	-
NET OPERATING	63,730	-	-	-	-	-	-	-
SUMMARY								
TOTAL REVENUES	-	-	-	(153,479)	(125,305)	(278,784)	(278,784)	-
TOTAL EXPENSES	63,730	-	-	153,479	125,305	278,784	278,784	-
TOTAL LEVY	63,730	-	-	-	-	-	-	-
% BUDGET INCREASE (DECREASE)			-	-	-	-		

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

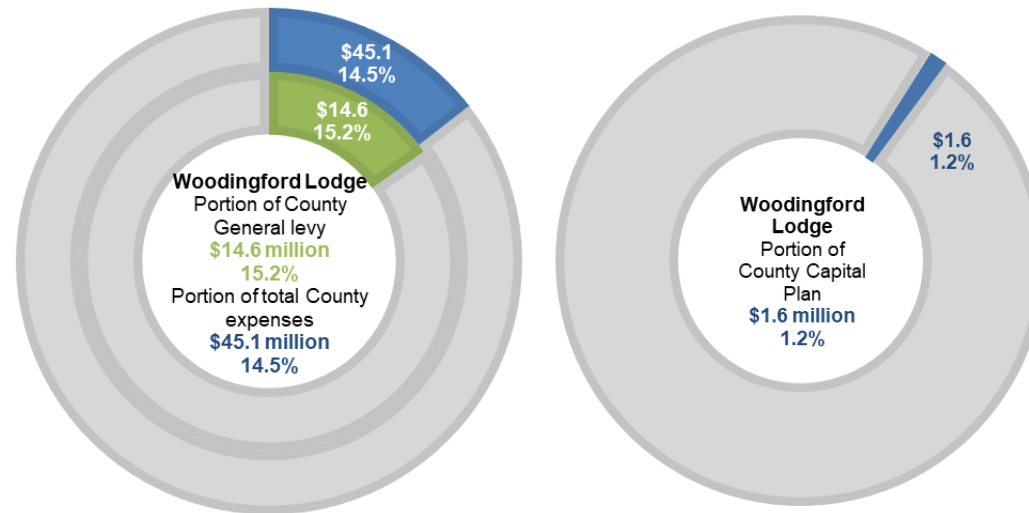
Budget Impact Details

	REFERENCE	OPERATING EXPENSES	REVENUES
CARRYOVER/IN-YEAR APPROVAL			
IS-Human Services Service Delivery Review FTE	HS(CS) 2025-06	125,305	125,305
		125,305	125,305
TOTAL		125,305	125,305

2026 Budget

Woodingford Lodge





	Division	Division Description	Services	2026 FTE Base	2026 FTE Temp
Woodingford Lodge Director of Woodingford Lodge	Woodingford Lodge	A trio of long-term care homes that continually engage in innovation for the benefit of residents, staff and the community of Oxford County. We are aligning with community partners and stakeholders to enhance service delivery. Woodingford Lodge provides person and family centered care by a multidisciplinary team comprised of Nursing and Personal Care, Nutritional Services, Recreation and Social Activities, Housekeeping, Laundry, Maintenance, Administrative Services and Volunteer Support.	Long Term Care	243.6	0.8
Total				243.6	0.8

Services Overview

Full-Time Equivalents **243.6 FTE**

4.8
Base

+0.8
Temporary

Service	Service Description	2024 Service Level	Service Type
Long Term Care	Providing long-term and supportive health care services to individuals whose needs cannot be met in the community.	228 long term care beds with 24 hours-per-day, 7-days-per week direct care for residents across three homes in Ingersoll, Tillsonburg, and Woodstock	Public Health & Safety

- **2.8 FTE Personal Support Worker Full-time** - Increased Personal Support Worker hours to support the nursing and personal care services departments for both Ingersoll and Tillsonburg Woodingford Lodge locations **FTE 2026-10**
- **1.0 FTE Mental Health Resource Nurse (RN) Full-time** - To provide expanded, clinical driven support to the Medical Team in the management of behavioural and psychological symptoms and promote quality of life for residents **FTE 2026-11**
- **1.0 FTE Recreation Aide Full-time** - To enhance the recreational service provided to the residents at Woodingford Lodge Woodstock to ensure the Allied Health target of hours provided daily aligns with the Ministry requirements **FTE 2026-09**

- **0.8 FTE Family Transition Program Staffing Part-time** - One time funding through the Ontario Health's Local Priorities Fund to expand the Family Transition Program. The plan includes offering day programming and caregiver respite support for community residents awaiting Long-Term Care residency. FTE carryover from 2023. **NI 2023-10**

Key Performance Indicators

	2022 Actual	2023 Actual	2024 Actual	2025 Forecast	2026 Budget	Target
% Residents who indicate complete global satisfaction (Excellent rating)	37%	43%	47%	49%	50%	↑
% Residents who rate Woodingford Lodge as an exceptional place to live	64%	60%	62%	63%	64%	↑
Fixing Long-Term Care Act and Regulation Compliance rate (Orders received for areas of non-compliance)	0	0	0	0	0	0
Avoidable emergency department transfers (Percentage of hospital visits per total residents - Ontario average 2025 is 21.9%)	16.8%	16.0%	16.0%	17.7%	10.9%	↓
% Occupancy of the Family Transition Day Program (8 participants per day) Funded through Local Priorities Funding from Ontario Health	N/A	100%	100%	100%	100%	100%
% of outbreaks greater than 30 days in length vs number of outbreaks	0%	0%	0%	0%	0%	0%
Direct Hours of Care per day – Woodstock / Ingersoll / Tillsonburg	3.6 / 3.6 / 3.6	3.6 / 3.6 / 3.6	3.8 / 3.7 / 3.7	4.0 / 3.7 / 3.7	4.0 / 4.0 / 4.0	4 hours/day
Allied Health Hours – Woodstock / Ingersoll / Tillsonburg	25 / 25 / 25	25 / 26 / 26	22 / 27 / 27	30 / 25 / 25	32 / 29 / 29	36 min/day

Goals and Objectives

Description	2026	2027	2028	Strategic Plan	Other Plan Alignment
Continual Assessment of Long-Term Care Needs Engage in community partnerships such as our Community Paramedicine program, to ensure adequate services are offered to our community members.	●	●	●	 Goal 3.2: Collaborate with our partners and communities	Woodingford Master Plan Woodingford Lodge Strategic Plan
Promote Quality Excellence through Accreditation Woodingford Lodge will receive and maintain full accreditation through Accreditation Canada. Areas of review include governance and leadership, delivery of care, emergency preparedness, infection prevention and control, medication management, and resident experience.	●	●	●	 Goal 3.1: Continuous improvement and results-driven solutions	Woodingford Master Plan
Develop a thorough Emergency Preparedness Program Determine and develop capabilities required to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose risk through collaboration with our community partners.	●	●	●	 Goal 1.3: Community health, safety and well-being	Emergency Management Plan
Ongoing Development of Continuous Quality Improvement (CQI) Initiatives The Woodingford Lodge CQI program will effectively provide continual improvement of operations, outcomes, systems processes, improved work environment and regulatory compliance utilizing industry standards, data collection and feedback as determinants.	●	●	●	 Goal 3.1: Continuous improvement and results-driven solutions	Woodingford Master Plan Woodingford Lodge Strategic Plan

Budget

	2025	2025	LESS: 2025	2026	2026		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2026 BUDGET	2025 BUDGET	2025 BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES	(6,625,088)	(6,669,553)	-	(160,833)	-	(6,830,386)	(160,833)	2.4%
GRANTS AND GOVERNMENT TRANSFERS	(22,422,573)	(21,439,762)	86,241	(479,782)	(222,116)	(22,055,419)	(615,657)	2.9%
RESERVE REVENUES	(550,000)	(550,000)	550,000	-	-	-	550,000	(100.0%)
TOTAL REVENUES	(29,597,661)	(28,659,315)	636,241	(640,615)	(222,116)	(28,885,805)	(226,490)	0.8%
EXPENSES								
SALARIES	23,876,177	22,856,028	(52,568)	1,252,853	481,246	24,537,559	1,681,531	7.4%
BENEFITS	6,717,253	7,015,275	(16,203)	542,739	150,720	7,692,531	677,256	9.7%
SALARIES GAPPING	-	-	-	-	(244,868)	(244,868)	(244,868)	-
OPERATING EXPENSES	3,887,072	3,810,305	(11,098)	53,445	65,753	3,918,405	108,100	2.8%
CONTRACTED SERVICES	3,076,597	2,982,755	(556,372)	127,103	7,500	2,560,986	(421,769)	(14.1%)
DEBT REPAYMENT	740,857	740,857	-	(34,839)	-	706,018	(34,839)	(4.7%)
RESERVE TRANSFERS	1,754,000	1,754,000	-	64,839	20,000	1,838,839	84,839	4.8%
INTERDEPARTMENTAL CHARGES	2,285,933	2,286,158	-	203,383	-	2,489,541	203,383	8.9%
TOTAL EXPENSES	42,337,889	41,445,378	(636,241)	2,209,523	480,351	43,499,011	2,053,633	5.0%
NET OPERATING	12,740,228	12,786,063	-	1,568,908	258,235	14,613,206	1,827,143	14.3%
CAPITAL								
CAPITAL REVENUES	(2,042,359)	(3,069,266)	10,000	1,488,566	(5,000)	(1,575,700)	1,493,566	(48.7%)
CAPITAL EXPENSES	2,094,981	3,117,866	(58,600)	(1,488,566)	11,500	1,582,200	(1,535,666)	(49.3%)
NET CAPITAL	52,622	48,600	(48,600)	-	6,500	6,500	(42,100)	(86.6%)
SUMMARY								
TOTAL REVENUES	(31,640,020)	(31,728,581)	646,241	847,951	(227,116)	(30,461,505)	1,267,076	(4.0%)
TOTAL EXPENSES	44,432,870	44,563,244	(694,841)	720,957	491,851	45,081,211	517,967	1.2%
TOTAL LEVY	12,792,850	12,834,663	(48,600)	1,568,908	264,735	14,619,706	1,785,043	13.9%
% BUDGET INCREASE (DECREASE)			(0.4%)	12.2%	2.1%	13.9%		

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

Budget Impact Details

	REFERENCE	OPERATING EXPENSES	CAPITAL EXPENSES	TOTAL EXPENSES	REVENUES	TAXATION	%
ONE-TIME ITEMS							
WFL-Tuition Reimbursement Program		4,000	-	4,000	-	4,000	0.0%
WFL-Everbridge Phone System		4,366	-	4,366	-	4,366	0.0%
		8,366	-	8,366	-	8,366	0.1%
SERVICE LEVEL							
WFL-Recreation Aide FTE	FTE 2026-09	112,318	-	112,318	-	112,318	0.9%
WFL-Personal Support Worker FTE	FTE 2026-10	298,340	-	298,340	-	298,340	2.3%
WFL-Mental Health Resource Nurse FTE	FTE 2026-11	153,220	5,000	158,220	120,140	38,080	0.3%
WFL-Resident Toileting Care		26,000	-	26,000	-	26,000	0.2%
		589,878	5,000	594,878	120,140	474,738	3.7%
CAPITAL CONTRIBUTIONS							
WFL-Capital Contribution Change		20,000	-	20,000	-	20,000	0.2%
		20,000	-	20,000	-	20,000	0.2%
INITIATIVE GAPPING							
WFL-Recreation Aide FTE	FTE 2026-09	(56,598)	-	(56,598)	-	(56,598)	(0.4%)
WFL-Personal Support Worker FTE	FTE 2026-10	(150,190)	-	(150,190)	-	(150,190)	(1.2%)
WFL-Mental Health Resource Nurse FTE	FTE 2026-11	(38,080)	-	(38,080)	-	(38,080)	(0.3%)
		(244,868)	-	(244,868)	-	(244,868)	(1.9%)
CARRYOVER/IN-YEAR APPROVAL							
WFL-Family Transition - Local Priorities Fund 2025-26		106,976	-	106,976	106,976	-	
WFL-Reduction in Satellite Capital Contribution		(760,000)	-	(760,000)	-	(760,000)	(5.9%)
WFL-Reallocated Satellite Capital Contribution to Future Long-term Care Reserve		760,000	-	760,000	-	760,000	5.9%
		106,976	-	106,976	106,976	-	
MINOR CAPITAL							
WFL-Folding Table Laundry	CAP 391000	-	2,500	2,500	-	2,500	0.0%
WFL-Ice Machine	CAP 392000	-	4,000	4,000	-	4,000	0.0%
		-	6,500	6,500	-	6,500	0.1%
TOTAL		480,352	11,500	491,852	227,116	264,736	2.1%

Capital Budget

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 REQUEST**	2027	2028-2035
BUILDING							
391000 - Buildings	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$605,000	605,000	-	-
COMPUTER EQUIPMENT							
391000 - Computer Equipment	Tablets for Operative IQ, Dietary	Replacement	Poor	\$4,700	4,700	-	-
391000 - Computer Equipment	Laptop and 2 monitors (FTE 2026-11)	Expansion	N/A	\$2,000	2,000	-	-
392000 - Computer Equipment	Smart TV	Replacement	Poor	\$3,500	3,500	-	-
393000 - Computer Equipment	Smart TV	Replacement	Poor	\$3,500	3,500	-	-
EQUIPMENT							
391000 – Equipment	Home Area Sanitizer	Replacement	Poor	\$12,500	12,500	-	-
391000 – Equipment	Hot well insert, dishwasher, toaster, fridges, floor mixer, stove, freezer	Replacement	Poor	\$73,200	73,200	-	-
391000 – Equipment	Lift replacements - 4 lifts, tub chairs	Replacement	Poor	\$64,970	64,970	-	-
391000 – Equipment	Small floor scrubber, wet/dry vac	Replacement	Poor	\$6,400	6,400	-	-
391000 – Equipment	Folding table for laundry	Expansion	N/A	\$2,500	2,500	-	-
391000 – Equipment	Dryer and laundry bins	Replacement	Poor	\$38,000	38,000	-	-
392000 – Equipment	Conveyor toaster, fogger, barbecue	Replacement	Poor	\$12,000	12,000	-	-
392000 – Equipment	Lift replacement	Replacement	Poor	\$26,630	26,630	-	-
392000 – Equipment	Ice Machine	Expansion	N/A	\$2,000	2,000	-	-
393000 – Equipment	Bladder Scanner	Replacement	Poor	\$3,500	3,500	-	-
393000 – Equipment	Ice Machine	Expansion	N/A	\$2,000	2,000	-	-
393000 – Equipment	Lift replacement	Replacement	Poor	\$16,250	16,250	-	-
393000 – Equipment	Conveyor toaster, fogger, barbecue	Replacement	Poor	\$12,000	12,000	-	-
FURNISHINGS							
391000 – Furnishings	Mental Health Resource Nurse Desk and Chair (FTE 2026-11)	Expansion	N/A	\$3,000	3,000	-	-
391000 – Furnishings	Dining chairs and tables	Replacement	Poor	\$34,000	34,000	-	-
391000 – Furnishings	Privacy Curtains	Replacement	Poor	\$3,000	3,000	-	-
391000 – Furnishings	Various furnishings including common area furniture, chairs, resident room furniture, appliances, bed replacement, and décor.	Replacement	Poor	\$103,750	103,750	-	-
391000 – Furnishings	Activity room decor upgrade, appliances for activity room	Replacement	Poor	\$20,000	20,000	-	-
392000 – Furnishings	Various furnishings bed replacements, chairs and appliances	Replacement	Poor	\$13,850	13,850	-	-
393000 – Furnishings	Various furnishings including bed replacements, activity stations, bedside tables, office furniture, and appliances	Replacement	Poor	\$13,950	13,950	-	-
CARRY FORWARD BUDGET							
	Prior year's approved budget not spent.			\$500,000	\$500,000	-	-
				\$1,582,200	\$1,582,200	\$0	\$0

** The 2025 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent.

Special Report – Per Diem

	2025	2025	2026	PER DIEM	PER DIEM	PER DIEM
	FORECAST	BUDGET*	BUDGET	2025	2025	2026
	FORECAST	BUDGET*	BUDGET	FORECAST	BUDGET	BUDGET
NURSING AND PERSONAL CARE						
MINISTRY FUNDING	(10,633,876)	(15,419,609)	(10,828,876)	(127.43)	(184.78)	(130.12)
OTHER REVENUES	(89,998)	(86,983)	(98,000)	(1.08)	(1.04)	(1.18)
SALARIES AND BENEFITS	15,018,727	20,012,526	16,111,532	179.98	239.82	193.60
OPERATING COSTS	756,815	649,866	825,213	9.07	7.79	9.92
TOTAL NURSING AND PERSONAL CARE	5,051,668	5,155,800	6,009,869	60.54	61.78	72.22
PROGRAM AND SUPPORT SERVICES						
MINISTRY FUNDING	(1,171,245)	(1,699,011)	(1,188,775)	(14.04)	(20.36)	(14.28)
OTHER REVENUES	(800)	(500)	(500)	(0.01)	(0.01)	(0.01)
SALARIES AND BENEFITS	941,975	1,492,664	1,012,491	11.29	17.89	12.17
OPERATING COSTS	437,336	446,919	462,166	5.24	5.36	5.55
TOTAL PROGRAM AND SUPPORT SERVICES	207,266	240,072	285,382	2.48	2.88	3.43
RAW FOOD						
MINISTRY FUNDING	(1,093,455)	(1,103,988)	(1,111,814)	(13.10)	(13.23)	(13.36)
OTHER REVENUES	(30,000)	(30,000)	(30,000)	(0.36)	(0.36)	(0.36)
OPERATING COSTS	1,226,598	1,232,914	1,253,617	14.70	14.77	15.06
TOTAL RAW FOOD	103,143	98,926	111,803	1.24	1.19	1.34
OTHER ACCOMODATIONS						
MINISTRY FUNDING	(764,945)	(501,337)	(528,428)	(9.17)	(6.01)	(6.35)
RESIDENT REVENUE	(6,372,929)	(6,540,870)	(6,682,986)	(76.37)	(78.38)	(80.31)
RESERVE FUNDING	(1,358,892)	(2,477,558)	(1,517,000)	(16.28)	(29.69)	(18.23)
OTHER REVENUES	(22,905)	(13,800)	(11,400)	(0.27)	(0.17)	(0.14)
SALARIES AND BENEFITS	6,576,715	6,395,890	7,115,621	78.81	76.65	85.50
OPERATING COSTS	7,909,035	8,954,917	7,729,005	94.78	107.31	92.87
RESERVE CONTRIBUTION	1,754,000	1,754,000	1,078,839	21.02	21.02	12.96
TOTAL OTHER ACCOMODATIONS	7,720,079	7,571,242	7,183,651	92.51	90.73	86.32
DEBT REPAYMENT						
MINISTRY FUNDING	(604,428)	(604,428)	(604,428)	(7.24)	(7.24)	(7.26)
DEBENTURE	740,857	740,857	706,018	8.88	8.88	8.48
TOTAL DEBT REPAYMENT	136,429	136,429	101,590	1.63	1.63	1.22
OTHER LTCH FUNDING						
MINISTRY FUNDING	(8,070,706)	(2,417,853)	(7,709,354)	(96.72)	(28.97)	(92.64)
SALARIES AND BENEFITS	7,290,102	1,844,202	7,641,235	87.36	22.10	91.82
OPERATING COSTS	926,988	761,609	234,414	11.11	9.13	2.82
TOTAL OTHER LTCH FUNDING	146,384	187,958	166,295	1.75	2.25	2.00
ONE TIME FUNDING AND OTHER INITIATIVES						
MINISTRY FUNDING	(438,555)	(214,440)	(106,976)	(5.26)	(2.57)	(1.29)
OTHER REVENUES	(1,135)	-	-	(0.01)	-	-
SALARIES AND BENEFITS	385,621	97,025	68,989	4.62	1.16	0.83

	2025	2025	2026	PER DIEM	PER DIEM	PER DIEM
	FORECAST	BUDGET*	BUDGET	2025	2025	2026
	FORECAST	BUDGET	BUDGET	FORECAST	BUDGET	BUDGET
OPERATING COSTS	57,990	140,031	38,987	0.69	1.68	0.47
TOTAL ONE TIME FUNDING AND OTHER INITIATIVES	3,921	22,616	1,000	0.05	0.27	0.01
OTHER FUNDING - OUTSIDE OF LTCH						
MINISTRY FUNDING	(236,848)	-	-	(2.84)	-	-
OTHER REVENUES	(130,599)	(2,400)	(2,400)	(1.57)	(0.03)	(0.03)
SALARIES AND BENEFITS	346,523	-	-	4.15	-	-
OPERATING COSTS	22,890	2,260	500	0.27	0.03	0.01
TOTAL OTHER FUNDING - OUTSIDE OF LTCH	1,966	(140)	(1,900)	0.02	(0.00)	(0.02)
ACCREDITATION						
MINISTRY FUNDING	(33,704)	(30,804)	(35,468)	(0.40)	(0.37)	(0.43)
SALARIES AND BENEFITS	33,542	28,996	35,354	0.40	0.35	0.42
OPERATING COSTS	3,656	3,568	3,729	0.04	0.04	0.04
TOTAL ACCREDITATION	3,494	1,760	3,615	0.04	0.02	0.04
FUNDRAISING/DONATIONS						
OTHER REVENUES	(5,000)	(5,000)	(5,100)	(0.06)	(0.06)	(0.06)
OPERATING COSTS	3,500	5,000	3,500	0.04	0.06	0.04
TOTAL FUNDRAISING/DONATIONS	(1,500)	-	(1,600)	(0.02)	-	(0.02)
FUTURE LONG-TERM RESERVE						
RESERVE CONTRIBUTION	-	-	760,000	-	-	9.13
TOTAL CAPITAL	-	-	760,000	-	-	9.13
CORPORATE GENERAL						
RESERVE FUNDING	(580,000)	(580,000)	-	(6.95)	(6.95)	-
TOTAL R - CORPORATE GENERAL	(580,000)	(580,000)	-	(6.95)	(6.95)	-
TOTAL WOODINGFORD LODGE	12,792,850	12,834,663	14,619,705	153.30	153.80	175.68

FTE – Recreation Aide

FTE 2026-09

SUMMARY

Type of FTE request	Expand Service Level
Classification	Full-time - Permanent
Job Title	Recreation Aide
FTE	1.0
Description	To enhance the recreational service provided to the residents at Woodingford Lodge Woodstock to ensure the Allied Health target of hours provided daily aligns with the Ministry requirements.

STRATEGIC PLAN



Goal 3.1: Continuous improvement and results-driven solutions

REQUEST DETAILS

The government released “A better place to live, a better place to work: Ontario’s long-term care staffing plan” in December 2020 with commitments to improve Ontario’s long-term care sector by increasing staffing levels. Homes continue to receive an increased monthly amount allocated to support the continuation of staffing initiatives and the provincial system-level average allied hours of care targets established in the Fixing Long-Term Care Act, 2021. Allied care hours are defined as “Meaningful and intentional interaction with residents that enhances their overall health and well-being, as part of the support services and programs being provided to residents, such as religious/spiritual interaction and mental health support or social service-related interaction.” The provincial target is 36 minutes of supportive care per resident per resident per day by March 31, 2025.

Currently this location is budgeted for 29 minutes of allied care per resident per day, 7 minutes of care time below the provincial level staffing initiative. The addition of this FTE would bring our minutes closer to 31 minutes per resident per day.

REQUEST DETAILS

Ensuring adequate recreation opportunities for our residents is crucial for enhancing their quality of life. It addresses the physical, social, emotional and cognitive needs of residents, promoting their wellbeing and dignity. It is essential for maintaining residents' sense of meaning and purpose. It reduces boredom, loneliness and depression, and reduces anxiety through non-pharmacological interventions.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Expenses			
Salaries and benefits	\$-	\$112,318	\$112,318
Total expenses	-	112,318	112,318
County Levy	\$-	\$112,318	\$112,318
Initiative Gapping – position start July	-	(56,598)	(56,598)
2026 Budget Impact	\$-	\$55,720	\$55,720
2027 Budget Impact	\$-	\$112,318	\$112,318

FTE – Personal Support Worker

FTE 2026-10

SUMMARY

Type of FTE request	Expand Service Level
Classification	Full-time - Permanent
Job Title	Personal Support Worker
FTE	2.8
Description	Requesting increased Personal Support Worker hours to support the nursing and personal care services departments for both Ingersoll and Tillsonburg Woodingford Lodge locations.

STRATEGIC PLAN



Goal 3.1: Continuous improvement and results-driven solutions

REQUEST DETAILS

The government released “A better place to live, a better place to work: Ontario’s long-term care staffing plan” in December 2020 with commitments to improve Ontario’s long-term care sector by increasing staffing levels. Homes continue to receive an increased monthly amount allocated to support the continuation of staffing initiatives and the provincial system-level average direct hours of care targets established in the Fixing Long-Term Care Act, 2021. Direct care hours provided by Registered Nurses, Registered Practical Nurses and Personal Support Workers target is 4 hours by March 31, 2025.

Currently these locations are budgeted 3.75 hours of direct care per resident per day, 0.25 hours of direct care below the provincial level staffing initiative per day.

The PSW to resident ratio currently in Ingersoll and Tillsonburg is one PSW per 8.5 residents on day and evening shift and one PSW per 34 residents on night shift. With added PSW FTE changes one PSW to resident ratio would be decreased. Resident care needs have increased and statistics back in 2011 show that 1 in 2 residents admitted to LTC require a high level of care with 80% with cognitive impairment and physical frailty compared to 10 years ago. One third of these residents need 2 or 3 staff to complete care moments together. These complex care needs require more direct personal care hours.

Extra Personal Support Worker staffing increases the amount of direct care provided to the residents, which is part of the government’s commitment that each resident receives four hours of direct care per day targets set out in the Fixing Long-term Care Home Act 2021. It will

REQUEST DETAILS

support the homes staffing contingency plan, support the needs of the more complex resident care needs we are seeing with the goal that our seniors get the quality of care and quality of life they need and deserve both now and in the future.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Expenses			
Salaries and benefits	\$-	\$298,340	\$298,340
Total expenses	-	298,340	298,340
County Levy	\$-	\$298,340	\$298,340
Initiative Gapping – position start July	-	(150,190)	(150,190)
2026 Budget Impact	\$-	\$148,150	\$148,150
2027 Budget Impact	\$-	\$298,340	\$298,340

FTE – Mental Health Resource Nurse

FTE 2026-11

SUMMARY

Type of FTE request	Expand Service Level
Classification	Full-time - Permanent
Job Title	Mental Health Resource Nurse
FTE	1.0
Description	The Mental Health Resource Nurse (MHRN) will provide expanded, clinical driven support to the Medical Team in the management of behavioural and psychological symptoms and promote quality of life for residents with dementia, mental health and complex geriatric needs. The MHRN will provide support and clinical decision options to support older adults with multiple co-morbidities living in Long-Term Care. At Woodingford Lodge, the current resident population that is diagnosed with Dementia is greater than 80%. Combined with this diagnosis, greater than 45% of these residents have a diagnosis of mixed mental health conditions. Given the exposure to residents that require in depth specialized geriatric care and mental health support as well as new admissions to Long-Term Care presenting advanced gerontological needs and complex diagnosis, this MHRN will provide needed support to the resident population to reduce transfer for hospitals for complex needs and will support the residents to be cared for in their home. This FTE will be instrumental in supporting the Falls reduction program as well by reviewing medications. Given that Woodingford Lodge operates the only secured, dementia care neighbourhood in Oxford County, this FTE is a priority to support the trends of responsive behaviours from this target group. This position continues to be advocated through the recently submitted application to the Ontario Health Dementia Model of care strategy for the potential to offset the cost of a portion of this FTE if awarded through the Grant.

STRATEGIC PLAN



Goal 1.3: Community health, safety and well-being

REQUEST DETAILS

Background

With the populations of Long-Term Care admitting more individuals from the community with a dementia diagnosis and mixed mental health concerns, there has become an increasing need to have an embedded FTE with direct specialty training in dementia and mental health clinical needs to support this population and assist in keeping others safe in their own environment. This resource will provide the medical team with a complimentary level of support given the access to resources in a timely manner in the community has diminished.

January 2024 – August 2025 data:

131 documented risk management occurrences of verbally responsive behaviours between all sites (this is captured when one resident becomes verbally aggressive to another).

18 documented risk management occurrences of physical responsive behaviours between all sites (this captures when one resident is physically aggressive to another resident).

45 submitted Critical Incident reports to the Ministry of Long-Term Care that met the definition of resident-to-resident abuse. These occurrences would have resulted potentially in a degree of injury sustained by one of the parties. In these situations of critical incidents, a Ministry of Long-Term Care inspector will follow up on inquiry to evaluate this situation and corrective action made.

14 transfers of residents to hospital due to risk to themselves or others secondary to elevated responsive episodes, psychosis, delirium or suicidal ideations.

Given the volume of mental health driven incidents becoming more prevalent in Long-Term Care, decreased access to timely services, the importance of having a trained, dedicated Mental Health Resource Nurse in Long-Term Care has become a demand to keep residents, staff and families safe in their homes and workplace as well as reduce the strain on these incidents on staff from a burnout and strain level that could lead to lost work time. From a quality improvement standpoint, the target goal of reducing risk managements generated would be by 25% in year one in having this FTE.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Revenues			
Ontario Health Funding-Improving Dementia Care Program	\$5,600	\$114,540	\$120,140
Total revenues	5,600	114,540	120,140
Expenses			
Salaries and benefits	\$-	\$152,320	\$152,320
Telecommunications: Cell phone	600	300	900
Computer: Laptop	2,000	-	2,000
Furniture: Office furniture	3,000	-	3,000
Total expenses	5,600	152,620	158,220
County Levy	\$0	\$38,080	\$38,080
Initiative Gapping – position start April	-	(38,080)	(38,080)
2026 Budget Impact	\$-	\$-	\$-
2027 Budget Impact	\$-	\$-	\$-

2026 Budget

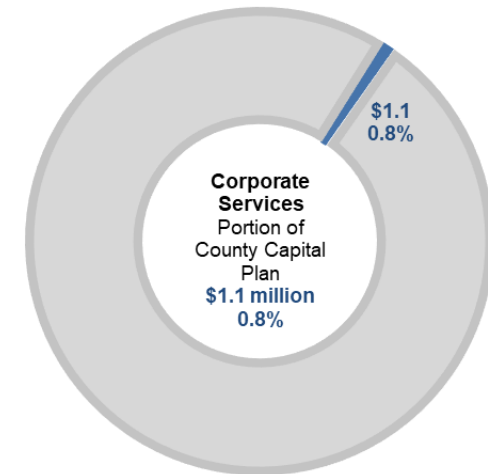
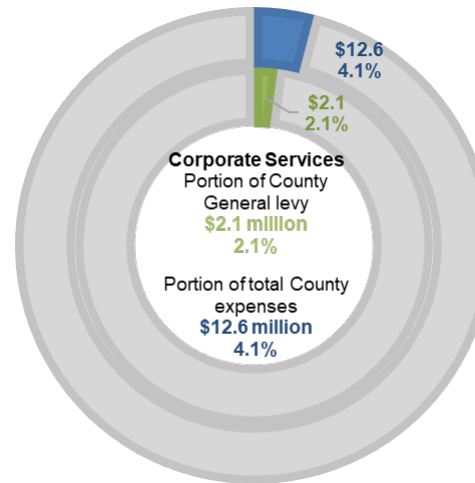
Corporate Services

*Transitioning to Department of Corporate Services and Human Resources
and Department of Financial Services*

 Oxford County



Corporate services focuses on supporting internal services, area municipal services and the public.



	Division	Division Description	Services	2026 FTE Base	2026 FTE Temp
Corporate Services Director of Corporate Services	Information Technology	Provides professional support services including: computer and other technology equipment related support for County Council, County departments, and staff. Provide network support and internet access to all County facilities, Area Municipal facilities, and community partners in Oxford County.	IT Infrastructure	13.7	-
	Business Systems	Provides professional support services such as Geographic Information System (GIS), and application development and programming support as well as project management and policy analysis. Also, committed to supporting a culture of performance excellence and continuous improvement in meeting the needs of residents, stakeholders and employees of the County and Area Municipalities.	- Administrative Support and public information - Geographic Information System (GIS) - Project Management, Business and Policy Analysis	17.8	-
	Provincial Offences Administration	Responsible for the delivery of the administrative, prosecutorial, and court support functions as prescribed under the <i>Provincial Offences Act</i> .	Court Administration and Prosecution	5.0	-

	Division	Division Description	Services	2026 FTE Base	2026 FTE Temp
	Financial Services	Provides professional support services including: payroll, accounts receivable, accounts payable, budgeting, financial analysis, financial reporting and financial statement preparation.	▪ Accounting ▪ Payroll ▪ Fiscal Management ▪ Treasury ▪ Asset Management	22.0	-
Total				58.5	0.0

Services Overview

Full-Time Equivalents **17.8 FTE**

↑ 1.0
Base

Service	Service Description	2024 Service Level	Service Type
Administrative Support and public information	An internal service which provides administrative support to all County departments and services.	3,201 service requests	Support
Geographic Information System (GIS)	Provides solutions that manage and transform spatial data into actionable insights, supporting informed decision-making and improving planning and service delivery for the County of Oxford, its Area Municipalities, and the public.	335 GIS service accounts	Support
Project Management, Business and Policy Analysis	Provides support to staff to perform in-depth analyses of current business processes, identify opportunities for improvement, and implement technical and non-technical solutions to address business opportunities to enhance efficiency, transparency, and accountability of our services	12 business cases submitted	Support

1.0 FTE Customer Service Technician Full-time - The Technician will assist with requirements gathering, participate in project meetings, conduct configuration and testing within the Customer Relationship Management (CRM) system, support staff training, and expand the functionality of existing County systems such as CRM **FTE 2026-12**

Key Performance Indicators

	2022 Actual	2023 Actual	2024 Actual	2025 Forecast	2026 Budget	Target
Service Requests Initiated at Customer Service (Cartegraph and WorxHub)	2,111	2,654	3,201	3,794	3,600	N/A
GIS Service Accounts			335	345	360	↔
Number of Business Cases Submitted			12	20	20	↑
Number of Improvement Project Started			12	5	5	↔
Number of Improvement Projects Completed			2	5	5	↔

Goals and Objectives

Description	2026	2027	2028	Strategic Plan	Other Plan Alignment
Customer Relationship Management (CRM) Software Develop a customer centric culture by enhancing the Customer Service experience with a CRM software to allow for customer tracking, consistent messaging, knowledge management, and staff training.	●	●		 Goal 3.1: Continuous improvement and results-driven solutions	
Support Implementation with Operation Management System Mobile workforce - Increased visibility, compliance and streamlined workflow.	●	●	●	 Goal 3.1: Continuous improvement and results-driven solutions	
Upgrade Water Utility Data Implement the water utility network which leverages ArcGIS Enterprise to create a seamless Web Geographic Information System (GIS). This system enables data sharing across the entire organization, providing an authoritative view of water assets to everyone that needs it. It will provide advanced asset modeling capabilities, a modern web GIS architecture, and analysis tools that provide information gathering for better operational awareness and decision-making. The utility network will also serve as a centralized system of record. This results in increased efficiencies in daily operations, planning projects, and responding to emergencies.	●	●		 Goal 3.1: Continuous improvement and results-driven solutions	
Support Implementation with Payroll and Scheduling Software Provide Business Analysis and Project Management for the implementation of an integrated Human Resources Information System (HRIS), Scheduling, Time Management, and Payroll solution to replace legacy systems, ensuring efficiency, compliance, and improved employee experience across workforce administration, talent management, and Human Resources operations.	●	●		 Goal 3.1: Continuous improvement and results-driven solutions	

Budget – Business Systems

	2025	2025	LESS: 2025	2026	2026	2026	\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	BUDGET	2025 BUDGET	2025 BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES	(782)	-	-	-	-	-	-	-
INTERDEPARTMENTAL RECOVERIES	(402,000)	(402,000)	-	(84,400)	-	(486,400)	(84,400)	21.0%
TOTAL REVENUES	(402,782)	(402,000)	-	(84,400)	-	(486,400)	(84,400)	21.0%
EXPENSES								
SALARIES	1,114,566	1,310,729	-	(41,030)	-	1,269,699	(41,030)	(3.1%)
BENEFITS	345,987	408,744	-	4,256	-	413,000	4,256	1.0%
SALARIES GAPPING	-	(28,349)	28,349	-	-	-	28,349	(100.0%)
OPERATING EXPENSES	361,206	416,830	(10,675)	(42,728)	-	363,427	(53,403)	(12.8%)
CONTRACTED SERVICES	30,092	30,000	-	(10,000)	-	20,000	(10,000)	(33.3%)
INTERDEPARTMENTAL CHARGES	175,861	175,861	-	(16,134)	-	159,727	(16,134)	(9.2%)
TOTAL EXPENSES	2,027,712	2,313,815	17,674	(105,636)	-	2,225,853	(87,962)	(3.8%)
NET OPERATING	1,624,930	1,911,815	17,674	(190,036)	-	1,739,453	(172,362)	(9.0%)
CAPITAL								
CAPITAL EXPENSES	2,000	2,000	(2,000)	-	-	-	(2,000)	(100.0%)
NET CAPITAL	2,000	2,000	(2,000)	-	-	-	(2,000)	(100.0%)
SUMMARY								
TOTAL REVENUES	(402,782)	(402,000)	-	(84,400)	-	(486,400)	(84,400)	21.0%
TOTAL EXPENSES	2,029,712	2,315,815	15,674	(105,636)	-	2,225,853	(89,962)	(3.9%)
TOTAL LEVY	1,626,930	1,913,815	15,674	(190,036)	-	1,739,453	(174,362)	(9.1%)
% BUDGET INCREASE (DECREASE)			0.8%	(9.9%)	-	(9.1%)		

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

Budget – Customer Service

	2025	2025	LESS: 2025	2026	2026		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2026 BUDGET	2025 BUDGET	2025 BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES	(3,900)	(900)	-	(1,600)	-	(2,500)	(1,600)	177.8%
GRANTS AND GOVERNMENT TRANSFERS	(51,282)	(34,091)	-	34,091	-	-	34,091	(100.0%)
INTERDEPARTMENTAL RECOVERIES	(715,466)	(715,466)	-	(46,769)	(85,782)	(848,017)	(132,551)	18.5%
TOTAL REVENUES	(770,648)	(750,457)	-	(14,278)	(85,782)	(850,517)	(100,060)	13.3%
EXPENSES								
SALARIES	363,290	438,691	-	27,853	72,800	539,344	100,653	22.9%
BENEFITS	126,260	128,223	-	12,439	27,710	168,372	40,149	31.3%
SALARIES GAPPING	-	-	-	-	(25,128)	(25,128)	(25,128)	-
OPERATING EXPENSES	144,476	150,162	-	(18,687)	8,400	139,875	(10,287)	(6.9%)
CONTRACTED SERVICES	10,050	10,050	-	(7,500)	-	2,550	(7,500)	(74.6%)
INTERDEPARTMENTAL CHARGES	23,331	23,331	-	173	-	23,504	173	0.7%
TOTAL EXPENSES	667,407	750,457	-	14,278	83,782	848,517	98,060	13.1%
NET OPERATING	(103,241)	-	-	-	(2,000)	(2,000)	(2,000)	-
CAPITAL								
CAPITAL EXPENSES	1,628	-	-	-	2,000	2,000	2,000	-
NET CAPITAL	1,628	-	-	-	2,000	2,000	2,000	-
SUMMARY								
TOTAL REVENUES	(770,648)	(750,457)	-	(14,278)	(85,782)	(850,517)	(100,060)	13.3%
TOTAL EXPENSES	669,035	750,457	-	14,278	85,782	850,517	100,060	13.3%
TOTAL LEVY	(101,613)	-	-	-	-	-	-	-
% BUDGET INCREASE (DECREASE)			-	-	-	-		

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

Budget Impact Details – Customer Service

	REFERENCE	OPERATING EXPENSES	CAPITAL EXPENSES	TOTAL EXPENSES	INTERDEPT RECOVERY	%
ONE-TIME ITEMS						
CS-Salesforce Training		1,000	-	1,000	1,000	0.1%
		1,000	-	1,000	1,000	0.1%
SERVICE LEVEL						
CS-Customer Service Technician FTE	FTE 2026-12	104,710	2,000	106,710	106,710	14.9%
CS-Additional Customer Relationship Management License for IT Support		3,200	-	3,200	3,200	0.4%
		107,910	2,000	109,910	109,910	15.4%
INITIATIVE GAPPING						
CS-Customer Service Technician FTE	FTE 2026-12	(25,128)	-	(25,128)	(25,128)	(3.5%)
		(25,128)	-	(25,128)	(25,128)	(3.5%)
TOTAL		83,782	2,000	85,782	85,782	12.0%

Capital Budget – Customer Service

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 REQUEST**	2027	2028-2035
COMPUTER EQUIPMENT							
121000 - Computer Equipment	Laptop for Customer Service Technician (FTE 2026-12)	Expansion	N/A	\$2,000	2,000	-	-
				\$2,000	\$2,000	\$0	\$0

** The 2026 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent.

FTE – Customer Service Technician

FTE 2026-12

SUMMARY

Type of FTE request	Maintain Service Level
Classification	Full-time - Permanent
Job Title	Customer Service Technician
FTE	1.0
Description	The request for a Customer Service Technician arises from an increase in internal and external service requests, phone calls, orders, electronic payments, and overall service demands due to population growth and organizational expansion. This position will primarily play a critical technical role, and provide essential customer support for staff absences, including breaks and time off. The Technician will assist with requirements gathering, participate in project meetings, conduct configuration and testing within the Customer Relationship Management (CRM) system, support staff training, and expand the functionality of existing County systems such as CRM. By combining technical expertise with customer-facing support, this role will ensure the County maximizes its technology investment while maintaining high-quality service delivery. The increased capacity within Customer Service would also ensure the team can take on additional customer-related projects/tasks from other departments as they arise.

STRATEGIC PLAN



Goal 3.1: Continuous improvement and results-driven solutions

REQUEST DETAILS

Background

Since the creation of the Customer Service team in 2008, staffing has remained static at 3.5 FTEs. In 2023, restructuring reduced this to 3.0 FTEs. At the same time, service demands have continued to grow due to new programs, population growth, and organizational expansion. Beyond front-line interactions, the team is increasingly required to support technology-driven initiatives such as CRM implementation, new billing and asset management systems, and waste management program changes. These responsibilities involve requirements gathering,

REQUEST DETAILS

system testing, training, and workflow development—tasks that extend well beyond traditional counter service. With only 3.0 FTEs, the team cannot adequately balance day-to-day resident service with the technical demands required to modernize and expand the systems the County has invested in.

Current Situation

- **Increased Demand:** The Customer Service team has seen a 113% increase in service requests and a 179% increase in Commissioning Services since 2022. Over the phone and in-person credit card payments have also increased by 48% leading to potential service delays and intensified pressure on our team. Phones, counter traffic, and administrative requests from staff have also increased, although there is no current way of tracking this information.

	2022	2025	Change	%
Service Requests	1,785	3,794	2,009	113%
Commissioning Services	58	162	104	179%
Water Billing Adjustments	69	102	33	48%
Shopify Orders	782	994	212	27%
Credit Card Payments Processed (in person and over the phone)	1,478	2,192	714	48%

- **Limited Staffing:** Our forward-facing team consists of two clerks and one supervisor who also serves as a clerk. With the current complement we are struggling to meet the increasing demands, highlighting the need for additional staff to maintain our service quality. This limited workforce poses challenges in maintaining adequate coverage, particularly during staff vacations or absences. The restructuring in 2023 also led to the loss of a 0.5 position, exasperating these issues. While the proposed FTE will perform a unique and higher-level role than the Clerks as described in this report, it will also provide essential front-line coverage on occasion to ensure the highest level of customer service to staff and residents.
- **Implementation of CRM and technology:** The County's investment in a new CRM system is transforming how residents and staff access services. To realize its full potential, the system requires dedicated effort for onboarding service types, building a knowledge base, and integrating workflows. These activities involve testing, training, and requirements gathering, and are currently falling on the Customer Service Supervisor while still maintaining front-line coverage. This creates a bottleneck and slows progress.
- **Support for Multiple Departments:** The Customer Service team handles phone, e-mail, online and in person inquiries and on-demand administrative requests for most departments within the County, amplifying the need for additional support due to organizational growth. With Customer Service's high visibility and the County's growing workforce we have seen an increase in internal

REQUEST DETAILS

requests from other departments. Examples of this are print requests, pickup requests, retrieving and scanning documents or items for staff, in person support through COVID, renovations, and other emergency situations where other staff are not on site.

- **Business Systems/Implementation Support:** The Customer Service Supervisor has become involved in supporting other departments on implementation teams. Examples of this are: Temetra meter reading software, W/WW assets and billing, Waste Management 2026 program changes, CRM implementation team, Contractor Health and Safety Policy and procedure changes, and Commissioning Services staff training and support. Adequate coverage of the Customer Service team is challenging when there are additional meetings required of the supervisor, which has led to overtime hours, vacation carry over, and service delays.

Justification for the Position

- **Increased Coverage and Support:** As noted above, the Customer Service team has seen a significant increase in service demands, which is only anticipated to grow. Addition of a full-time Customer Service Technician will provide essential front-line coverage, while also assisting the supervisor with technology advancements. This will enable the team to manage the increased volume of inquiries and requests from both internal and external customers without compromising service quality. Additionally, this role this will reduce reliance on overtime and ensure staff can take vacation without compromising service quality.
- **Technical and Project Support:** This position is not limited to counter or phone service. The Customer Service Technician will play a technical role by:
 - Assisting in requirements gathering sessions to ensure customer-facing needs are represented in new initiatives
 - Participating in project meetings to align business systems with front-line realities
 - Conducting extensive testing of new systems and workflows, reducing risk before launch
 - Supporting training and onboarding for staff adopting new tools
 - Helping expand the functionality of existing County systems (CRM, Shopify, Cartegraph, billing, Waste Management)
- **Enhanced CRM Utilization:** The addition of this staff member will enable the Customer Service Supervisor and Customer Service Technician to concentrate on maximizing our CRM software's potential by developing and maintaining the knowledge tool and enhancing communication across departments. This new role will act as a Salesforce CRM expert, focusing on improving our technology automation capabilities with initiatives such as expanding our Shopify store options, establishing a self-service online portal for bag tag vendors to apply, order, and purchase tags, and preparing for future service types in our CRM, including online payment solutions, bulk water applications, upcoming waste management inventory and program updates, and the seamless integration of W/WW CRM service types with our work management system.
- **Improved Customer Experience:** With additional support, we will enhance our ability to provide timely and accurate information to both internal and external customers. The Customer Service team will collaborate closely with other departments to deepen our understanding of County services, enabling us to address resident inquiries at the first point of contact. Our commitment to service

REQUEST DETAILS

excellence motivates us to exceed expectations, as we strive to take our time to meet the unique needs of each resident and foster an inclusive environment where everyone feels they belong. With increased capacity, the customer service team will be better equipped to support other departments on customer-related projects and tasks, allowing those teams to focus more fully on their core responsibilities.

- **Operational Resilience:** Additional staffing will build resilience during peak demand, staff absence, or project implementation cycles. This ensures consistent service levels while reducing the need for unsustainable overtime.

Conclusion

With the increase in overall service demands due to population growth and organizational expansion, the establishment of a Customer Service Technician is crucial to employee well-being, while maximizing potential of County technology investment. Citizens expect fast, accurate, and accessible online services, and this role will be instrumental in moving the County toward reaching that goal.

The Technician will not only provide much-needed support for our current forward-facing staff while serving as a subject matter expert for our CRM software, equipped with the Salesforce Administrator certification. The technician will focus on modernizing our interdepartmental services, thereby enhancing our capacity to serve residents effectively and efficiently in innovative ways.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Expenses			
Salaries and benefits	\$-	\$100,510	\$100,510
License – Salesforce CRM	-	3,200	3,200
Training	-	1,000	1,000
Computer: Laptop	2,000	-	2,000
Total expenses	2,000	104,710	106,710
Net Interdepartmental Charge	\$2,000	\$104,710	\$106,710
Initiative Gapping – position start April 2026	-	(25,128)	(25,128)
2026 Budget Impact	\$2,000	\$79,582	\$81,582
2027 Base Budget Impact	\$-	\$104,710	\$104,710

Services Overview

Full-Time Equivalents 13.7 FTE

→ 0.0
Base

Service	Service Description	2024 Service Level	Service Type
IT Infrastructure	An internal service that provides and maintains technology and infrastructure management for the County of Oxford and local Area Municipalities.	600 Municipal shared network devices	Support

Key Performance Indicators

	2022 Actual	2023 Actual	2024 Actual	2025 Forecast	2026 Budget	Target
Managed Network connections – municipal shared network	158	164	170	175	196	N/A
Managed Network devices – municipal shared network	550	600	600	591	612	N/A
Email accounts maintained	1,150	1,150	1,150	1,125	1,380	N/A
Help desk support tickets	4,518	5,482	5,230	7,200	6,500	N/A
IT cost per multi-function copier/printer	\$4,750	\$5,082	\$5,082	\$7,476	\$5,347	N/A
IT operating cost per computer device	\$2,232	\$2,453	\$2,308	\$2,661	\$3,525	N/A

Goals and Objectives

Description	2026	2027	2028	Strategic Plan	Other Plan Alignment
Information Technology Asset Management Strategy Ensure all information technology assets (such as desktops, laptops, and accessories) are tracked in a centralized system to ensure asset lifecycles are maintained and assist with IT budget preparation.	●			 Goal 3.1: Continuous improvement and results-driven solutions	Asset Management Plan
Information Technology Policy Refresh Review and refresh existing Information Technology policies to align with industry best practices. Develop and implement new policies where appropriate.	●			 Goal 3.1: Continuous improvement and results-driven solutions	
Support Implementation of SCADA Masterplan Implementation Multi-year initiative to replace and standardize aging hardware and software, deploy secure network infrastructure for interconnection of remote sites, strengthen cybersecurity protections, and implement advanced systems for data acquisition, storage, and analytics to support water and wastewater operations.	●	●	●	 Goal 3.1: Continuous improvement and results-driven solutions	SCADA Master Plan

Budget

	2025	2025	LESS: 2025	2026	2026		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2026 BUDGET	2025 BUDGET	2025 BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES	(61,377)	(50,000)	-	800	-	(49,200)	800	(1.6%)
RESERVE REVENUES	(317,000)	(165,000)	165,000	-	-	-	165,000	(100.0%)
INTERDEPARTMENTAL RECOVERIES	(2,870,132)	(2,870,132)	-	(511,918)	(129,586)	(3,511,636)	(641,504)	22.4%
TOTAL REVENUES	(3,248,509)	(3,085,132)	165,000	(511,118)	(129,586)	(3,560,836)	(475,704)	15.4%
EXPENSES								
SALARIES	1,179,342	1,151,601	-	290,211	19,800	1,461,612	310,011	26.9%
BENEFITS	369,497	353,283	-	119,733	386	473,402	120,119	34.0%
OPERATING EXPENSES	921,050	933,615	-	63,707	94,400	1,091,722	158,107	16.9%
CONTRACTED SERVICES	432,212	278,800	(165,000)	51,500	-	165,300	(113,500)	(40.7%)
RESERVE TRANSFERS	319,333	319,333	-	(28,333)	15,000	306,000	(13,333)	(4.2%)
INTERDEPARTMENTAL CHARGES	48,500	48,500	-	14,300	-	62,800	14,300	29.5%
TOTAL EXPENSES	3,269,934	3,085,132	(165,000)	511,118	129,586	3,560,836	475,704	15.4%
NET OPERATING	21,425	-	-	-	-	-	-	-
CAPITAL								
CAPITAL REVENUES	(278,328)	(343,328)	65,000	(360,822)	-	(639,150)	(295,822)	86.2%
CAPITAL EXPENSES	308,328	343,328	(65,000)	360,822	-	639,150	295,822	86.2%
NET CAPITAL	30,000	-	-	-	-	-	-	-
SUMMARY								
TOTAL REVENUES	(3,526,837)	(3,428,460)	230,000	(871,940)	(129,586)	(4,199,986)	(771,526)	22.5%
TOTAL EXPENSES	3,578,262	3,428,460	(230,000)	871,940	129,586	4,199,986	771,526	22.5%
TOTAL LEVY	51,425	-	-	-	-	-	-	-
% BUDGET INCREASE (DECREASE)			-	-	-	-		

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

Budget Impact Details

	REFERENCE	OPERATING EXPENSES	CAPITAL EXPENSES	TOTAL EXPENSES	INTERDEPT RECOVERY	%
SERVICE LEVEL						
IT-Increased Backup Capacity		30,000	-	30,000	30,000	1.0%
IT-Remote Support Software		7,500	-	7,500	7,500	0.3%
IT-Corporate Email Accounts for all staff		21,900	-	21,900	21,900	0.8%
IT-File System Analysis and Reporting Software		35,000	-	35,000	35,000	1.2%
IT-On Call After Hours for Second Staff Member		20,186	-	20,186	20,186	0.7%
		114,586	-	114,586	114,586	4.0%
CAPITAL CONTRIBUTIONS						
IT-Capital Contribution Change		15,000	-	15,000	15,000	0.5%
		15,000	-	15,000	15,000	0.5%
TOTAL		129,586	-	129,586	129,586	4.5%

Capital Budget

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 REQUEST**	2027	2028-2035
COMPUTER EQUIPMENT							
123000 - Computer Equipment	Replacement of computers, servers, network hardware, fibre optic upgrades at OCAB and storage area network equipment across the County	Replacement	Poor	\$549,150	549,150	-	-
123000 - Computer Equipment	Council chamber technology upgrades	Replacement	Fair	\$25,000	25,000	-	-
CARRY FORWARD BUDGET	Prior year's approved budget not spent.			\$65,000	\$65,000	-	-
				\$639,150	\$639,150	\$0	\$0

** The 2026 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent.

Services Overview

Full-Time Equivalents 5.0 FTE

→ 0.0
Base

Service	Service Description	2024 Service Level	Service Type
Court Administration and Prosecution	The Provincial Offences Act (POA) is a procedural law for administering and prosecuting provincial offences including those committed under the Highway Traffic Act, the Compulsory Automobile Insurance Act, the Trespass to Property Act, the Liquor Licence and Control Act, and other provincial legislation, and municipal by-laws. The POA governs all aspects of the legal prosecution process, from serving an offence notice to an accused person to conducting trials including sentencing and appeals.	8,305 Charges received	Support

Key Performance Indicators

	2022 Actual	2023 Actual	2024 Actual	2025 Forecast	2026 Budget	Target
Number of charges filed – (Part I and Part III)	6,200	7,261	8,305	7,200	7,400	N/A
Courtroom operating hours	269	202	291	375	350	350
Average days to disposition at trial – Part I	270	200	193	185	185	185
Early resolution events	1,213	1,227	1,724	1,600	1,600	N/A

Goals and Objectives

Description	2026	2027	2028	Strategic Plan	Other Plan Alignment
Provincial Legislation Updates Implement changes to the Provincial Offences Administration Part I Early Resolution model as outlined by the Ministry of the Attorney General following consultations and input from the Provincial Offences Administration Municipal Partners.	●			 Goal 3.1: Continuous improvement and results-driven solutions	
Prosecution Model Implement change to Provincial Offences Administration prosecution as detailed in provincial legislation, Bill 177 Stronger, Fairer Ontario Act, to include Part III prosecutions by the municipal prosecutor.	●			 Goal 3.1: Continuous improvement and results-driven solutions	
Courtroom Technology Upgrade Upgrade the audio/visual equipment in the courtroom to improve the virtual courtroom capabilities. The ability to appear virtually to POA court improves access to justice for all participants.	●			 Goal 3.1: Continuous improvement and results-driven solutions	

Budget

	2025	2025	LESS: 2025	2026	2026		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2026 BUDGET	2025 BUDGET	2025 BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES	(1,120,000)	(995,000)	-	(25,000)	-	(1,020,000)	(25,000)	2.5%
GRANTS AND GOVERNMENT TRANSFERS	(13,561)	-	-	(15,000)	-	(15,000)	(15,000)	-
TOTAL REVENUES	(1,133,561)	(995,000)	-	(40,000)	-	(1,035,000)	(40,000)	4.0%
EXPENSES								
SALARIES	405,750	393,532	-	28,141	-	421,673	28,141	7.2%
BENEFITS	141,430	135,819	-	16,441	-	152,260	16,441	12.1%
OPERATING EXPENSES	66,328	70,640	-	5,573	-	76,213	5,573	7.9%
CONTRACTED SERVICES	361,004	390,004	-	53,000	-	443,004	53,000	13.6%
INTERDEPARTMENTAL CHARGES	224,199	224,199	-	35,199	-	259,398	35,199	15.7%
TOTAL EXPENSES	1,198,711	1,214,194	-	138,354	-	1,352,548	138,354	11.4%
NET OPERATING	65,150	219,194	-	98,354	-	317,548	98,354	44.9%
CAPITAL								
CAPITAL REVENUES	-	-	-	(65,000)	-	(65,000)	(65,000)	-
CAPITAL EXPENSES	-	-	-	65,000	-	65,000	65,000	-
NET CAPITAL	-	-	-	-	-	-	-	-
SUMMARY								
TOTAL REVENUES	(1,133,561)	(995,000)	-	(105,000)	-	(1,100,000)	(105,000)	10.6%
TOTAL EXPENSES	1,198,711	1,214,194	-	203,354	-	1,417,548	203,354	16.7%
TOTAL LEVY	65,150	219,194	-	98,354	-	317,548	98,354	44.9%
% BUDGET INCREASE (DECREASE)				44.9%	-	44.9%		

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

Capital Budget

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 REQUEST**	2027	2028-2035
COMPUTER EQUIPMENT							
150000 - Computer Equipment	POA courtroom technology upgrade	Replacement	Poor	\$65,000	65,000	-	-
				\$65,000	\$65,000	\$0	\$0

Services Overview

Full-Time Equivalents **22.0 FTE**

↑2.0
Base

Service	Service Description	2024 Service Level	Service Type
Accounting	An internal service that provides accounts receivable and accounts payable for the County of Oxford.	43,237 AR and AP invoices processed	Support
Payroll	An internal service that provides payroll services for the County of Oxford.	22,016 Payroll deposits	Support
Fiscal Management	An internal service that provides financial reporting for the County of Oxford.	211 Financial reports completion	Support
Treasury	An internal service that provides cash flow, investment, purchasing coordination and debt management for the County of Oxford.	\$275.6 million in cash and investments managed \$32.8 million in County debt	Support
Asset Management	An internal service that provides long-term asset planning for the County of Oxford.	\$3.95 billion Asset replacement value (2025 Asset Management Plan)	Support

- **1.0 FTE Coordinator of Finance Full-time** - To support both administrative financial tasks and entry-level financial analysis functions. This role is envisioned as a developmental opportunity for future financial analysts, strengthening the County's internal talent pipeline. **FTE 2026-13**
- **1.0 FTE Financial Analyst Full-time** - The position will strengthen financial oversight, support complex water and wastewater billing and rates and meet expanded reporting and compliance requirements in Human Services. **FTE 2026-14**

Key Performance Indicators

	2022 Actual	2023 Actual	2024 Actual	2025 Forecast	2026 Budget	Target
Number of invoices paid - Accounts Payable (AP)	33,985	34,242	37,685	37,800	37,800	N/A
Number of invoices issued - Accounts Receivable (AR)	5,267	5,203	5,552	5,700	5,800	N/A
Number of payroll deposits	20,513	21,839	22,016	22,400	22,800	N/A
Bad debt write-off as a percentage of billed revenue	0.5%	0.2%	0.2%	0.2%	0.2%	0.2%
Date budget approved	N/A ¹	Dec	Dec	Dec	N/A ¹	Dec
Number of external financial reports prepared	157	200	211	225	225	N/A
Standard and Poor's credit rating	AAA/Stable	AAA/Stable	AAA/Stable	AAA/Stable	AAA/Stable	AAA/Stable

¹ Municipal Act subsection 289 (1.1) only permits a budget to be adopted in the year in which the budget applies following a regular municipal election

Goals and Objectives

Description	2026	2027	2028	Strategic Plan	Other Plan Alignment
Review Water and Wastewater Billing Processes Review the water and wastewater billing processes by examining various steps and elements in the process to ensure accuracy, efficiency, and compliance with regulatory standards. The internal review will concentrate on the flow of information between the billing providers, operators (internal and external), finance, GIS and customers. The goal is to identify inefficiencies, mitigate risks of error, and streamline the water and wastewater billing process for better accuracy, customer satisfaction, and compliance.	●	●		 Goal 3.1: Continuous improvement and results-driven solutions	
Implement Payroll and Scheduling System Support the continued roll-out of the new payroll and scheduling software as approved from NI2024-14 – Payroll and Scheduling Software.	●			 Goal 3.1: Continuous improvement and results-driven solutions	
Improve Natural Assets Inventory Refine the inventory used in the 2025 Asset Management Plan to incorporate County-wide natural assets and the services they provide. This internal and external project will include providing the conditions of natural assets, the lifecycle costs the natural assets provide through their Environmental Goods and Services and identify further gaps.	●	●		 Goal 1.2: Sustainable infrastructure and development	

Budget

	2025	2025	LESS: 2025	2026	2026		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2026 BUDGET	2025 BUDGET	2025 BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES	(155,370)	(166,300)	-	(14,890)	-	(181,190)	(14,890)	9.0%
RESERVE REVENUES	(619,347)	(589,800)	571,400	18,400	(50,000)	(50,000)	539,800	(91.5%)
INTERDEPARTMENTAL RECOVERIES	(2,900,023)	(2,900,023)	(3,775)	(192,085)	(240,853)	(3,336,736)	(436,713)	15.1%
TOTAL REVENUES	(3,674,740)	(3,656,123)	567,625	(188,575)	(290,853)	(3,567,926)	88,197	(2.4%)
EXPENSES								
SALARIES	1,866,000	1,910,686	-	153,562	173,363	2,237,611	326,925	17.1%
BENEFITS	596,200	615,067	-	74,566	62,490	752,123	137,056	22.3%
SALARIES GAPPING	-	(8,275)	8,275	-	-	-	8,275	(100.0%)
OPERATING EXPENSES	835,170	811,765	(421,900)	(57,433)	50,000	382,432	(429,333)	(52.9%)
CONTRACTED SERVICES	283,092	256,080	(150,000)	5,580	-	111,660	(144,420)	(56.4%)
RESERVE TRANSFERS	-	-	-	-	-	-	-	-
INTERDEPARTMENTAL CHARGES	66,800	66,800	-	12,300	-	79,100	12,300	18.4%
TOTAL EXPENSES	3,647,262	3,652,123	(563,625)	188,575	285,853	3,562,926	(89,197)	(2.4%)
NET OPERATING	(27,478)	(4,000)	4,000	-	(5,000)	(5,000)	(1,000)	25.0%
CAPITAL								
CAPITAL REVENUES	(226,000)	(578,202)	-	228,202	(5,000)	(355,000)	223,202	(38.6%)
CAPITAL EXPENSES	230,400	582,202	(4,000)	(228,202)	10,000	360,000	(222,202)	(38.2%)
NET CAPITAL	4,400	4,000	(4,000)	-	5,000	5,000	1,000	25.0%
SUMMARY								
TOTAL REVENUES	(3,900,740)	(4,234,325)	567,625	39,627	(295,853)	(3,922,926)	311,399	(7.4%)
TOTAL EXPENSES	3,877,662	4,234,325	(567,625)	(39,627)	295,853	3,922,926	(311,399)	(7.4%)
TOTAL LEVY	(23,078)	-	-	-	-	-	-	-
% BUDGET INCREASE (DECREASE)			-	-	-	-		

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

Budget Impact Details

	REFERENCE	OPERATING EXPENSES	CAPITAL EXPENSES	TOTAL EXPENSES	REVENUES	INTERDEPT RECOVERY	%
ONE-TIME ITEMS							
FIN-Payroll/Scheduling Software-Support		50,000	-	50,000	50,000	-	
		50,000	-	50,000	50,000	-	
SERVICE LEVEL							
FIN-Finance Coordinator FTE	FTE 2026-13	109,778	5,000	114,778	-	114,778	4.0%
FIN-Financial Analyst FTE	FTE 2026-14	126,076	5,000	131,076	5,000	126,076	4.3%
		235,853	10,000	245,853	5,000	240,853	8.3%
TOTAL		285,853	10,000	295,853	55,000	240,853	8.3%

Capital Budget

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 REQUEST**	2027	2028-2035
COMPUTER EQUIPMENT							
120000 - Computer Equipment	Laptops for Coordinator of Finance (FTE 2026-13) and Financial Analyst (FTE 2026-14)	Expansion	N/A	\$4,000	4,000	-	-
FURNISHINGS							
120000 - Furnishings	Furnishings for Coordinator of Finance (FTE 2026-13) and Financial Analyst (FTE 2026-14)	Expansion	N/A	\$6,000	6,000	-	-
CARRY FORWARD BUDGET	Prior year's approved budget not spent.			\$350,000	\$350,000	-	-
				\$360,000	\$360,000	\$0	\$0

** The 2026 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent.

FTE – Coordinator of Finance

FTE 2026-13

SUMMARY

Type of FTE request	Maintain Service Level
Classification	Full-time - Permanent
Job Title	Coordinator of Finance
FTE	1.0
Description	The Financial Services Division is currently operating without any administrative financial task support. As a result, numerous time-consuming clerical and entry-level financial tasks are being absorbed by managers, reducing their ability to focus on financial oversight, strategy, and high-value work. To address this gap, we propose the creation of a Coordinator of Finance position—an essential role that will support both administrative finance tasks and entry-level financial analysis functions. This role is also envisioned as a developmental opportunity for future financial analysts, strengthening the County’s internal talent pipeline.

STRATEGIC PLAN



Goal 3.3: Attract, retain and engage staff

REQUEST DETAILS

Background

As County divisions have expanded in scope and complexity, so too have the demands on the Financial Services Division. Despite this growth, staffing has not evolved to reflect the increasing workload and evolving nature of financial processes, particularly in the areas of data management, documentation, reporting, and compliance.

The addition of a Coordinator of Finance will realign responsibilities more appropriately across the team, alleviate operational bottlenecks, and support the County’s commitment to financial stewardship, modernization, and continuous improvement.

Resource Realignment

- **Significant Workload Currently Absorbed by Managers:** High-level managers are regularly tasked with duties that do not match their core competencies or salary bands. Examples include preparing and formatting budget and quarterly reporting templates,

REQUEST DETAILS

conducting simple reconciliations, managing office supply inventory, organizing meetings, booking resources, and communicating follow-ups, physically and electronically filing records, updating websites, databases, and directories. This misallocation of responsibilities hinders strategic focus, contributes to burnout, and limits the Division's capacity to take on new initiatives. Banked time accumulation (vacation, overtime, and statutory holidays) among managers supporting financial services has steadily increased over the past five years, with each manager accruing, on average, over two additional weeks annually of unused banked time.

- **Development Opportunity:** Municipal accounting is a specialized discipline that requires substantial training. This role presents a valuable opportunity to grow internal talent and serve as a stepping stone to more senior financial roles. By investing in foundational support, the County can foster succession planning and reduce reliance on external recruitment.
- **Build Capacity to Support Upcoming Initiatives:** Delegating administrative and entry-level finance tasks to the Coordinator of Finance will free up capacity for managers and analysts to focus on high-impact priorities. A key example is the upcoming Financial Software Replacement Project. The County's current system that has been in place for over 20 years will move to end of life in 2029. Replacing and transitioning to a modern solution will require substantial involvement from subject matter experts (SMEs) across the Financial Services Division. This includes: mapping and redesigning financial processes, participating in configuration and testing, and providing training and transition support across departments. Success in this project is critically dependent on the availability of experienced staff to guide and shape the new system. Without sufficient capacity, this project risks delays, inefficiencies, or knowledge gaps during implementation. The Coordinator of Finance will help backfill and absorb routine workload, enabling core team members to dedicate the necessary time and focus to ensure a smooth and effective transition.
- **Growing Complexity and Volume:** The introduction of new financial software systems across the County and reporting requirements has led to increased documentation, review and interdepartmental coordination.

Modernization and Continuous Improvement

- **Service Modernization:** The Coordinator of Finance will contribute to the County's commitment to continuous improvement by supporting the transition to paperless processes and other modernization initiatives.
- **Process Optimization:** The role will focus on streamlining accounting processes, reducing manual errors, and enhancing data accuracy through improved systems and controls.

REQUEST DETAILS

Risk Mitigation

- **Cross-Training and Documentation:** To ensure business continuity, the Coordinator of Finance will participate in cross-training initiatives and develop thorough documentation of procedures, enabling seamless operations during staff transitions or absences.
- **Internal and Public Document Oversight:** Current practices—such as managers manually formatting financial statements or rolling templates—create risks of version control errors, overlooked deadlines, and inconsistent updates to public and internal financial document. A designated support person can ensure standardization, documentation, and timely completion of these repetitive but critical tasks.

Conclusion

This role will provide immediate operational relief, improve the efficiency of core financial functions, and build future financial capacity. It is a modest investment with a high return in terms of time savings, error reduction, and succession planning.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Expenses			
Salaries and benefits	\$-	\$109,778	\$109,778
Computer: Laptop	2,000	-	2,000
Furniture: Office furniture	3,000	-	3,000
Total expenses	5,000	109,778	114,778
Net Interdepartmental Charge	\$5,000	\$109,778	\$114,778

FTE – Financial Analyst

FTE 2026-14

SUMMARY

Type of FTE request	Maintain Service Level
Classification	Full-time - Permanent
Job Title	Financial Analyst
FTE	1.0
Description	To maintain service levels and respond to growing demands, the Financial Services division is proposing a new full-time, permanent Financial Analyst. Restructuring has shifted strategic responsibilities to the Manager of Financial Services, creating a need for dedicated portfolio support—particularly for Water and Wastewater. The position will strengthen financial oversight, support complex billing and rates and meet expanded reporting and compliance requirements in Human Services. Funding will be fully covered through water/wastewater rates and Human Services administrative grants.

STRATEGIC PLAN



Goal 3.4: Financial sustainability

REQUEST DETAILS

Background

As part of the restructuring within the Financial Services division, the role of the Manager of Financial Services (previously the Supervisor of Financial Services and Initiatives) has evolved significantly. This restructuring has introduced new strategic and operational responsibilities that require a greater focus on division-wide leadership, financial planning and oversight, and internal controls. As a result, the Manager now has reduced capacity to provide direct support to specific portfolios, particularly the Water and Wastewater portfolio. Currently, analyst support for the Water and Wastewater Portfolio resides with the Manager.

Furthermore, since the COVID pandemic, external reporting requirements have substantially increased across all areas of the Finance division. Increasing from less than 100 external reports pre-pandemic to greater than 200 forecasted for 2025. There has also been a push in recent years to provide more internal reporting to department managers to help provide better financial understanding, and equip managers with the appropriate tools and information to make well informed decisions in executing on their Budgets and Business Plans.

REQUEST DETAILS

This request is to add one additional Financial Analyst position to support both the Water and Wastewater Division and the expanding Human Services divisions, where workload demands have grown beyond what a single Financial Analyst can effectively support.

Water and Wastewater Services

To ensure continuity and uphold the County's high standard of financial stewardship expected across all service areas, the creation of a new Financial Analyst position is essential. This role is required to provide focused financial analysis, budget support, and performance monitoring for the Water and Wastewater Portfolio – critical infrastructure services that demand precision, compliance and proactive management.

Without this role, the County faces an increased risk of inaccurate billing, revenues loss, data inaccuracies and reduced capacity to deliver on strategic objectives.

- **Complexity and Risk Exposure:** The water and wastewater portfolio is comprised of 4 water systems and 11 wastewater systems, each requiring separate financial tracking for revenues, expenses and reserves. Managing these independent systems is increasingly complex due to:
 - Three billing providers - ERT, ERT Power and Tillsonburg Hydro;
 - Three operational service providers - Oxford County, Town of Tillsonburg and City of Woodstock
 - Distinct rate structures – consumption and fixed - that differ by system, meter size and customer class and
 - Tiered “hump-back” consumption models where rates change based on monthly usage

In addition, the revenue volume generated through water and wastewater billing demands close financial oversight to ensure revenues are maximized, applied fairly and recorded consistently:

2024 Actuals	Water	Wastewater	Total
Water and Wastewater Billing Revenues (\$)	\$21.4 million	\$22.1 million	\$43.5 million
Water and Wastewater Customers	38,000	35,000	73,000
User fees and Charges (\$)	\$0.2 million	\$2.5 Million	\$2.7 million
Invoices (#)	376	349	725

This level of complexity demands ongoing, detailed financial oversight. Without further analytical support investment, the accuracy and timeliness of financial reporting are at risk—potentially leading to errors in rate setting, reserve management, or cost recovery.

- **Support for Water Billing Process Review:** As identified in the 2025 Business Plan and Budget, a review of the water and wastewater billing process is underway. The Financial Analyst, working alongside the Manager, will play a key role in improving data

REQUEST DETAILS

accuracy, implementing new billing processes, and enhancing data to support better decision-making and modelling. Detecting inaccurate billing earlier will maximize revenue recovery, as delays or missed errors can result in lost revenue that cannot be recovered due to back-billing limitations. Without this position, the project will continue to be delayed, limiting progress towards improving billing accuracy, efficiency and transparency.

- **Improved Portfolio Coverage and Performance Monitoring:** Increased financial oversight will strengthen performance monitoring and benchmarking across all systems. The Financial Analyst will collaborate with Water and Wastewater Services to develop, review, and compare key performance indicators (KPIs) with other municipalities, identifying best practices in system operation and maintenance. This will enhance financial accountability, support evidence-based decision-making, and provide capacity to respond to operational requirements. Without this position, the current team cannot sustain the level of detailed oversight necessary to maintain performance standards or identify early indicators of financial or operational stress.
- **Operational Efficiency and Capacity Management:** Assigning responsibility for detailed portfolio analysis to this new role will enable the Manager of Financial Services to focus on leadership, long-term planning, and division-wide strategic initiatives. This adjustment will also provide the capacity to advance the development and ongoing refinement of water billing policies, ensuring consistency, transparency and alignment with operational and financial objectives. Without this relocation of responsibilities, the Manager's time will remain consumed by transactional and technical tasks, reducing strategic capacity and slowing progress on County-wide financial priorities.
- **Risk Mitigation and Revenue Optimization:** Dedicated financial support mitigates risks of financial misreporting and missed revenue recovery opportunities. A financial analyst will:
 - Review data from third-party billing agents to identify anomalies and revenue leakage;
 - Investigate causes and implement preventative controls;
 - Analyze billing trends, including delinquent accounts, consumption patterns and high-water usage;
 - Support revenue loss calculations and provide insights to operations; and
 - Provide regular financial insights to operations to support informed, proactive decisions.

This focused, ongoing analysis will maximize revenue recovery, enhance operational efficiency, and protect the long-term financial sustainability of the water and wastewater systems. Without this position, the County risks undetected billing discrepancies, lost revenues, slower issue resolution, and erosion of public trust in financial management.

REQUEST DETAILS

Emerging Needs in Human Services

The Human Services department—particularly the Child Care and Housing and Homelessness divisions—has undergone significant expansion and increased operational complexity in recent years. This growth has been driven by new funding programs, evolving provincial reporting requirements (in volume and complexity), and more intricate program delivery models.

Despite these changes, financial support capacity has not kept pace. The current workload exceeds existing resources, creating risks to financial accuracy, program compliance, and the Department's ability to meet service and reporting commitments.

The additional analyst support will provide the dedicated financial capacity needed to effectively manage the Department's expanding and increasingly complex financial environment.

- **Increased Complexity and Program Growth**
 - *Canada-Wide Early Learning and Child Care (CWELCC)* program has transitioned to a cost-based funding model, requiring detailed financial analysis, reconciliation, and ongoing monitoring of expenditures at the operator level. This has introduced a substantially higher administrative burden and increased expectations for accuracy, transparency, and audit readiness.
 - *Housing and Homelessness*: Three new supportive housing projects have been added in the past year, and 12 community housing providers have reached the end of their mortgage agreements, necessitating new service agreements and financial oversight. The Homelessness Response Strategy also outlines 49 separate actions, many of which involve the development of new financial frameworks, funding agreements, and performance monitoring tools. These initiatives collectively require dedicated financial analysis to ensure programs remain fiscally sustainable, compliant, and responsive to community needs.
- **Strengthened Financial Oversight and Strategic Capacity**: The addition of a Financial Analyst will provide the focused financial expertise required to manage multiple complex funding streams and programs. This position will ensure accuracy and timeliness of financial reporting across all Human Services programs, enhance decision-making through improved forecasting and performance monitoring, and program evaluation and reduce the risk of non-compliance with evolving provincial and federal funding requirements.
- **Improved Operational Efficiency and Sustainability**: This position will strengthen departmental resilience by relieving workload pressures on existing staff, allowing for more balanced and efficient operation, improving the quality, speed, and reliability of financial support to program managers.
- **Implications of Inaction**: Without the addition of a Financial Analyst, staff will continue to struggle to keep pace with growing program complexity and reporting demands. This could result in delayed or inaccurate financial reporting, increased risk of non-compliance with provincial and federal funding requirements, and missed or misallocated funding, ultimately compromising program sustainability. Existing staff will continue to face heightened workload pressures, increasing the likelihood of burnout, turnover, and reduced operational effectiveness. Furthermore, capacity to provide data-driven insights for strategic decision-making will be constrained, limiting its ability to respond proactively to emerging priorities or changes in provincial programs. Collectively, these consequences

REQUEST DETAILS

could undermine public confidence in the County's financial stewardship and the long-term sustainability of critical Human Services programs.

The addition of a Financial Analyst would enhance financial support to the Human Services department, ensuring accurate financial reporting, compliance with funding requirements, and informed decision-making.

Conclusion

The creation of a new Financial Analyst position is a strategic and necessary investment to support the evolving needs of the Financial Services division and all County departments. It will strengthen financial oversight, improve service delivery, and ensure the division remains responsive and effective in a changing organizational landscape.

BUDGET REQUIREMENTS

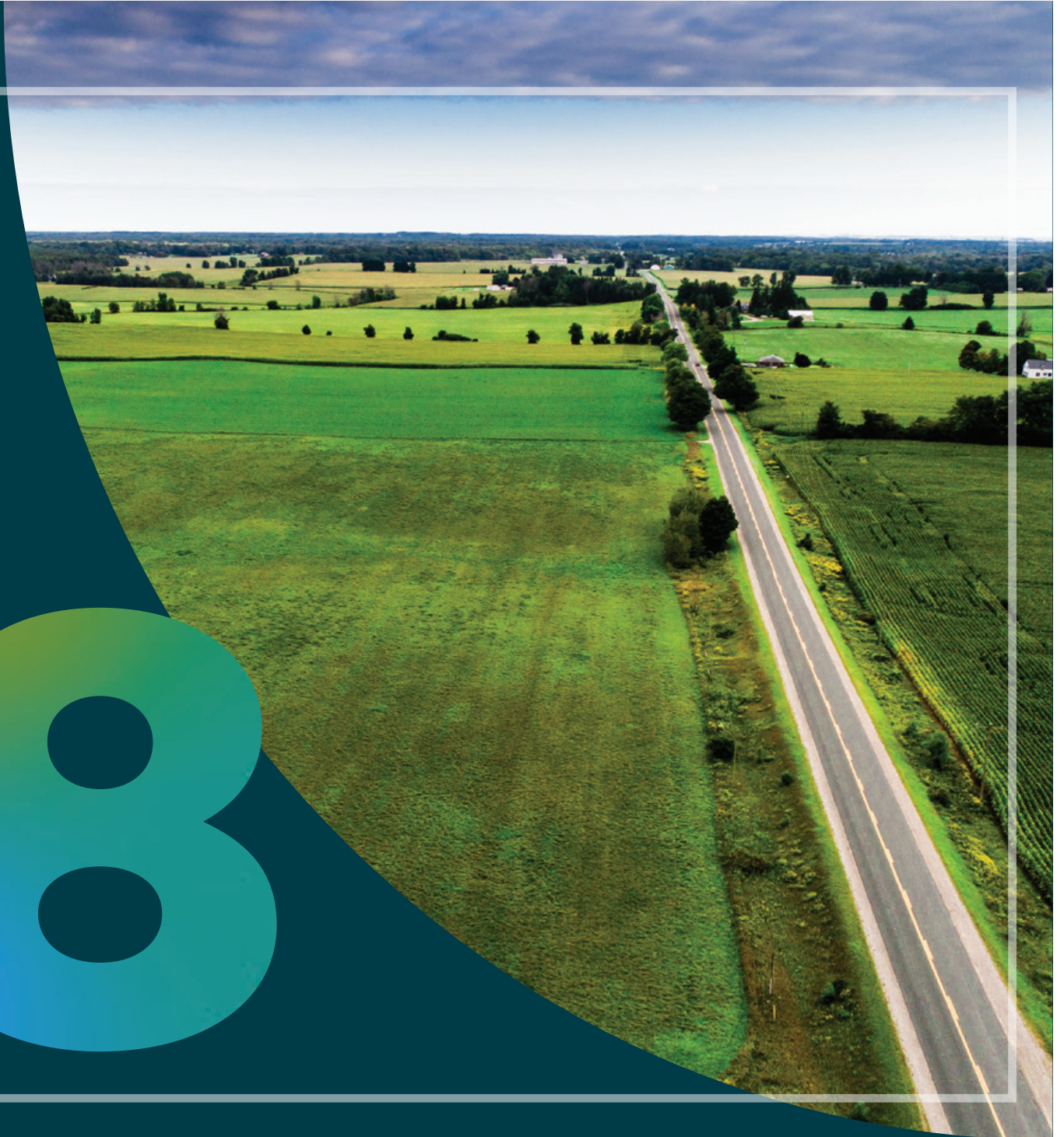
	One-time	Base	Total Budget
Revenue			
Water and Wastewater Reserves	\$5,000	\$-	\$5,000
Total revenues	5,000	-	5,000
Expenses			
Salaries and benefits	-	126,076	126,076
Computer: Laptop	2,000	-	2,000
Furniture: Office furniture	3,000	-	3,000
Total expenses	5,000	126,076	131,076
Net Interdepartmental Charge	\$-	\$126,076	\$126,076

Interdepartmental Charge funded by:	One-time	Base	Total Budget
Water Wastewater rates (60%)	-	75,646	75,646
Child Care Administrative Grants (40%)	-	50,430	50,430
Total Funding	-	126,076	126,076
Net Levy Impact	\$-	\$-	\$-

2026 Budget

**General
Budget**

8



Budget

	2025	2025	LESS: 2025	2026	2026		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2026 BUDGET	2025 BUDGET	2025 BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES	(9,566,132)	(8,082,052)	-	(895,680)	-	(8,977,732)	(895,680)	11.1%
RESERVE REVENUES	(284,999)	(285,000)	-	285,000	-	-	285,000	(100.0%)
TOTAL REVENUES	(9,851,131)	(8,367,052)	-	(610,680)	-	(8,977,732)	(610,680)	7.3%
EXPENSES								
SALARIES GAPPING	-	(550,000)	-	-	-	(550,000)	-	-
OPERATING EXPENSES	31,000	30,000	-	(30,000)	-	-	(30,000)	(100.0%)
EXTERNAL TRANSFERS	250,000	250,000	-	-	-	250,000	-	-
DEBT REPAYMENT	7,254,932	6,249,289	-	387,733	-	6,637,022	387,733	6.2%
RESERVE TRANSFERS	6,123,387	2,042,882	-	157,118	142,500	2,342,500	299,618	14.7%
TOTAL EXPENSES	13,659,319	8,022,171	-	514,851	142,500	8,679,522	657,351	8.2%
PROGRAM SURPLUS/(DEFICIT)								
SURPLUS/(DEFICIT) - OPERATING	14,088	-	-	-	-	-	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	14,088	-	-	-	-	-	-	-
NET OPERATING	3,822,276	(344,881)	-	(95,829)	142,500	(298,210)	46,671	(13.5%)
SUMMARY								
TOTAL REVENUES	(9,851,131)	(8,367,052)	-	(610,680)	-	(8,977,732)	(610,680)	7.3%
TOTAL EXPENSES	13,659,319	8,022,171	-	514,851	142,500	8,679,522	657,351	8.2%
TOTAL PROGRAM SURPLUS/DEFICIT	14,088	-	-	-	-	-	-	-
TOTAL LEVY	3,822,276	(344,881)	-	(95,829)	142,500	(298,210)	46,671	(13.5%)
% BUDGET INCREASE (DECREASE)			-	27.8%	(41.3%)	(13.5%)		

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

Budget Impact Details

	REFERENCE	OPERATING EXPENSES	TAXATION	%
ONE-TIME ITEMS				
GEN-Reserve contribution for 2024 Market Review funding phase-in		142,500	142,500	(41.3%)
		142,500	142,500	(41.3%)
TOTAL		142,500	142,500	(41.3%)

Grant Details

	2025	2025	2026
	FORECAST	BUDGET	BUDGET
GRANTS			
Small Business Centre	50,000	50,000	-
Creative Connection	50,000	50,000	-
Domestic Abuse Services Oxford	31,500	31,500	-
Grant Policy Allocation [6.26]	-	-	250,000
Unallocated budget	-	118,500	-
Safe Well Oxford Plan Update	72,000	-	-
Indigenous Consultation Plan	46,500	-	-
TOTAL GRANTS	250,000	250,000	250,000

Budget

	2025	2025	LESS: 2025	2026	2026		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2026 BUDGET	2025 BUDGET	2025 BUDGET
OPERATING								
REVENUES								
PROPERTY TAXATION	(2,387,900)	(2,387,900)	-	(11,900)	-	(2,399,800)	(11,900)	0.5%
RESERVE REVENUES	(1,228,493)	(1,228,493)	-	1,228,493	-	-	1,228,493	(100.0%)
TOTAL REVENUES	(3,616,393)	(3,616,393)	-	1,216,593	-	(2,399,800)	1,216,593	(33.6%)
EXPENSES								
OPERATING EXPENSES	2,333,900	2,333,900	-	(1,301,900)	-	1,032,000	(1,301,900)	(55.8%)
CONTRACTED SERVICES	1,978,727	1,977,893	-	27,207	-	2,005,100	27,207	1.4%
RESERVE TRANSFERS	140,000	140,000	-	-	-	140,000	-	-
TOTAL EXPENSES	4,452,627	4,451,793	-	(1,274,693)	-	3,177,100	(1,274,693)	(28.6%)
NET OPERATING	836,234	835,400	-	(58,100)	-	777,300	(58,100)	(7.0%)
SUMMARY								
TOTAL REVENUES	(3,616,393)	(3,616,393)	-	1,216,593	-	(2,399,800)	1,216,593	(33.6%)
TOTAL EXPENSES	4,452,627	4,451,793	-	(1,274,693)	-	3,177,100	(1,274,693)	(28.6%)
TOTAL LEVY	836,234	835,400	-	(58,100)	-	777,300	(58,100)	(7.0%)
% BUDGET INCREASE (DECREASE)			-	(7.0%)	-	(7.0%)		

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

Budget

	2025	2025	LESS: 2025	2026	2026		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2026 BUDGET	2025 BUDGET	2025 BUDGET
OPERATING EXPENSES								
EXTERNAL TRANSFERS	4,586,059	4,586,059	-	229,301	-	4,815,360	229,301	5.0%
TOTAL EXPENSES	4,586,059	4,586,059	-	229,301	-	4,815,360	229,301	5.0%
NET OPERATING	4,586,059	4,586,059	-	229,301	-	4,815,360	229,301	5.0%
SUMMARY								
TOTAL REVENUES	-	-	-	-	-	-	-	-
TOTAL EXPENSES	4,586,059	4,586,059	-	229,301	-	4,815,360	229,301	5.0%
TOTAL LEVY	4,586,059	4,586,059	-	229,301	-	4,815,360	229,301	5.0%
% BUDGET INCREASE (DECREASE)			-	5.0%	-	5.0%		

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

Budget

	2025	2025	2026	\$ OVER	% OVER
	FORECAST	BUDGET	BUDGET	2025	2025
				BUDGET	BUDGET
OPERATING EXPENSES					
UPPER THAMES	1,551,602	1,551,448	1,629,180	77,732	5.0%
GRAND RIVER	107,510	107,510	112,890	5,380	5.0%
LONG POINT	532,593	532,593	559,220	26,627	5.0%
CATFISH CREEK	16,596	16,596	17,430	834	5.0%
TOTAL OPERATING EXPENSES	2,208,301	2,208,147	2,318,720	110,573	5.0%
TOTAL CONSERVATION AUTHORITIES	2,208,301	2,208,147	2,318,720	110,573	5.0%

2026 Budget

**Council
Budget**

COUNCIL CHAMBER



Budget

	2025	2025	LESS: 2025	2026	2026		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2026 BUDGET	2025 BUDGET	2025 BUDGET
OPERATING								
REVENUES								
RESERVE REVENUES	(473,181)	-	-	-	-	-	-	-
TOTAL REVENUES	(473,181)	-	-	-	-	-	-	-
EXPENSES								
SALARIES	440,750	438,986	-	13,170	-	452,156	13,170	3.0%
BENEFITS	25,580	30,754	-	1,078	-	31,832	1,078	3.5%
OPERATING EXPENSES	73,318	76,200	-	(1,530)	3,225	77,895	1,695	2.2%
CONTRACTED SERVICES	5,500	5,500	-	-	800	6,300	800	14.5%
EXTERNAL TRANSFERS	473,181	-	-	-	-	-	-	-
INTERDEPARTMENTAL CHARGES	129,626	129,626	-	8,416	-	138,042	8,416	6.5%
TOTAL EXPENSES	1,147,955	681,066	-	21,134	4,025	706,225	25,159	3.7%
NET OPERATING	674,774	681,066	-	21,134	4,025	706,225	25,159	3.7%
SUMMARY								
TOTAL REVENUES	(473,181)	-	-	-	-	-	-	-
TOTAL EXPENSES	1,147,955	681,066	-	21,134	4,025	706,225	25,159	3.7%
TOTAL LEVY	674,774	681,066	-	21,134	4,025	706,225	25,159	3.7%
% BUDGET INCREASE (DECREASE)			-	3.1%	0.6%	3.7%		

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

Budget Impact Details

	REFERENCE	OPERATING EXPENSES	TAXATION	%
ONE-TIME ITEMS				
COU-New Council Expenses		4,025	4,025	0.6%
		4,025	4,025	0.6%
TOTAL		4,025	4,025	0.6%

2026 Budget

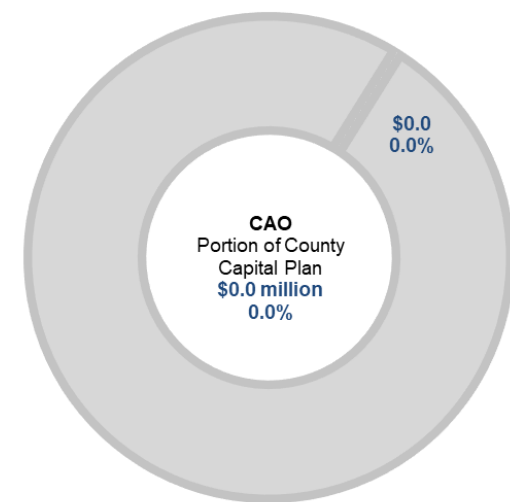
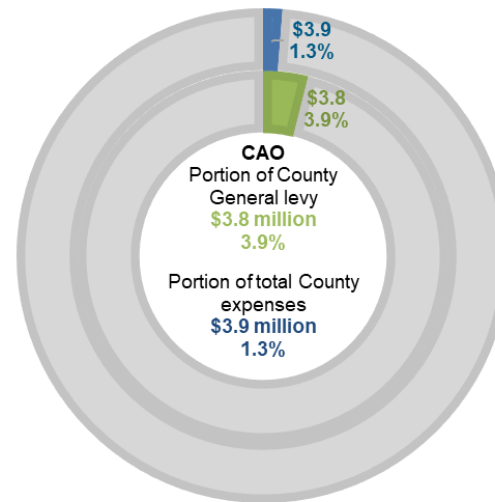
CAO's
Office

10

 Oxford County



The CAO is comprised of the CAO Office, Clerks, Strategic Initiatives, Tourism, Strategic Communication and Engagement.



	Division	Division Description	Services	2026 FTE Base	2026 FTE Temp
CAO Chief Administration Officer	CAO Office	Provides Council support and advice, strategic leadership, guidance, and administrative oversight to the organization. Provides strategic planning and implementation of cross-Departmental and / or County-community initiatives as they arise. Facilitates continuous improvement reviews to achieve cost savings / avoidance, improved client relations, improved process and efficiencies, and pursue opportunities to be innovative.	Corporate Leadership	2.0	-
	Clerks	Oversees and manages the legislative process and related activities of Council, providing administrative support including the preparation of Agendas, Minutes, Reports and By-laws. Includes Archives which acquires, conserves and provides access to the inactive historical records of the County of Oxford, its local boards and some of its area municipalities.	- Archives Outreach and Programming - Archives Reference and Information - Archives and Records Management - Council Support - Risk Management	5.0	-

Division	Division Description	Services	2026 FTE Base	2026 FTE Temp
Strategic Initiatives	Support the development and delivery of strategic initiatives, including; diversity, equity and inclusion, community-based environmental sustainability, Community Safe and Well Plan as well as other County strategic goals and commitments. Support and facilitate advocacy initiatives on matters pertaining to the provincial government, municipal partners and other governments and agencies.	- Strategic Initiatives and Commitments - Intergovernmental Relations	4.0	-
Tourism	An external service that develops and coordinates strategies and marketing to support the growth of the tourism industry in Oxford County. It is also an external service that provides information to visitors.	- Tourism Industry Support - Tourism Visitor Support	3.4	0.4
Strategic Communication and Engagement	Directly supports the CAO and Senior Management Team in informing the public about County activities and engaging citizens and partners in these activities when their input is required. The team works to promote and protect the County's identity and reputation. It also provides support services to the County including internal communication, media relations, corporate identity ("branding"), social media management, advertising and marketing, event planning, publications, emergency and crisis communication, issues management, and community engagement and relations.	Communication and Engagement	6.0	-
Total			20.4	0.4

Services Overview

Full-Time Equivalents **2.0 FTE**

→ 0.0
Base

Service	Service Description	2024 Service Level	Service Type
Corporate Leadership	An internal service which oversees the implementation of Council decisions and provides direction to the organization and employees of the organization.	Deliver today, Plan for tomorrow	Support

Key Performance Indicators

	2022 Actual	2023 Actual	2024 Actual	2025 Forecast	2026 Budget	Target
Gross operating budget variance (% operating budget spent)	95.1%	97.6%	104.3%	105.5%	98.5%	98.5%
Capital budget (delivery) variance (% capital budget spent)	70.0%	65.0%	61.5%	79.2%	↑	↑
Community satisfaction with county programs*	74.7%	68%	62%	63%	70%	↑
Employee job engagement**	75.5%	N/A	N/A	N/A	N/A	76%
Employee organizational engagement**	68.4%	N/A	N/A	N/A	N/A	70%

* Oxford County annual budget survey, overall rating achieved.

** Based on the Employee Engagement Survey. Survey was last completed in 2022, with the next iteration scheduled for 2027.

Goals and Objectives

Description	2026	2027	2028	Strategic Plan	Other Plan Alignment
Workforce Culture Provide leadership in creating a culture that attracts, retains and engages staff to meet or exceed service delivery expectations.	●	●	●	 Goal 3.3: Attract, retain and engage staff	
Strategic Commitments Review and assess the broader commitments including 100% Renewable Energy, Zero Waste, Zero Poverty and 100% Housed to identify gaps and opportunities to realign priorities and offer additional support to achieve these initiatives. Continue working with community partners, stakeholders, businesses, and provincial and federal governments to advance these formal commitments.	●	●	●	 Goal 3.2: Collaborate with our partners and communities	100% Renewable Energy Plan Zero Poverty Zero Waste Plan 10 Year Shelter Plan
Continuous Improvement Improved business processes and efficiencies; innovative changes or improved timelines in the delivery of County programs and services. Introduction of new or improved practices that enhance service delivery and customer experience.	●	●	●	 Goal 3.1: Continuous improvement and results-driven solutions	
Relationship Building Enhance client relations with residents, County Council and area municipal staff to promote partnership and collaboration. Increase opportunity for user feedback to measure user experience and service delivery satisfaction.	●	●	●	 Goal 3.2: Collaborate with our partners and communities	

Budget

	2025	2025	LESS: 2025	2026	2026		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2026 BUDGET	2025 BUDGET	2025 BUDGET
OPERATING EXPENSES								
SALARIES	364,850	362,601	-	27,480	-	390,081	27,480	7.6%
BENEFITS	95,020	91,645	-	12,938	-	104,583	12,938	14.1%
OPERATING EXPENSES	24,196	25,145	-	1,015	-	26,160	1,015	4.0%
CONTRACTED SERVICES	45,000	65,000	-	(15,000)	-	50,000	(15,000)	(23.1%)
INTERDEPARTMENTAL CHARGES	42,801	42,801	-	8,612	-	51,413	8,612	20.1%
TOTAL EXPENSES	571,867	587,192	-	35,045	-	622,237	35,045	6.0%
NET OPERATING	571,867	587,192	-	35,045	-	622,237	35,045	6.0%
SUMMARY								
TOTAL REVENUES	-	-	-	-	-	-	-	-
TOTAL EXPENSES	571,867	587,192	-	35,045	-	622,237	35,045	6.0%
TOTAL LEVY	571,867	587,192	-	35,045	-	622,237	35,045	6.0%
% BUDGET INCREASE (DECREASE)			-	6.0%	-	6.0%		

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

Services Overview

Full-Time Equivalents **5.0 FTE**

↑ 1.0
Base

Service	Service Description	2024 Service Level	Service Type
Archives Outreach and Programming	An external service that provides educational opportunities to interested persons about the archives of the County of Oxford.	25 Programmed activities	Information
Archives Reference and Information	An external service that provides access to the inactive historical records of the County of Oxford.	1,345 Information requests	Information
Archives and Records Management	An internal service that acquires, conserves, and provides safekeeping for the historical records and official records (both paper and electronic) of the County of Oxford, its agencies, boards, and commissions. This service also facilitates compliance with applicable access and privacy laws.	2,000 sq. ft of records managed 969,200 electronic records managed	Support
Council Support	An internal service that supports County Council's lawful decision-making process for the County of Oxford.	27 Council meetings	Support
Risk Management	An internal service which exists to protect the municipality and its officers, employees, volunteers and Councillors against risks that may involve pecuniary loss or liability, property damage or injury.	2 Claims resolved	Support

- 1.0 FTE Records and Privacy Coordinator**
Full-time - Critical for ensuring effective information governance while supporting operational efficiency and ensuring the County continues to meet legal and privacy obligations. **FTE 2026-15**

Key Performance Indicators

	2022 Actual	2023 Actual	2024 Actual	2025 Forecast	2026 Budget	Target
Total fonds in ARCHEION	89	66	36	35	45	↑
Special projects: conservation and preservation of paper documents, photographs, and other media; transcriptions/digitization; preparation of special displays/online content	40	30	25	50	50	↑
Research inquiries: internal, telephone, mail/email, research, visitors, social media	971	1,211	1,345	1,350	1,400	↑
Oxford County Archives Instagram Followers	1,097	1,215	1,280	1,400	1,400	↑
Claims against the Municipality	7	4	8	6	7	↓
Claims Closed	1	1	2	1	1	↑
Total MFIPPA requests for reporting year	22	27	20	22	25	N/A
Total PHIPA requests for reporting year	73	112	114	120	120	N/A
Percentage of MFIPPA responses within statutory time frame	100%	100%	100%	100%	100%	100%
Records Managed (sq. ft)	1,636	1,580	2,000	2,300	2,500	↓
Records Managed (electronic)	876,681	940,819	969,200	1,004,854	1,035,850	↑

Goals and Objectives

Description	2026	2027	2028	Strategic Plan	Other Plan Alignment
Archival Collections Management and Space Needs Study The Study's scope aims to support the development of a robust strategy based on a review of the Archives' holdings to determine future growth needs while ensuring long-term access to a vital public resource. The proposed study will aim to identify and articulate the requirements necessary for the Archives to continue to meet the evolving needs and expectations of Corporate, Area Municipal and community users. Over the past decade, demand for access to the Archives has grown significantly, driven by increased community interest in local history, expanded genealogical research, and the need for equitable access to cultural and historical resources. The resulting recommendations will serve as a foundation for enhancing services and space needs and support the long-term sustainability of the Archives in Oxford County.	●			 Goal 3.1: Continuous improvement and results-driven solutions	
Online Resources Enhancing access to historic records on the Archives' website including the digitization of the Declarations and Dissolutions of Partnerships of County Businesses (1870-1953) and a new online exhibit on the history of County schools, that incorporates recently digitized District of Brock school records (1842-1849).	●			 Goal 1.3: Community health, safety and well-being	
Discovering Your Roots – Genealogy Tourism In collaboration with Oxford Tourism, curating web content for those interested in tracing their heritage, seeing where and how their ancestors lived, or reminiscing about their own past. Such content will include information on Archives, libraries, museums, and historical societies, for those interested in family research, as well as information on local cemeteries, schools, historical plaques, and other points of interest. The new webpage will complement information already found on Tourism Oxford's website.	●			 Goal 1.3: Community health, safety and well-being	
Risk Management Framework Development of a comprehensive risk management framework to identify and manage risks that could threaten the County's operations and assets. The proposed framework will provide greater visibility into corporate risks and foster a risk-aware culture, while providing a corporate tool for consistent approach across departments.	●			 Goal 3.1: Continuous improvement and results-driven solutions	

Budget

	2025	2025	LESS: 2025	2026	2026	2026	\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	BUDGET	2025 BUDGET	2025 BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES	(21,315)	(4,000)	-	(1,000)	-	(5,000)	(1,000)	25.0%
TOTAL REVENUES	(21,315)	(4,000)	-	(1,000)	-	(5,000)	(1,000)	25.0%
EXPENSES								
SALARIES	339,780	351,490	-	16,202	93,275	460,967	109,477	31.1%
BENEFITS	111,430	116,286	-	7,484	32,795	156,565	40,279	34.6%
SALARIES GAPPING	-	-	-	-	(31,518)	(31,518)	(31,518)	-
OPERATING EXPENSES	72,466	71,030	(12,000)	7,340	6,075	72,445	1,415	2.0%
CONTRACTED SERVICES	8,150	6,000	-	8,500	12,000	26,500	20,500	341.7%
INTERDEPARTMENTAL CHARGES	147,285	147,285	-	(1,095)	-	146,190	(1,095)	(0.7%)
TOTAL EXPENSES	679,111	692,091	(12,000)	38,431	112,627	831,149	139,058	20.1%
NET OPERATING	657,796	688,091	(12,000)	37,431	112,627	826,149	138,058	20.1%
CAPITAL								
CAPITAL EXPENSES	-	-	-	-	2,000	2,000	2,000	-
NET CAPITAL	-	-	-	-	2,000	2,000	2,000	-
SUMMARY								
TOTAL REVENUES	(21,315)	(4,000)	-	(1,000)	-	(5,000)	(1,000)	25.0%
TOTAL EXPENSES	679,111	692,091	(12,000)	38,431	114,627	833,149	141,058	20.4%
TOTAL LEVY	657,796	688,091	(12,000)	37,431	114,627	828,149	140,058	20.4%
% BUDGET INCREASE (DECREASE)			(1.7%)	5.4%	16.7%	20.4%		

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

Budget Impact Details

	REFERENCE	OPERATING EXPENSES	CAPITAL EXPENSES	TOTAL EXPENSES	TAXATION	%
ONE-TIME ITEMS						
CLK-Online Resources Initiative		1,000	-	1,000	1,000	0.1%
CLK-Archives Association of Ontario Conference		3,000	-	3,000	3,000	0.4%
CLK-Declaration and Dissolutions Project		2,000	-	2,000	2,000	0.3%
		6,000	-	6,000	6,000	0.9%
SERVICE LEVEL						
CLK-Records and Privacy Coordinator FTE	FTE 2026-15	128,145	2,000	130,145	130,145	18.9%
		128,145	2,000	130,145	130,145	18.9%
NEW INITIATIVES						
CLK-Archival Collections Management and Space Needs Study	NI 2026-05	10,000	-	10,000	10,000	1.5%
		10,000	-	10,000	10,000	1.5%
INITIATIVE GAPPING						
CLK-Records and Privacy Coordinator FTE	FTE 2026-15	(31,518)	-	(31,518)	(31,518)	(4.6%)
		(31,518)	-	(31,518)	(31,518)	(4.6%)
TOTAL		112,627	2,000	114,627	114,627	16.7%

Capital Budget

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 REQUEST**	2027	2028-2035
COMPUTER EQUIPMENT							
122000 - Computer Equipment	Laptop for Records and Privacy Coordinator (FTE 2026-15)	Expansion	N/A	\$2,000	2,000	-	-
				\$2,000	\$2,000	\$0	\$0

** The 2026 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent.

FTE – Records and Privacy Coordinator

FTE 2026-15

SUMMARY

Type of FTE request	Expand Service Level
Classification	Full-time - Permanent
Job Title	Records and Privacy Coordinator
FTE	1.0
Description	The Records and Privacy Coordinator is responsible for ensuring compliance with all applicable privacy, access-to-information, and records management legislation, including but not limited to, the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) and the Personal Health Information Protection Act (PHIPA) where applicable. Under the direction of the Clerk, the Records and Privacy Coordinator leads the County's privacy and records management programs, supporting departments across the organization in responsibly managing information, municipal records and personal health information, while fostering transparency, accountability, and effective information governance.

STRATEGIC PLAN



Goal 3.1: Continuous improvement and results-driven solutions

REQUEST DETAILS

Background

Under the Municipal Act, 2001, the Clerk is the official custodian of the County's records and is responsible for maintaining all council documentation. The Clerk oversees the implementation of records retention by-laws, which is a legislative function ensuring that records are securely stored, retained for legislated timeframes, and properly disposed of when appropriate. This role also supports transparency and compliance by managing access to public records, responding to Freedom of Information requests, and aligning with privacy legislation such as the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA). While day-to-day management may be delegated, the Clerk remains ultimately accountable for ensuring a consistent and legally compliant records management systems across the organization. The Clerk is also responsible for compliance with applicable privacy laws, in accordance with delegated authority.

REQUEST DETAILS

The County has two municipal operations that are subject to health information privacy law, being the *Personal Health Information Protection Act, 2004* ("PHIPA"). Paramedic Services and Woodingford Lodge are Health Information Custodians (HICS) within the meaning of the Act, and are accountable to the provisions of PHIPA in relation to collecting, safeguarding, disclosing and retaining personal health information.

At present, the approach to records management and privacy is largely issue-based, due to lack of staff resources within the Clerks Office. Issues are typically addressed after they arise rather than being anticipated. Legislative requirements and deadlines are met, but not without the Clerks office staff sharing the workload, despite having other designated full-time roles within the organization. In the current issue-based operating model, training is typically ad hoc, policies are behind in being updated regularly to reflect best practices, and gaps in compliance are only identified typically following an incident. Due to a lack of proactive training and resources, departmental records may be retained longer than necessary, improperly classified, or disposed of without proper authorization, increasing the risk of data loss or non-compliance.

Establishing a Records and Privacy Coordinator provides numerous strategic and operational benefits to the organization. This dedicated role ensures compliance with evolving privacy laws, access-to-information legislation, and records management regulations—significantly reducing legal risk, supporting audit readiness, and demonstrating strong regulatory alignment. By overseeing both privacy and records management, the role creates clear accountability for how personal, sensitive, and organizational data is handled, stored, accessed, and disposed of. A Records and Privacy Coordinator proactively identifies and mitigates risks by monitoring data handling practices, conducting regular audits, records reviews, and privacy impact assessments to detect and address vulnerabilities before they escalate or become known.

The Records and Privacy Coordinator will be responsible for amending, developing, implementing, and maintaining comprehensive records management and privacy policies, procedures and best practices to ensure the organization's compliance with all applicable laws and regulations. Serving as the central point of contact for access to public records requests for both MFIPPA and PHIPA legislation, the Records and Privacy Coordinator will also lead privacy impact assessments and internal audits to identify and address potential vulnerabilities. The role would be vital in supporting staff by providing guidance, clear procedures, and ongoing training, helping build a well-informed workforce capable of recognizing and avoiding privacy and data risks. As organizations continue to adopt digital tools and platforms, such as the use of Artificial Intelligence (AI), this position is essential in guiding the organization in proper use and transition to efficient, compliant electronic recordkeeping and practices.

In the event of a privacy incident, data breach or cyber incident, they will coordinate an effective organizational response in accordance with the County's Policies and Privacy Breach Protocols. Additionally, the Records and Privacy Coordinator will oversee the County's Retention By-law 4957-2008 updates, data classification - The Ontario Municipal Records Management System (TOMRMS) and information handling practices, while providing ongoing training and guidance to staff to ensure a consistent understanding of record keeping.

In addition to strengthening compliance, the role improves operational efficiency in response to Freedom of Information Requests. By implementing dedicated oversight to the full lifecycle of records—from creation to secure disposal—the Records and Privacy Coordinator enhances information access while also protecting the organization from data loss and mishandling. Ultimately, a dedicated Records and Privacy Coordinator fosters transparency, accountability, and public trust—reinforcing the organization's commitment and ability to responsibly manage and protect informational assets.

REQUEST DETAILS

Electronic Document Management System (EDMS)

As part of ongoing efforts to enhance information governance and operational efficiency, the Records and Privacy Coordinator will lead an initiative to review improvements to the County's Electronic Document Management System. This initiative has been on-going given the need to modernize document handling practices, ensure compliance with records retention policies, and support staff in accessing and managing information more effectively.

In collaboration with IT and departmental stakeholders, the Records and Privacy Coordinator will oversee user access controls, scheduled destruction of records and training on the EDMS systems to all staff within the organization.

EDMSs support greater transparency, compliance, and operational efficiency. By leading improvement, the Records and Privacy Coordinator will advance the County's capacity to manage its information assets proactively, supporting better service delivery across all departments.

Implications if not approved

Regulatory requirements surrounding privacy and records management are becoming increasingly complex, the risk of non-compliance and inadequate resources to address the demand continues to grow. Failure to comply with legislation such as the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) and the Personal Health Information Protection Act (PHIPA) can result in serious legal and financial consequences. Regulatory bodies have robust enforcement mechanisms, including the authority to impose orders, substantial fines and penalties, and non-monetary obligations such as mandatory lifetime credit monitoring for affected individuals in the event of a serious breach of information.

Beyond administrative enforcement, non-compliance exposes the organization to the risk of external inquiries or investigations further straining internal resources and may lead to mandatory corrective actions that disrupt day-to-day operations. In the event of a data breach or cyber incident, the repercussions are even broader ranging from financial loss and operational downtime to reputational damage that can impair stakeholder relationships, future partnerships and public perception.

Additionally, without centralized oversight and coordination, there is a heightened risk that staff will inadvertently mishandle personal or sensitive information due to a lack of standardized procedures, consistent training, and clear guidance. In today's environment, employees across all levels interact with confidential and regulated data in their routine duties—whether managing internal records, responding to inquiries from the public. Without adequate training, many staff may not fully understand what constitutes sensitive information, how to protect it, or how to comply with relevant legislation.

Regular, targeted training would increase organizational awareness, significantly reducing the risk of non-compliance and privacy related incidents. Ultimately, the establishment of a full-time Records and Privacy Coordinator is not only a risk mitigation strategy, but a proactive investment in strengthening the organization's resilience, accountability, and public trust.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Expenses			
Salaries and benefits	\$-	\$126,070	\$126,070
Advertising for job posting	600	-	600
Membership	-	475	475
Training	-	1,000	1,000
Computer: Laptop	2,000	-	2,000
Total expenses	2,600	127,545	130,145
County Levy	\$2,600	\$127,545	\$130,145
Initiative Gapping – position start April 2026	-	(31,518)	(31,518)
2026 Budget Impact	\$2,600	\$96,027	\$98,627
2027 Base Budget Impact	\$-	\$127,545	\$127,545

New Initiative – Archival Collections Management and Space Needs Study

NI 2026-05

SUMMARY

In August 2017, an Archives Space Needs Assessment (CS 2017-24) was presented to Council noting that the Archives had reached capacity in terms of its storage, workspace, and staffing. The Archives building in the former Governors Residence, located at 82 Light Street, Woodstock, is around 3,000 square feet, excluding the unfinished basement. The amount of space initially allocated to the Archives amounts to approximately 1,240.50 (square feet). This includes the vault on the first floor (277.5), along with the processing room (357), office space (546), furnace room (60), and the former meeting room (576). Upon the closure of the Oxford Historical Society's Resource Centre in 2021, the Archives assumed the official repository of their archival holdings. In doing so, the Archives gained an additional approximate (820) of space, as described in Report (CS 2021-44). Space modifications were implemented at 82 Light Street and offsite storage was provided to meet current concerns, though such measures were temporary to meet crucial space limitations and as of 2025, the Archives has reached capacity.

A past Archives Space Needs Assessment stated that the total storage capacity required for the next 20 years, for the archives' holding should be around 2660.5 linear feet, based on the space requirements determined at the time. However, this did not anticipate the larger interest of Area Municipalities in utilizing the archive's services as Blandford-Blenheim, East Zorra-Tavistock, Town of Ingersoll, South-West Oxford, and Zorra all have materials currently stored with the Archives and continue to transfer records on a yearly basis. This also didn't anticipate the rise in community donations during the COVID pandemic. Furthermore, as small volunteer-run community museums and heritage groups decline, their records will most likely be transferred to the Archives for long term preservation, as Archives staff have the knowledge and experience to care for them.

Staff believe the County's Archival Collections and the future space needs should be reviewed by a consultant who can study a strategic approach to managing the Archives' future space needs as well as to ensure the long-term sustainability of the Archives in order to, continue to provide a valuable service to staff and the public. Archives holds historical records that chronicle the development of local government, document civic decision-making, and reflect the social, cultural, and economic evolution of the County. A strategic long-term vision for how the Archives can manage space requirements alongside a concise collection mandate and Archives Management Policy (3.04), now and in the future, is key to the continued preservation of Oxford County's history.

STRATEGIC PLAN



Goal 3.1: Continuous improvement and results-driven solutions

REQUEST DETAILS

Background

The Oxford County Archives acquires, preserves, and makes accessible inactive public records created by, for, and about Oxford County. This includes administrative records, legal records, fiscal records, and historical records of Oxford County (1850 to the present) and its predecessor, the District of Brock (1839-1949). The Oxford County Archives endeavours to increase public awareness of the rich cultural heritage of Oxford County through the preservation of its archival records, providing public access to these records, and the implementation of a comprehensive outreach program.

As part of the Archives Space Needs Assessment (2017), it was proposed to use a portion of the former Children's Aid Society building (92 Light Street), owned by the County, for storage purposes. This request was not approved, and the building is no longer standing. As the Archives' holdings continue to grow, there is an increasingly pressing need for extra space. Currently inactive and archival records are stored in three locations (Oxford County Administration Building, a designated file room at a Public Works Patrol Yard, and the Archives) which creates inefficiencies with access, retrieval, and overall customer service. Moreover, they have reached capacity at all three locations, while their holdings continue to grow, with the addition of inactive permanent County Corporate records, Area Municipalities' archival records, Oxford County records repatriated from Archives of Ontario, former Oxford Historical Society records, and donations from the public. The Archives currently holds 332 fonds (collections) and continues to receive donations on a regular basis.

The Scope of the Proposed Study

The Study's scope aims to support the development of a robust strategy based on a review of the Archives' holdings to determine future growth needs while ensuring long-term access to a vital public resource. The proposed study will aim to identify and articulate the requirements necessary for the Archives to continue to meet the evolving needs and expectations of Corporate, Area Municipal and community users. Over the past decade, demand for access to the Archives has grown significantly, driven by increased community interest in local history, expanded genealogical research, and the need for equitable access to cultural and historical resources. The resulting recommendations will serve as a foundation for enhancing services and space needs and support the long-term sustainability of the Archives in Oxford County.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Expenses			
Consultant fees	\$10,000	\$-	\$10,000
Total expenses	10,000	-	10,000
County Levy	\$10,000	\$-	\$10,000

Services Overview

Full-Time Equivalents **4.0 FTE**

↑ 1.0
Base

Service	Service Description	2024 Service Level	Service Type
Strategic Initiatives and Commitments	Building and maintaining partnerships with internal and external stakeholders to support the County's broader environmental sustainability commitments. Provide support and guidance to the organization through the internal Diversity, Equity, and Inclusion (DEI) committee and externally to the broader community through the Safe and Well Oxford DEI Action Coalition. Lead accessibility related initiatives. Lead the implementation of initiatives and activities related to the Safe and Well Oxford Steering Committee, on behalf of Area Municipalities. Monitor and report on the County's progress towards the goals and objectives as identified in the current Strategic Plan.	N/A	Support
Intergovernmental Relations	Strengthen existing and building new relationships through implementation of the County's Advocacy Framework.	N/A	Support

1.0 FTE Community Safety and Well-Being Coordinator Full-time - provide dedicated support to Oxford County's updated Community Safety and Well-Being Plan. With the anticipated new governance and implementation model, it will be increasingly more important to have dedicated staff time to ensure success of the plan and ultimately improve community safety and well-being.
FTE 2026-16

Key Performance Indicators

	2022 Actual	2023 Actual	2024 Actual	2025 Forecast	2026 Budget	Target
Engagement with Smart Energy Oxford	7	7	8	10	10	10
Engagement with Zero Waste Oxford	11	6	9	11	10	10
DEI Action Coalition Meetings	N/A	N/A	8	8	9	9
Safe and Well Steering Committee Meetings	N/A	8	9	8	8	11
Advocacy Events and Meetings	N/A	N/A	57	65	65	↑
Percentage of Initiatives Accomplished within Internal DEI Action Plan	N/A	N/A	55%	73%	80%	↑

Goals and Objectives

Description	2026	2027	2028	Strategic Plan	Other Plan Alignment
Climate Action Plan Approved in 2025, this Plan will focus on mitigation and adaptation measures to be undertaken collaboratively across the organization, with considerations for both service delivery and infrastructure. Advancing projects using external funding sources will be prioritized. The Climate Action Plan will be reviewed and updated on a five-year basis.	●	●	●	 Goal 2.1: Climate change mitigation and adaption	100% Renewable Energy Plan Asset Management Plan Official Plan
Community Environmental Sustainability Provide learning opportunities for residents to build awareness on waste, energy savings, climate change, biodiversity, etc. Recruit new members to Zero Waste Oxford to better support local residents navigating the changing landscape related to waste collection, recycling and the green bin program. Engage with Smart Energy Oxford members to gain a broader understanding of the energy landscape to better inform our advocacy strategy related to this portfolio including funding opportunities.	●	●	●	 Goal 2.2: Preserve and enhance our natural environment	100% Renewable Energy Plan
Internal Diversity Equity and Inclusion Review and update the Internal DEI Action Plan. In collaboration with County staff and stakeholders, continue to lead the implementation of the initiatives as outlined in the updated Internal DEI Action Plan. Work with the consultant to finish Oxford County's Indigenous Reconciliation Action Plan and lead the implementation of that plan.	●	●	●	 Goal 3.3: Attract, retain and engage staff	DEI Action Plan
Community Diversity Equity and Inclusion Continue to organize and participate in community education and awareness events, such as Pride Family Day, Black History Month, and the National Day for Truth and Reconciliation. Establish a plan to effectively implement the updated goals and objectives within the Community Safety and Well-Being Plan. Review and update the Multi-Year Accessibility Plan, ensuring a collaborative approach is adopted for accessibility initiatives across all County departments and the provision of accessible service delivery.	●	●	●	 Goal 1.3: Community health, safety and well-being	Safe and Well Oxford: Community Safety and Well-Being Plan

Description	2026	2027	2028	Strategic Plan	Other Plan Alignment
Safe and Well Oxford Facilitate and lead the implementation of an updated Community Safety and Well-Being plan, including a new governance model and supporting the accomplishment of the goals and objectives within the new plan.	●	●	●	 Goal 1.3: Community health, safety and well-being	Safe and Well Oxford: Community Safety and Well-Being Plan
Advocacy Continue to establish Oxford County's strategic advocacy "brand" including a reporting mechanism to County Council. Strengthen key relationships and establish new ones to further advance the County's Strategic Plan.	●	●	●	 Goal 3.5: Advocate for Oxford County	
Strategic Initiatives Expand on the 2025 Strategic Plan report provided to Council and create a more fulsome reporting method. Establish a mechanism that fosters an internal culture of innovation which also indirectly empowers staff and supports their ability to feel future ready and continue to provide exceptional service.	●	●	●	 Goal 3.1: Continuous improvement and results-driven solutions	

Budget

	2025	2025	LESS: 2025	2026	2026		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2026 BUDGET	2025 BUDGET	2025 BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES	(401,000)	-	-	-	-	-	-	-
GRANTS AND GOVERNMENT TRANSFERS	(83,250)	(55,000)	55,000	-	-	-	55,000	(100.0%)
RESERVE REVENUES	(20,660)	(42,250)	-	42,250	(20,000)	(20,000)	22,250	(52.7%)
TOTAL REVENUES	(504,910)	(97,250)	55,000	42,250	(20,000)	(20,000)	77,250	(79.4%)
EXPENSES								
SALARIES	345,820	337,127	-	35,529	99,991	472,647	135,520	40.2%
BENEFITS	104,006	97,779	-	16,743	34,372	148,894	51,115	52.3%
SALARIES GAPPING	-	-	-	-	(35,591)	(35,591)	(35,591)	-
OPERATING EXPENSES	(48,959)	(51,260)	115,500	(17,765)	33,050	79,525	130,785	(255.1%)
CONTRACTED SERVICES	216,500	248,750	(188,500)	(42,250)	20,000	38,000	(210,750)	(84.7%)
EXTERNAL TRANSFERS	48,000	48,000	-	1,000	-	49,000	1,000	2.1%
RESERVE TRANSFERS	441,000	20,000	-	-	-	20,000	-	-
INTERDEPARTMENTAL CHARGES	35,415	35,921	-	10,451	-	46,372	10,451	29.1%
TOTAL EXPENSES	1,141,782	736,317	(73,000)	3,708	151,822	818,847	82,530	11.2%
NET OPERATING	636,872	639,067	(18,000)	45,958	131,822	798,847	159,780	25.0%
CAPITAL								
CAPITAL EXPENSES	-	-	-	-	2,000	2,000	2,000	-
NET CAPITAL	-	-	-	-	2,000	2,000	2,000	-
SUMMARY								
TOTAL REVENUES	(504,910)	(97,250)	55,000	42,250	(20,000)	(20,000)	77,250	(79.4%)
TOTAL EXPENSES	1,141,782	736,317	(73,000)	3,708	153,822	820,847	84,530	11.5%
TOTAL LEVY	636,872	639,067	(18,000)	45,958	133,822	800,847	161,780	25.3%
% BUDGET INCREASE (DECREASE)			(2.8%)	7.2%	20.9%	25.3%		

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

Budget Impact Details

	REFERENCE	OPERATING EXPENSES	CAPITAL EXPENSES	TOTAL EXPENSES	REVENUES	TAXATION	%
ONE-TIME ITEMS							
SI-100% Renewal Energy Update		5,000	-	5,000	-	5,000	0.8%
SI-DEI Video Productions		5,000	-	5,000	-	5,000	0.8%
SI-Heat and Air Quality Response		15,000	-	15,000	-	15,000	2.3%
SI-Indigenous Plaques		1,100	-	1,100	-	1,100	0.2%
SI-Advocacy-Queen's Park		2,000	-	2,000	-	2,000	0.3%
		28,100	-	28,100	-	28,100	4.4%
SERVICE LEVEL							
SI-Community Safety and Wellbeing Coordinator FTE	FTE 2026-16	139,313	2,000	141,313	-	141,313	22.1%
		139,313	2,000	141,313	-	141,313	22.1%
INITIATIVE GAPPING							
SI-Community Safety and Wellbeing Coordinator FTE	FTE 2026-16	(35,591)	-	(35,591)	-	(35,591)	(5.6%)
		(35,591)	-	(35,591)	-	(35,591)	(5.6%)
CARRYOVER/IN-YEAR APPROVAL							
SI-Indigenous Consultation Plan Completion		20,000	-	20,000	20,000	-	
		20,000	-	20,000	20,000	-	
TOTAL		151,822	2,000	153,822	20,000	133,822	20.9%

Capital Budget

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 REQUEST**	2027	2028-2035
COMPUTER EQUIPMENT							
115000 - Computer Equipment	Laptop for Community Safety Wellbeing Coordinator (FTE 2026-16)	Expansion	N/A	\$2,000	2,000	-	-
				\$2,000	\$2,000	\$0	\$0

** The 2026 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent.

FTE – Community Safety and Well-Being Coordinator

FTE 2026-16

SUMMARY

Type of FTE request	Expand Service Level
Classification	Full-time - Permanent
Job Title	Community Safety and Well-Being Coordinator
FTE	1.0
Description	This new position would provide dedicated support to Oxford County's updated Community Safety and Well-Being Plan. With the anticipated new governance and implementation model, it will be increasingly more important to have dedicated staff time to ensure success of the plan and ultimately improve community safety and well-being.

STRATEGIC PLAN



Goal 1.3: Community health, safety and well-being

REQUEST DETAILS

Background

- Under the *Community Safety and Policing Act, 2019*, municipalities that provide police services are legislatively required to develop and maintain a **Community Safety and Well-Being (CSWB) Plan**.
- All eight Area Municipalities in Oxford County passed resolutions in 2021 asking Oxford County to lead this work on their behalf, with one coordinated plan. Since then, Oxford County has been leading the work associated with establishing Safe and Well Oxford, supporting the existing Action Coalitions and facilitating the implementation of the initiatives within the plan. Oxford County and various service providers throughout have demonstrated commitment to the CSWB Plan and overall well-being and safety for our residents.
- Currently, the Manager of Strategic Initiatives and Intergovernmental Relations, along with a representative from one of the Area Municipalities, act as the co-leads for Safe and Well Oxford. There is no cost recovery method in place for this staff time or related projects and initiatives thus far.
- As the plan has evolved and gained momentum, it has become increasingly important to have dedicated staff resources to lead and support the work associated with advancing the goals and initiatives within the plan. This work requires a significant amount of collaboration and

REQUEST DETAILS

coordination to maximize outcomes and leverage the great work that is already being done within Oxford County. Without dedicated support, the plan is at risk of not fulfilling its objectives and lost opportunities to support residents' safety and well-being.

- The requested FTE would be a County role that will continue to facilitate the implementation of the Safe and Well Oxford plan on behalf of the eight area municipalities. It will be responsible for strategic coordination, metrics and data collection, supporting the implementation of the goals and objectives of the plan, and leading projects. It will provide direct support to community tables whose work contributes to the advancement of the plan.
- In accordance with legislative requirements, a new plan is in the process of being developed and subsequently implemented with endorsement by the Area Municipalities planned for December 2025.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Expenses			
Salaries and benefits	\$-	\$134,363	\$134,363
Meeting costs	-	250	250
Advertising for job posting	500	-	500
Telecommunications	600	300	900
Training	-	3,000	3,000
Mileage	-	300	300
Computer: Laptop	2,000	-	2,000
Total expenses	3,100	138,213	141,313
County Levy	\$3,100	\$138,213	\$141,313
Initiative Gapping – position start April 2026	-	(35,591)	(35,591)
2026 Budget Impact	\$3,100	\$102,622	\$105,722
2027 Base Budget Impact	\$-	\$138,213	\$138,213

Services Overview

Full-Time Equivalents **3.4 FTE**

+0.4
Temporary

Service	Service Description	2024 Service Level	Service Type
Tourism Industry Support	An external service that supports businesses with product development, marketing and collaboration opportunities.	6% increase partnership activities	Community
Tourism Visitor Support	An external service that manages and supports visitation.	46% increase in website page sessions	Community

- **0.4 FTE Tourism Clerk Part-time** - This position would allow the Tourism Division to invest staff time in the creation of a new signature tourism product to celebrate handcrafted arts (called Handcrafted Routes). **FTE 2026-17**

Key Performance Indicators

	2022 Actual	2023 Actual	2024 Actual	2025 Forecast	2026 Budget	Target
Sustainable tourism development and promotion activities	8	2	2	7	3	3
Number of travel media stories	8	14	13	16	3	3
Paid digital campaign impressions	4,000,000	6,500,000	41,000,000*	15,000,000*	4,000,000	4,000,000
Consumer engagement (social media followers, subscribers, website/video views, print, in person)	348,486	295,513	394,554	244,203	300,000	300,000

*17,000,000 impressions in 2024 were from a joint advertisement with Destination Ontario, driving traffic to a landing page on Ontario's Southwest promoting several destinations, including Oxford County. In 2025 Oxford Tourism is participating in a similar program.

Goals and Objectives

Description	2026	2027	2028	Strategic Plan	Other Plan Alignment
Discovering Your Roots - Genealogy Tourism In collaboration with Oxford County Archives and Business Systems, Oxford Tourism will curate trip planning resources for those interested in tracing their heritage. This will assist them with seeing where and how their ancestors lived or reminiscing about their own past. Such content will include information on archives, libraries, museums, and historical societies for those interested in family research as well as information on local cemeteries, schools, historical plaques, and other points of interest. The new webpage will complement existing website information, utilize website functions and add additional information.	●			 Goal 1.3: Community health, safety and well-being	
Sustainable Travel Support consumers in making sustainable travel decisions when visiting Oxford County. Provide business training and partnerships to meet the desire for sustainable travel. Incorporating more sustainable travel content and tools into TourismOxford.ca	●			 Goal 2.1: Climate change mitigation and adaption	
Handcrafted Routes Develop a new collaborative trail with local arts organizations, artists, museums and retailers that celebrates the past and present of handcrafted arts. This new tourism product will serve a diverse audience base including creators, appreciators and those who are curious. This new trail's goal is to increase collaboration, product development and visitation celebrating the local arts and culture.	●			 Goal 1.2: Sustainable infrastructure and development	

Budget

	2025	2025	LESS: 2025	2026	2026		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2026 BUDGET	2025 BUDGET	2025 BUDGET
OPERATING REVENUES								
GENERAL REVENUES	(20,040)	(20,400)	-	(1,600)	-	(22,000)	(1,600)	7.8%
GRANTS AND GOVERNMENT TRANSFERS	(79,854)	-	-	-	-	-	-	-
TOTAL REVENUES	(99,894)	(20,400)	-	(1,600)	-	(22,000)	(1,600)	7.8%
EXPENSES								
SALARIES	278,960	262,061	-	41,625	19,581	323,267	61,206	23.4%
BENEFITS	85,970	83,518	-	13,651	3,550	100,719	17,201	20.6%
SALARIES GAPPING	-	(4,349)	4,349	-	-	-	4,349	(100.0%)
OPERATING EXPENSES	182,297	127,730	-	10,295	-	138,025	10,295	8.1%
CONTRACTED SERVICES	87,163	72,050	-	(10,000)	(12,000)	50,050	(22,000)	(30.5%)
INTERDEPARTMENTAL CHARGES	50,160	50,160	-	3,127	-	53,287	3,127	6.2%
TOTAL EXPENSES	684,550	591,170	4,349	58,698	11,131	665,348	74,178	12.5%
NET OPERATING	584,656	570,770	4,349	57,098	11,131	643,348	72,578	12.7%
SUMMARY								
TOTAL REVENUES	(99,894)	(20,400)	-	(1,600)	-	(22,000)	(1,600)	7.8%
TOTAL EXPENSES	684,550	591,170	4,349	58,698	11,131	665,348	74,178	12.5%
TOTAL PROGRAM SURPLUS/DEFICIT	-	-	-	-	-	-	-	-
TOTAL LEVY	584,656	570,770	4,349	57,098	11,131	643,348	72,578	12.7%
% BUDGET INCREASE (DECREASE)			0.8%	10.0%	2.0%	12.7%		

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

Budget Impact Details

	REFERENCE	OPERATING EXPENSES	TAXATION	%
SERVICE LEVEL				
TOUR-Temporary Tourism Clerk FTE	FTE 2026-17	11,131	11,131	2.0%
		11,131	11,131	2.0%
TOTAL		11,131	11,131	2.0%

FTE – Temporary Tourism Clerk

FTE 2026-17

SUMMARY

Type of FTE request	One time
Classification	Part-time - Temporary
Job Title	Temporary Tourism Clerk
FTE	0.4
Description	Tourism Oxford would like to add 0.40 FTE hours (14 per week) to the Tourism Clerk role for 1 year, temporarily. These 14 hours per week would allow the Tourism Division to invest staff time in the creation of a new signature tourism product to celebrate handcrafted arts (called Handcrafted Routes). The new tourism product will support an estimated 27 businesses and non-profit organizations involved in arts and culture filling cultural tourism itinerary gap in Oxford County.

STRATEGIC PLAN



Goal 1.2: Sustainable infrastructure and development

REQUEST DETAILS

Background

Oxford County has gone through significant growth as a tourism destination. In 2015 Oxford Tourism launched the Oxford County Cheese Trail, a culinary partnership with 31 tourism businesses celebrating Oxford County's cheese and dairy food story. This culinary trail has received two provincial awards, increased visitation to the region and is frequently used as a best-practice example to develop a culinary trail.

While the Cheese Trail has increased visitation and raised the profile of the County, Oxford Tourism has been working to tell more stories beyond dairy.

Oxford Tourism wants to develop a signature tourism product that will support local museums, galleries, artisans and retailers. Many regions have arts and craft trails ([Great Smokey Arts and Crafts](#), [PEI Arts and Heritage Trail](#), [Elgin Arts Trail](#), [City of Kawartha Lakes Arts and Heritage Trail](#)). Oxford Tourism wants to launch a handcrafted trail. The trail will be appealing to makers, appreciators, and visitors interested in culture and heritage. It will celebrate handcrafted items exhibited at museums, locations offering workshops (arts cooperatives, businesses), stores selling maker supplies (e.g. quilt shops, woodworking supply) and locations selling finished items (antique malls, galleries, maker shops). This program has the potential to support an estimated 9 non-profits and 18 businesses. With a recent resurgence in the arts

REQUEST DETAILS

and crafts movement, and the wealth of culture and heritage in Oxford County, the time is right to develop this product. Developing the Oxford County Cheese Trail took a year and a half of work. It involved consultations, meetings and collecting and developing the story for the product. It also involved the hiring of consultants to complete some of the work. Oxford Tourism now has in-house expertise and does not need to hire a consultant, but launching this trail will require additional staff hours.

What Differentiates the Handcrafted Trail from other Regions

There are a wide variety of Arts and heritage trails in Ontario and globally. Many are for visitors coming to appreciate and purchase handmade items. Others provide a simple list of cultural attractions to visit. Oxford Tourism wants to differentiate from others, by weaving together a story, tying together various attractions. For example, Woodworkers can explore the local forest, visit museums to see its influence on woodworking in the area over the centuries. They can purchase local wood for crafting at home, learn from local woodworkers in a bookable experience, purchase and see woodworking in stores and galleries. The story of woodworking will be shared and told across multiple attractions. Equivalent of a chorus singing together, compared to a solo singer.

Alternative Options to Increasing Staff hours:

Pause handcrafted development: Other regions have already developed arts and culture tourism products. Arts and crafts are currently experiencing a revival, making it timely to launch Handcrafted Routes. Launching the Cheese Trail led to new culinary investment. It is expected that Handcrafted Routes will also lead to further investment, events and business opportunities in Oxford County.

Reduce other department activities: Oxford Tourism is already reducing 2026 business training/networking to focus on efficiencies that will reduce labour intensive customer inquiries (from businesses and visitors). These activities will reduce the growing pressure on the Tourism division for customer service.

Hire a consultant: With a consultant, staff would still need to invest significant time, ensuring relationships and knowledge would not be lost when the consultant leaves. However, Oxford County already has staff with this expertise.

Apply for a grant: Oxford Tourism has already submitted a Rural Ontario Development grant application in September for 50% matching funds for the Handcrafted Routes project. It would assist with writing, photography, video, branding and marketing expenses.

Recommendation:

Oxford County Council approves adding two additional days per week, temporarily for the Tourism Clerk role to support development of Handcrafted Routes. Fifty percent of this expense will be offset by reducing Purchased Services base budget temporarily, for one year and redirecting that savings to the salary expense of additional hours. Oxford Tourism also applied for a grant to support product development and marketing expenses for launching Handcrafted Routes.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Expenses			
Salaries and benefits	\$23,131	\$-	\$23,131
Purchased services: Reduction of planning and marketing services	(12,000)	-	(12,000)
Total expenses	11,131	-	11,131
County Levy	\$11,131	\$-	\$11,131

Services Overview

Full-Time Equivalents **6.0 FTE**

→ 0.0
Base

Service	Service Description	2024 Service Level	Service Type
Communication and Engagement	An internal service that provides strategic communication consultation; establishes communication-related policy, guidelines and protocols; delivers tactical communication support, including emergency communications; and supports public consultation.	3% Social media following growth 7% Growth in engagement campaigns / public participation opportunities	Support

Key Performance Indicators

	2022 Actual	2023 Actual	2024 Actual	2025 Forecast	2026 Budget	Target
Media interviews facilitated	136	163	156	180	184	+ 2%/yr
News releases and newsroom updates	77	125	128	140	144	+ 3%/yr
Total annual sessions to website*	342,404	405,377	456,914	488,000	523,000	+ 7-15%/yr
Social media followers**	13,179	14,231	15,284	15,800	16,214	+ 3%/yr
Employee organizational communication ⁺	66%	N/A	N/A	N/A	N/A	75%
Community engagement campaigns on Speak Up, Oxford!	13	17	14	15	16	+ 1-2%/yr

* Analytics supplied by IT Support.

** Includes Oxford County main corporate accounts only for Facebook, Instagram, YouTube and X. Does not include accounts for Tourism, Library, Paramedics, Archives, or Woodingford Lodge.

⁺ From 2022 Employee Engagement Survey. Employee Engagement Survey is carried out approximately every 5 years by Human Resources.

Note: Growth projections are based considering current staffing capacity.

Goals and Objectives

Description	2026	2027	2028	Strategic Plan	Other Plan Alignment
Complete the Communication and Engagement Strategy Complete Oxford County's communication and engagement strategy ("Inform and Engage: A Guideline for Effective and Public Participation at Oxford County," 2014) as outlined in 2023-2026 Strategic Plan: Goal 3.2 - <i>Update the County's Communication and Engagement Strategy to support continuous civic engagement and ongoing communication</i>. NEW: This work will include a communication preferences survey of the public to determine in more granular detail how people are accessing local news and information, with the intent of informing advertising decisions and channel focus.	●			 Goal 3.2: Collaborate with our partners and communities	
Implement a Service Request Process The need for a more formal method of initiating communications work requests and project support is needed as the demand for communication support grows relative to the growth of, and demands on, other County programs, services and departments. Strategic Communication and Engagement is seeking to introduce a submission form for communications support requests to help manage, track and monitor service demands. Requests currently received by the department include full-scale news/announcement rollouts (news release, social content, print and broadcast advertising, web and/or <i>Speak Up, Oxford!</i> page, internal communication, briefing documents and other stakeholder pieces); "one-off" requests for each of these products; construction notices and communications; support for Environmental Assessment studies; publication design and support; video and podcast development; web area content development; event support, including speaker notes, invitations and photography; newsletter development (writing and design); survey development, design and reporting; internal announcement rollouts; awareness and education campaigns; emergency and issues response; reactive social media and public inquiry (SUO) responses; and graphic design support for a range of tools and applications, including signage, merchandise, and some interior design support.	●			 Goal 3.1: Continuous improvement and results-driven solutions	

Description	2026	2027	2028	Strategic Plan	Other Plan Alignment
Establish a Proactive Social Media Editorial Calendar While current news, announcements and information are well covered in our social media channels, there is opportunity to develop more storytelling content that highlights ongoing work and successes. As an example, LinkedIn is actively used for recruitment for job openings, but recruitment can be further enhanced by profiles that show where we are leading, the accomplishments of our staff, and our progressive policies and approaches, such as Diversity, Equity, and Inclusion (DEI) commitment, flexible work arrangements, etc. Similarly, showcasing aspects of County Public Works services-- for instance construction, water and wastewater-- can be used to strengthen understanding of asset management, service connection, etc. A planned calendar of topics and release dates, along with dedicated staff time, can ensure that proactive opportunities to showcase success stories-- ones that are not tied to a news release or milestone announcement-- do in fact get told. This would be a new element of the corporate communication program that would require dedicated time within the scope of current work volume but would be prioritized as a strategy to help to further educate the public about our services while building reputational trust, awareness and context as issues surface.	●			 Goal 3.2: Collaborate with our partners and communities	10 Year Shelter Plan Asset Management Plan Our People, Our Stength Plan Woodingford Master Plan Energy Management Plan Wastewater Master Plan Water Master Plan Safe and Well Oxford: Community Safety and Well-Being Plan

Budget

	2025	2025	LESS: 2025	2026	2026		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2026 BUDGET	2025 BUDGET	2025 BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES	(5,000)	-	-	-	-	-	-	-
INTERDEPARTMENTAL RECOVERIES	(100,420)	(100,420)	-	(12,400)	-	(112,820)	(12,400)	12.3%
TOTAL REVENUES	(105,420)	(100,420)	-	(12,400)	-	(112,820)	(12,400)	12.3%
EXPENSES								
SALARIES	549,800	556,479	-	46,997	19,800	623,276	66,797	12.0%
BENEFITS	179,680	177,221	-	24,100	386	201,707	24,486	13.8%
SALARIES GAPPING	-	(24,415)	24,415	-	-	-	24,415	(100.0%)
OPERATING EXPENSES	54,743	52,485	(1,500)	3,535	4,800	59,320	6,835	13.0%
CONTRACTED SERVICES	10,500	8,000	-	-	5,000	13,000	5,000	62.5%
INTERDEPARTMENTAL CHARGES	69,707	69,707	-	18,844	-	88,551	18,844	27.0%
TOTAL EXPENSES	864,430	839,477	22,915	93,476	29,986	985,854	146,377	17.4%
NET OPERATING	759,010	739,057	22,915	81,076	29,986	873,034	133,977	18.1%
CAPITAL								
CAPITAL EXPENSES	2,107	2,000	(2,000)	-	-	-	(2,000)	(100.0%)
NET CAPITAL	2,107	2,000	(2,000)	-	-	-	(2,000)	(100.0%)
SUMMARY								
TOTAL REVENUES	(105,420)	(100,420)	-	(12,400)	-	(112,820)	(12,400)	12.3%
TOTAL EXPENSES	866,537	841,477	20,915	93,476	29,986	985,854	144,377	17.2%
TOTAL LEVY	761,117	741,057	20,915	81,076	29,986	873,034	131,977	17.8%
% BUDGET INCREASE (DECREASE)			2.8%	10.9%	4.0%	17.8%		

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

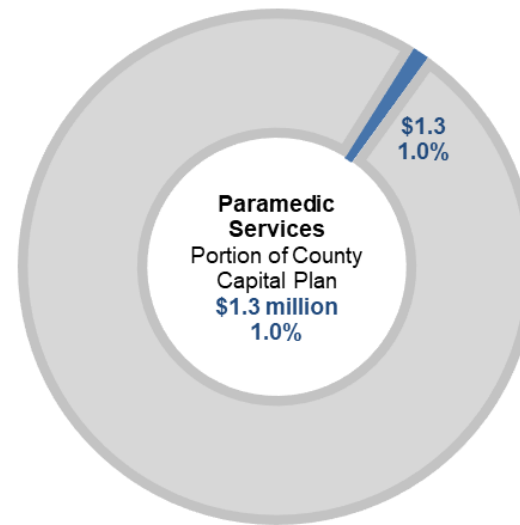
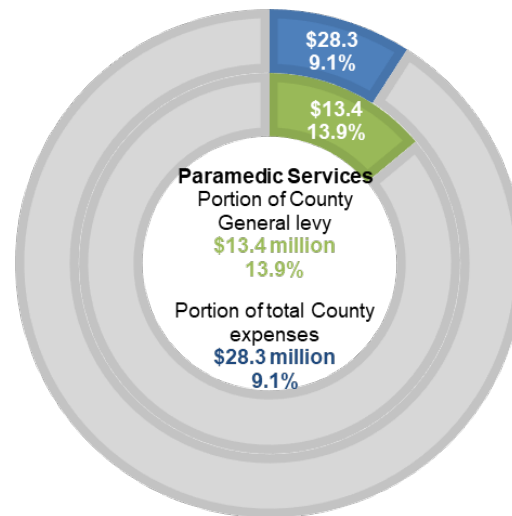
Budget Impact Details

	REFERENCE	OPERATING EXPENSES	TAXATION	%
ONE-TIME ITEMS				
SCE-Camera		3,000	3,000	0.4%
		3,000	3,000	0.4%
SERVICE LEVEL				
SCE-Pod Cast		5,500	5,500	0.7%
SCE-On Call After Hours		20,186	20,186	2.7%
SCE-MadeToTag Accessibility Software		1,300	1,300	0.2%
		26,986	26,986	3.6%
TOTAL		29,986	29,986	4.0%

2026 Budget

Paramedic Services





	Division	Division Description	Services	2026 FTE Base	2026 FTE Temp
Paramedic Services Director of Paramedic Services	Paramedic Services	Paramedic Services is an external service that provides out-of-hospital care to stabilize a patient's condition, transport to hospitals, and facilitates emergency transfers between hospitals.	- Paramedic Services - Emergency Management 911 Authority – Primary Public Safety Answering Point (P-PSAP)	97.5	-
	Community Paramedicine	Community paramedics provide in-home assessments, referrals, treatment, and support to patients to meet their goals of care to prevent 911 calls and hospital admissions.	Community Paramedicine	12.6	-
	Total			110.1	0.0

Services Overview

Full-Time Equivalents **110.1 FTE**

↑5.0
Base

Service	Service Description	2024 Service Level	Service Type
911 Call Taking and Dispatch	An external service that provides 911 answering services to people reporting emergencies and directs calls to appropriate emergency service dispatch centres according to the caller's request.	Terms of contract met by provider	Public Health & Safety
Paramedic Services (Land Ambulance)	An external service that provides emergency care to stabilize a patient's condition, initiates rapid transport to hospitals, and facilitates both emergency and non-emergency transfers between medical facilities.	78,840 Paramedic Service Delivery Hours	Public Health & Safety
Paramedic Services (Community Paramedicine)	Paramedics provide in-home assessments, referrals, treatment, and support to patients to meet their goals of care to prevent 911 calls and hospital admissions.	652 Unique Patients Rostered	Public Health & Safety
Emergency Management	A service that develops and coordinates all appropriate event response activities, with clarity of roles and accountability, across all departments and relevant organizations during an emergency and ensures the continuity of essential municipal services.	Emergency Management and Civil Protection Act (EMCPA) compliant	Public Health & Safety

- 0.0 FTE (+1.9 in Land Ambulance -1.9 in Community Paramedicine) Paramedic Services Leadership Positions Transfer Full-time** - This request seeks to realign three existing leadership positions with the Land Ambulance budget to be allocated 80/20. These roles are now primarily focused on operational leadership and system performance within the Land Ambulance division. The transfer will ensure that funding aligns with actual program responsibilities and provincial cost-sharing mechanisms.
FTE 2026-18
- 5.0 FTE Primary Care Paramedics Full-time** - To maintain and improve performance in line with the 2026 Land Ambulance Response Time Performance Plan (RTPP)
FTE 2026-19

Key Performance Indicators

	2022 Actual	2023 Actual	2024 Actual	2025 Forecast	2026 Budget	Target
Total 911 patient encounters	19,266	21,265	23,065	25,372	27,909	↑
Community Paramedic Unique Patients Rostered	455	623	652	675	700	800
Canadian Triage and Acuity Scale (CTAS) 1 Response Time Performance	74.0%	71.0%	76.7%	>70.0%	>70.0%	>70%
Workplace Safety and Insurance Board (WSIB) Lost Time (Events)	16	13	21	10	10	↓

Goals and Objectives

Description	2026	2027	2028	Strategic Plan	Other Plan Alignment
Paramedic Services Deployment and Facilities Master Plan This project builds upon current state analysis and call volume projections developed by PS staff. PS staff will evaluate the current deployment of ambulance resources throughout Oxford County to ensure all resources are being utilized efficiently and effectively. This project will also evaluate the current and future (20 year) facility needs of Oxford County Paramedic Services to ensure expansion is planned, strategic, and cost efficient. NI 2026-06	●			 Goal 3.1: Continuous improvement and results-driven solutions	Official Plan
Internal Business Process Review To ensure our internal business processes (Logistics, Quality Assurance, Education and Training) are efficient to ensure Paramedic Services staff time is being utilized effectively.	●	●		 Goal 3.4: Financial sustainability	
Emergency Management Plan Update Continue to engage with area municipalities and external stakeholders to modernize the Oxford County Emergency Plan.	●	●		 Goal 1.3: Community health, safety and well-being	
Support Community Health Care Initiatives Remaining an active member of the Oxford-Ontario Health Team and contributing to strategic projects that enhance the availability of community-based health care options for the residents of Oxford County. This includes integrating our Community Paramedicine with new and existing primary care providers and leveraging our investments in Remote Care monitoring infrastructure and patient care models.	●	●	●	 Goal 1.3: Community health, safety and well-being	Safe and Well Oxford: Community Safety and Well-Being Plan

Budget - 911 Land Ambulance

	2025	2025	LESS: 2025	2026	2026		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2026 BUDGET	2025 BUDGET	2025 BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES	(443,230)	(234,165)	-	159,165	7,000	(68,000)	166,165	(71.0%)
GRANTS AND GOVERNMENT TRANSFERS	(9,645,970)	(9,675,569)	194,300	(1,299,137)	(54,600)	(10,835,006)	(1,159,437)	12.0%
RESERVE REVENUES	(280,464)	(280,464)	-	280,464	(514,899)	(514,899)	(234,435)	83.6%
TOTAL REVENUES	(10,369,664)	(10,190,198)	194,300	(859,508)	(562,499)	(11,417,905)	(1,227,707)	12.0%
EXPENSES								
SALARIES	12,215,638	12,209,286	-	414,065	773,331	13,396,682	1,187,396	9.7%
BENEFITS	5,044,702	5,033,713	-	499,963	260,131	5,793,807	760,094	15.1%
OPERATING EXPENSES	1,683,015	1,771,901	(85,100)	(29,008)	105,917	1,763,710	(8,191)	(0.5%)
CONTRACTED SERVICES	433,100	281,300	-	(55,785)	162,861	388,376	107,076	38.1%
EXTERNAL TRANSFERS	54,600	109,200	(109,200)	-	54,600	54,600	(54,600)	(50.0%)
RESERVE TRANSFERS	1,258,000	1,258,000	-	-	22,200	1,280,200	22,200	1.8%
INTERDEPARTMENTAL CHARGES	1,563,528	1,567,561	(15,000)	204,762	89,790	1,847,113	279,552	17.8%
TOTAL EXPENSES	22,252,583	22,230,961	(209,300)	1,033,997	1,468,830	24,524,488	2,293,527	10.3%
NET OPERATING	11,882,919	12,040,763	(15,000)	174,489	906,331	13,106,583	1,065,820	8.9%
CAPITAL								
CAPITAL REVENUES	(4,241,867)	(3,932,530)	163,081	2,787,969	(29,468)	(1,010,948)	2,921,582	(74.3%)
CAPITAL EXPENSES	4,284,267	3,997,530	(228,081)	(2,787,969)	346,705	1,328,185	(2,669,345)	(66.8%)
NET CAPITAL	42,400	65,000	(65,000)	-	317,237	317,237	252,237	388.1%
SUMMARY								
TOTAL REVENUES	(14,611,531)	(14,122,728)	357,381	1,928,461	(591,967)	(12,428,853)	1,693,875	(12.0%)
TOTAL EXPENSES	26,536,850	26,228,491	(437,381)	(1,753,972)	1,815,535	25,852,673	(375,818)	(1.4%)
TOTAL LEVY	11,925,319	12,105,763	(80,000)	174,489	1,223,568	13,423,820	1,318,057	10.9%
% BUDGET INCREASE (DECREASE)			(0.7%)	1.4%	10.1%	10.9%		

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

Budget Impact Details – 911 Land Ambulance

	REFERENCE	OPERATING EXPENSES	CAPITAL EXPENSES	TOTAL EXPENSES	REVENUES	TAXATION	%
ONE-TIME ITEMS							
PS-Tuition Reimbursement Program		6,000	-	6,000	-	6,000	0.0%
PS-Emergency Health Record Provider Transition		19,000	-	19,000	-	19,000	0.2%
		25,000	-	25,000	-	25,000	0.2%
SERVICE LEVEL							
PS-Leadership Positions Transfer FTE	FTE 2026-18	294,321	-	294,321	-	294,321	2.4%
PS-Primary Care Paramedics FTE	FTE 2026-19	822,604	416,130	1,238,734	435,317	803,417	6.6%
PS-Zoll Zenix Worry-free Warranty Contract		4,257	-	4,257	-	4,257	0.0%
		1,121,183	416,130	1,537,313	435,317	1,101,996	9.1%
NEW INITIATIVES							
PS-Five-Year Deployment and Twenty-Year Facilities Capital Plan	NI 2026-06	70,000	-	70,000	52,500	17,500	0.1%
PS-Post Traumatic Stress Disorder Prevention Program	NI 2026-07	56,000	-	56,000	-	56,000	0.5%
PS-Ambulance Fleet Enhancement	NI 2026-08	96,256	300,575	396,831	29,760	367,071	3.0%
		222,256	300,575	522,831	82,260	440,571	3.6%
INTERDEPARTMENTAL INITIATIVES							
PS-Data Technician FTE (FLT)		89,790	-	89,790	43,395	46,395	0.4%
		89,790	-	89,790	43,395	46,395	0.4%
INITIATIVE GAPPING							
PS-Primary Care Paramedics FTE	FTE 2026-19	-	(185,000)	(185,000)	(23,605)	(161,395)	(1.3%)
PS-Ambulance Fleet Enhancement	NI 2026-08	(44,000)	(185,000)	(229,000)	-	(229,000)	(1.9%)
		(44,000)	(370,000)	(414,000)	(23,605)	(390,395)	(3.2%)
CARRYOVER/IN-YEAR APPROVAL							
PS-Dedicated Offload Delay Nurses Funding	PS 2025-06	54,600	-	54,600	54,600	-	
		54,600	-	54,600	54,600	-	
TOTAL		1,468,829	346,705	1,815,534	591,967	1,223,567	10.1%

Capital Budget – 911 Land Ambulance

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 REQUEST**	2027	2028-2035
BUILDING							
915010 - EMS Mill St, Woodstock	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$30,000	30,000	-	-
915040 - EMS 81 King St, Tillsonburg	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$50,000	50,000	-	-
915070 - EMS Tidey, Norwich	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$44,000	44,000	-	-
COMPUTER EQUIPMENT							
510000 - Paramedic Services	iPad for New Ambulance (FTE 2026-19)	Expansion	N/A	\$1,000	1,000	-	-
EQUIPMENT							
510000 - Equipment	Regular annual equipment replacement including autopulse and defibrillator batteries	Replacement	Poor	\$126,600	126,600	-	-
510000 - Equipment	Equipment to outfit new ambulance (FTE 2026-19)	Expansion	N/A	\$155,130	155,130	-	-
510000 - Equipment	Equipment to outfit new ambulance (NI 2026-08)	Expansion	N/A	\$40,575	40,575	-	-
VEHICLES							
510000 - Paramedics Vehicles	Ambulance (2) - 2025 Procurement, 2026 anticipated delivery	Replacement	Poor	\$347,630	347,630	-	-
510000 - Paramedics Vehicles	Ambulance (3) - 2026 Procurement, 2027 anticipated delivery	Replacement	Poor	\$780,000	225,000	555,000	-
510000 - Paramedics Vehicles	Emergency Response Vehicle	Replacement	Poor	\$110,000	110,000	-	-
510000 - Paramedics New Vehicle	New Ambulance (FTE 2026-19) - 2026 Procurement, 2027 anticipated delivery	Expansion	N/A	\$260,000	75,000	185,000	-
510000 - Paramedics New Vehicle	New Ambulance (NI 2026-08) - 2026 Procurement, 2027 anticipated delivery	Expansion	N/A	\$260,000	75,000	185,000	-
CARRY FORWARD BUDGET							
	Prior year's approved budget not spent.			\$48,250	\$48,250	-	-
				\$2,253,185	\$1,328,185	\$925,000	\$0

** The 2026 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent.

Budget - Community Paramedicine

	2025	2025	LESS: 2025	2026	2026		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2026 BUDGET	2025 BUDGET	2025 BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES	(398,254)	(396,900)	-	(13,500)	-	(410,400)	(13,500)	3.4%
GRANTS AND GOVERNMENT TRANSFERS	(2,000,000)	(2,080,000)	-	80,000	-	(2,000,000)	80,000	(3.8%)
TOTAL REVENUES	(2,398,254)	(2,476,900)	-	66,500	-	(2,410,400)	66,500	(2.7%)
EXPENSES								
SALARIES	1,644,000	1,746,242	-	84,195	(224,855)	1,605,582	(140,660)	(8.1%)
BENEFITS	458,150	497,986	-	40,967	(68,987)	469,966	(28,020)	(5.6%)
SALARIES GAPPING	-	(100,000)	-	100,000	-	-	100,000	(100.0%)
OPERATING EXPENSES	108,942	137,579	-	(3,678)	-	133,901	(3,678)	(2.7%)
CONTRACTED SERVICES	24,000	24,000	-	-	-	24,000	-	-
INTERDEPARTMENTAL CHARGES	163,162	171,093	-	5,858	-	176,951	5,858	3.4%
TOTAL EXPENSES	2,398,254	2,476,900	-	227,342	(293,842)	2,410,400	(66,500)	(2.7%)
NET OPERATING	-	-	-	293,842	(293,842)	-	-	-
SUMMARY								
TOTAL REVENUES	(2,398,254)	(2,476,900)	-	66,500	-	(2,410,400)	66,500	(2.7%)
TOTAL EXPENSES	2,398,254	2,476,900	-	227,342	(293,842)	2,410,400	(66,500)	(2.7%)
TOTAL LEVY	-	-	-	293,842	(293,842)	-	-	-
% BUDGET INCREASE (DECREASE)				-	-	-		

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

Budget Impact Details – Community Paramedicine

	REFERENCE	OPERATING EXPENSES	TAXATION	%
SERVICE LEVEL				
CPS-Paramedic Services Leadership Transfer	FTE 2026-18	(293,842)	(293,842)	
		(293,842)	(293,842)	
TOTAL		(293,842)	(293,842)	

FTE – Leadership Positions Transfer

FTE 2026-18

SUMMARY

Type of FTE request	Maintain Service Level
Classification	Full-time - Permanent
Job Title	Leadership Positions Transfer
FTE	1.9 (Moved from Community Paramedicine to 911 - Land Ambulance)
Description	This request seeks to realign three existing leadership positions with the Land Ambulance budget (0.80 + 0.80 + 0.3). These roles are now primarily focused on operational leadership, support and system performance within the Land Ambulance division. The transfer will ensure that funding aligns with actual program responsibilities and provincial cost-sharing mechanisms.

STRATEGIC PLAN



Goal 1.3: Community health, safety and well-being

REQUEST DETAILS

BACKGROUND

Oxford County Paramedic Services (OCPS) continues to face rapid call volume growth (56% increase between 2020–2024). This expansion requires enhanced leadership in quality assurance (QA) and system innovation to sustain service reliability and meet provincial expectations for response times and quality assurance.

The Commander – Operations, Superintendent – Models of Care, and Deputy Superintendent - Education FTE positions, though initially associated with Community Paramedicine (CP), are now central to the Land Ambulance (911) division's operational needs.

POSITION RATIONALE

Commander – Operations

- **Original purpose:** Created to support the Deputy Chief – Operations (DC Ops), who is responsible for QA, Ambulance Operations, Paramedic Education and Training, and Community Paramedicine

REQUEST DETAILS

- **QA Evolution:**
 - QA demand grows directly with call volume
 - Historically decentralized among Operations Superintendents, but this became unsustainable as frontline supervisory demands increased
 - New legislative requirements for documentation review require more focused attention to meet reporting timelines
 - In some cases, reporting timelines have changed from 90 days to 48 hours
- **Current responsibilities:**
 - Leads and coordinates the multi-faceted QA program for Land Ambulance (legislative requirement)
 - Provides immediate support to Operations Superintendents and frontline paramedics
 - Supports Paramedic Education and Training portfolio alongside QA oversight
- **CP Program:** Ongoing CP program needs are directly supported by DC Ops and the Superintendent of CP
- **Funding:** This role is no longer eligible for 100% CP-LTC funding due to limited CP involvement but is fully eligible under the Land Ambulance grant program. Staff are proposing a cost sharing of 80% to Land Ambulance and 20% to CP-LTC to reflect the actual distribution of work responsibilities.

Superintendent – Models of Care

- **Purpose:** To lead the development and implementation of innovative patient care models that enhance efficiency and outcomes within the Land Ambulance division.
- **Strategic benefits:**
 - Reduce hospital transports by implementing models that allow paramedics to provide safe, clinically appropriate alternatives to the emergency department
 - Enable new deployment strategies, including use of single paramedics in Emergency Response Vehicles (ERV) for low-acuity calls
 - Supports adoption of evidence-based practices like the Association of Municipalities of Ontario (AMO) award-winning program at Middlesex-London Paramedic Services, which has demonstrated significant system efficiencies and improved patient outcomes
- **System necessity:**
 - Without dedicated resources in this space, OCPS cannot capitalize on new system efficiencies or align with best practices emerging across Ontario
 - The upcoming Medical Priority Dispatch System (MPDS) implementation in 2026 will further increase opportunities for innovation in how paramedic resources are deployed
- **Funding:** This role is no longer eligible for 100% CP Long-Term Care funding due to the shift in focus to 911 calls and community-based healthcare resources but is fully eligible under the Land Ambulance grant program. New models of care will continue to leverage

REQUEST DETAILS

the resources available in the CP program, but not exclusively. Staff are proposing a cost sharing of 80% to Land Ambulance and 20% to CP-LTC to reflect the actual distribution of work responsibilities and program benefits.

Deputy Superintendent – Education

- **Purpose:** Deliver and support the continuing education and legislated training requirements for current Paramedics and supports the return to clinical practice process for Paramedics returning to work from extended leaves.
- **Strategic benefits:**
 - Ensures legislated training is delivered and documented to ensure compliance with legislation
 - Paramedic headcount has risen along with call volume, resulting in increased training sessions, and individual staff training needs
- **Funding:** This position is currently cost-shared 50/50 between Land Ambulance and CP-LTC funding portfolios. Staff are proposing a cost sharing of 80% to Land Ambulance and 20% to CP-LTC to reflect the actual distribution of work responsibilities.

STRATEGIC IMPACT

- **Strengthened Quality Assurance Leadership**
 - Commander – Operations ensures centralized, consistent QA across the Land Ambulance system
 - Provides direct support to frontline Operations Superintendents
- **Expanded Models of Care and Deployment Innovation**
 - Superintendent – Models of Care enables new care pathways that reduce Emergency Department (ED) reliance and allows more appropriate resources to respond to less urgent 911 calls for service
 - Supports alternative paramedic response models (e.g., ERV-based single responder)
 - Positions OCPS to mirror successful regional innovations and integrate MPDS-driven efficiencies
- **Budget Alignment with Operational Reality**
 - Reflects the true operational focus of both positions
 - Ensures eligibility under the Land Ambulance provincial grant program, strengthening fiscal sustainability

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Revenues			
Provincial funding ¹	\$-	\$-	\$-
Total revenues	-	-	-
Expenses			
Salaries and benefits – 1.9 FTE moved from Community Paramedicine	-	293,841	293,841
Telecommunications	-	480	480
Total expenses	-	294,321	294,321
County Levy	\$-	\$294,321	\$294,321

¹ Costs will be cost-shared with the province at 50% starting in 2027

FTE – Primary Care Paramedics

FTE 2026-19

SUMMARY

Type of FTE request	Maintain Service Level
Classification	Full-time - Permanent
Job Title	Primary Care Paramedics
FTE	5.0
Description	Oxford County Paramedic Services (OCPS) is experiencing sustained growth in emergency call volume (56% increase from 2020 to 2024). This has placed significant strain on resources, especially in rural municipalities such as East Zorra-Tavistock, where 2024 high-acuity response times averaged 18–19 minutes. To maintain and improve performance in line with the 2026 Land Ambulance Response Time Performance Plan (RTPP), OCPS proposes: 1. Adding 4.0 Primary Care Paramedic (PCP) FTEs to staff a new 12-hour ambulance shift based in Tavistock 2. Adding 1.0 Float PCP FTE to backfill short-notice absences and stabilize daily deployment

STRATEGIC PLAN



Goal 1.3: Community health, safety and well-being

REQUEST DETAILS

BACKGROUND

Call Volume Growth:

- 14,817 calls in 2020 → 23,065 calls in 2024 (+56%)
- Growth is surpassing 2018 Master Plan projections, driven by an aging population and higher per-capita paramedic usage

REQUEST DETAILS

Rural Response Gaps:

- Woodstock, South-West Oxford, and Tillsonburg have benefited from prior ambulance hour increases, but rural municipalities remain underserved
- In East Zorra-Tavistock, 2024 response times for high-acuity calls averaged 18–19 minutes

Tavistock Demand and Response-Time Impact:

- 2024 Tavistock Response Area: **518 calls** (avg. 43.2/month; peak 72; all months ≥15)
- Modeled impact of a Tavistock-based unit:
 - Median response improvement: **13.4 minutes faster**
 - 95% of calls ≥4 minutes faster; 92% ≥6 minutes faster
 - For Canadian Triage and Acuity Scale (CTAS) 1–3 patients, time savings consistently exceeded 12 minutes

Float PCP Need:

- Each FTE paramedic typically has ~25 absences/year (vacation, sick, other)
- A float PCP can be expected to work most shifts filling vacancies, given that historical absence data indicates demand for more than one float position
- Utilization analysis showed a single float PCP would cover dozens of short-notice gaps annually, preventing lost ambulance hours and maintaining service reliability

PURPOSE

Tavistock Ambulance (4.0 PCP FTEs):

- Create a new 12-hour ambulance shift stationed in Tavistock
- Reduce rural response times and increase local capacity
- Provide secondary support to neighboring municipalities
- Reduce reliance on Woodstock and Perth County ambulances for Tavistock calls

Float PCP (1.0 FTE):

- Provide system-wide backfill for short-notice absences
- Stabilize daily deployment and reduce strain on existing crews
- Ensure consistent coverage for high-demand areas, including Tavistock

REQUEST DETAILS

DEPLOYMENT STRATEGY

Tavistock Ambulance:

- Temporary station location in partnership with East Zorra-Tavistock Township
- Operate as a 12-hour unit, matched to peak call demand patterns
- Response-time calculations were based on 2024 call data: straight-line Notify Location → Scene Location distances were paired with actual travel times to calibrate an effective speed. Using this, we modeled estimated travel times from the proposed Tavistock site. Results showed median savings of 13.4 minutes across 473 calls, with >95% of responses faster by at least 4 minutes

Float PCP:

- Assigned flexibly across OCPS to cover last-minute absences
- Anticipated utilization: the float PCP is expected to be in deployment nearly full-time (>95%), as historical absenteeism levels create consistent daily gaps
- Prioritized to maintain coverage in rural municipalities when overstaffing occurs

RECOMMENDATION

That Oxford County Council approve the addition of five Primary Care Paramedic (PCP) full-time equivalents (FTEs) in 2026, consisting of:

- Four PCPs to staff a new 12-hour ambulance shift based in Tavistock
- One PCP Float position to provide flexible backfill coverage across the system

This investment will:

- Reduce response times in East Zorra-Tavistock by an average of 13 minutes, improving outcomes for high-acuity patients
- Ensure consistent rural coverage, lessening reliance on Woodstock and Perth County resources
- Strengthen system resilience by offsetting staff absenteeism with a dedicated float position

These enhancements align with the 2026 Land Ambulance Response Time Performance Plan and support Oxford County's strategic goal of improving community health, safety, and well-being.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Revenues			
Provincial funding ¹	\$-	\$-	\$-
Development charge revenue	53,073	-	53,073
Corporate general reserve funding	382,244	-	382,244
Total revenues	435,317	-	435,317
Expenses			
Salaries and benefits – Primary Care Paramedics (4)	-	702,336	702,336
Salaries and benefits – float Primary Care Paramedic (1)	-	37,283	37,283
Meeting costs	-	400	400
Computer software and support	-	3,660	3,660
Telecommunications	-	1,044	1,044
Tools and equipment	12,116	1,212	13,328
Repairs and maintenance - equipment	-	500	500
Vehicle operating expenses - licensing, insurance, repairs and maintenance	-	12,311	12,311
Purchased services	-	2,702	2,702
Supplies and program expenses	-	140	140
Uniforms	-	2,900	2,900
Capital contribution to reserve	-	46,000	46,000
Computer: iPad ²	1,000	-	1,000
Capital: Equipment ²	155,130	-	155,130
Capital: Ambulance ²	260,000	-	260,000
Total expenses	428,246	810,488	1,238,734
County Levy	\$(7,071)	\$810,488	\$803,417
Initiative Gapping – The preference is to begin this service level enhancement for the Paramedics as soon as possible. Recruitment is normally completed by June 1 of each year. The additional ambulance will be ordered in 2026, with deposit, but	(161,395)	-	(161,395)

BUDGET REQUIREMENTS

<i>will not be delivered until 2027 when balance will be paid, net of Development Charges applied to balance.</i>			
2026 Budget Impact	\$(168,466)	\$810,488	\$642,022

¹ Costs will be cost-shared with the province at 50% starting in 2027 for eligible costs

² Provincial funding for capital is paid over the life of the asset and is based on prior year's budget amortization. No provincial funding will be paid until 2028

SUPPLEMENTARY INFORMATION

All data in this report is based on Oxford County Paramedic Services response data in the Ambulance Dispatch Decision Support (ADDS) database, covering January 1, 2024, to December 31, 2024. Data aggregation and analysis were completed by the Paramedic Services staff in October 2025 with the assistance of OpenAI's ChatGPT as a data analysis tool.

All results and interpretations were reviewed and validated by Paramedic Services staff to ensure accuracy and compliance with internal policies.

New Initiative – Five-Year Deployment and Twenty-Year Facilities Capital Plan

NI 2026-06

SUMMARY

Oxford County Paramedic Services (OCPS) is seeking to engage a consultant to develop a comprehensive five-year deployment plan and twenty-year facilities capital plan. This initiative will ensure OCPS is positioned to effectively manage future service delivery demands and infrastructure needs in alignment with the County's long-term growth.

The total budget for this initiative is \$70,000, to be partially funded from the Development Charges (DC) Reserve, resulting in minimal impact to the tax levy.

This project will leverage existing growth forecasts already completed by OCPS and translate them into actionable strategies for deployment of resources and planning for facilities expansion and renewal.

STRATEGIC PLAN



Goal 1.2: Sustainable infrastructure and development

REQUEST DETAILS

Background

OCPS provides essential emergency medical services across Oxford County. Over the past several years, population growth, aging demographics, and increasing call volumes have placed significant pressure on service delivery.

While OCPS has completed growth forecasts, these projections must now be operationalized through a five-year deployment plan and a twenty-year facilities capital plan. These plans will provide the framework to address critical challenges, including:

- Ensuring adequate paramedic staffing to meet growing demand
- Strategically deploying ambulances and resources to improve response times
- Planning for facility expansion, upgrades, and potential new builds to meet future service requirements
- Aligning capital investment with long-term growth forecasts and fiscal sustainability

Without a coordinated and comprehensive approach, OCPS risks service gaps, inefficiencies, and inadequate infrastructure to support a growing population.

REQUEST DETAILS

Purpose and Objectives

The consultant will be tasked with:

1. Developing a five-year deployment plan, including staffing, fleet, and resource allocation strategies
2. Creating a twenty-year facilities capital plan, outlining needs for facility renewal, expansion, and potential new locations
3. Identifying implementation timelines and cost estimates to guide future budgeting and capital planning

Benefits and Expected Results

- **Enhanced operational efficiency:** Optimized deployment of resources to reduce response times
- **Infrastructure readiness:** Clear roadmap for facilities investment to meet long-term demand
- **Proactive planning:** Avoids reactive service decisions and positions OCPS for sustainable growth

Conclusion

This initiative provides a proactive, data-driven framework for managing the growth of Oxford County Paramedic Services over the next decade. By developing both a **five-year deployment plan** and **twenty-year facilities capital plan**, OCPS will ensure the County remains well-positioned to deliver responsive, efficient, and sustainable paramedic services.

With most of the funding sourced from **development charges**, this project represents a fiscally responsible investment in the future of emergency medical services in Oxford County.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Revenues			
Development charge revenue	\$52,500	\$-	\$52,500
Total revenues	52,500	-	52,500
Expenses			
Consultant fees	70,000	-	70,000
Total expenses	70,000	-	70,000
County Levy	\$17,500	\$-	\$17,500

New Initiative – Post Traumatic Stress Disorder Prevention Program

NI 2026-07

SUMMARY

The W2W-Brain PPE PTSD Prevention Program is a new, proactive initiative for Oxford County Paramedic Services (OCPS) designed to prevent psychological injuries among paramedics. This program will directly address the root causes of occupational stress injuries, such as Post Traumatic Stress Disorder (PTSD), depression, anxiety, and burnout, which have been steadily increasing within the service.

The program takes a comprehensive approach by:

- Equipping leaders and supervisors with the skills and knowledge to support their teams effectively
- Enhancing our trained peer support network as the first line of response for staff in crisis
- Providing rapid access to specialized PTSD prevention therapy, ensuring timely, personalized support for Paramedics
- Fostering a culture of psychological safety, openness, and trust through regular staff engagement and communication

This is a first-of-its-kind program for OCPS and represents a significant shift toward prevention rather than reaction, with the long-term goal of reducing Workplace Safety and Insurance Board (WSIB) costs, improving staff well-being, and maintaining a strong, resilient workforce.

STRATEGIC PLAN



Goal 3.3: Attract, retain and engage staff

REQUEST DETAILS

Background

Over the past five years, OCPS has experienced a substantial rise in occupational stress injuries, which has significantly impacted both staff well-being and financial sustainability:

- WSIB costs increased from \$220,778 in 2019 to \$1.31 million in 2024, a 493% increase
- Lost-time claims rose from 2 in 2019, to 21 in 2024
- Total WSIB claims nearly tripled over the same period
- 2025 Year to Date (YTD) data already indicate another year of high claims and costs

REQUEST DETAILS

These increases stem from:

- Rising call volumes and frequent exposures to traumatic events
- Insufficient training and resources for supervisors and peers to support frontline staff
- Lack of a consistent, comprehensive program dedicated to preventing PTSD

The W2W-Brain PPE program has been designed specifically to address these challenges and provide OCPS with a structured, evidence-based prevention model. This initiative represents a proactive step to protect the mental health of paramedics, improve morale, and ultimately reduce the frequency and severity of stress-related injuries.

OCPS developed a PTSD prevention plan in 2017, when best practices and outcome data were not known or established. Our program takes a multi-faceted approach in supporting our staff, and includes a robust Peer Support team, Mental Stress Leave and Decompression time, Mental Health First Aid training, Road to Mental Readiness (R2MR) training, enhanced Mental Health (MH) professional benefits, and other in-service training initiatives. These programs primarily provide resources **AFTER** the injury has occurred. This initiative is primarily focused on intervening **BEFORE** the injury can get permanence.

Program Components

The W2W-Brain-PPE program consists of four interconnected components:

1. Leadership Training and Development

- Equip supervisors, managers, and support staff with skills to identify, prevent, and address occupational stress injuries
- Provide follow-up consultation sessions to reinforce consistent leadership practices
- Build trust between management and frontline paramedics, reducing perceptions of “organizational betrayal”

2. Peer Support Training

- Establish a dedicated network of peer supporters who are the first point of contact for paramedics in crisis
- Training focused on both supporting others and protecting peer responders from compassion fatigue and burnout
- Ensure a coordinated, knowledgeable peer response service wide

3. Staff Engagement and Psychological Safety

- Annual staff training to foster transparency, collect feedback, and reduce resistance to change

REQUEST DETAILS

- Build a culture of openness where paramedics feel valued and heard
- Increase emotional connection among team members and improve trust across all levels of the organization

4. Rapid-Access PTSD Prevention Therapy

- Provide seasonal (3x/year) preventive therapy cycles
- Each paramedic will receive a **personalized support binder** with coping tools and incident tracking sheets
- Deliver individualized, efficient interventions during 2–5 therapy appointments as needed
- Staff will leverage existing benefits to cover the cost of the preventative therapy cycles and additional therapy appointments as needed. Staff will be referred back to OCPS management staff and WSIB for ongoing clinical support, if indicated

COST-BENEFIT ANALYSIS

Historical WSIB Data:

Year	Total WSIB Claims	Total WSIB Cost (\$)
2019	8	220,778
2020	13	210,680
2021	22	191,237
2022	28	342,786
2023	18	669,331
2024	24	1,310,462
2025 (YTD)	10	495,104

Analysis:

- WSIB costs are increasing by an average of \$218,000 per year
- Without intervention, OCPS could face annual costs exceeding \$1.5 million by 2026

REQUEST DETAILS

Projected Impact of W2W-Brain-PPE Program:

Goal: 30% reduction in PTSD-related WSIB claims by year three

Program Design and Delivery

The program lead is a local mental health (MH) professional that has extensive experience in first responder mental health trauma and therapy. The lead is also a Doctor of Philosophy (PhD) candidate in Industrial and Organizational Psychology and is local to the Oxford County area.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Revenues			
Provincial funding ¹	\$-	\$-	\$-
Total revenues	-	-	-
Expenses			
Purchased Services	36,000	20,000	56,000
Total expenses	36,000	20,000	56,000
County Levy	\$36,000	\$20,000	\$56,000

There will be ongoing costs associated with maintaining and updating Paramedic Services Leadership and Peer Support members as this program evolves, and new Paramedics to OCPS will require orientation to this program on an annual basis.

¹ Costs will be cost-shared with the province at 50% starting in 2027 for eligible costs

SUPPLEMENTARY INFORMATION

- Evaluation will include pre-program baseline assessments and follow-up surveys at 1, 6, 12, and 18 months
- WSIB claim data and therapy participation rates will be tracked to measure success
- Annual reports will be presented to OCPS leadership

OCPS will become a provincial leader in PTSD prevention for first responders, potentially influencing other paramedic services to adopt similar programs.

New Initiative – Ambulance Fleet Enhancement

NI 2026-08

SUMMARY

Oxford County Paramedic Services (OCPS) is requesting approval for enhancements to its ambulance fleet to ensure operational readiness, community support, and training needs are met. This initiative addresses current shortages in spare ambulances, the loss of a frontline vehicle due to an unforeseen incident, and the need to repurpose a decommissioned ambulance for education and public relations purposes.

The proposal includes:

1. Adding one additional spare ambulance to the fleet
2. Retaining an ambulance scheduled for decommissioning in 2026 for training and public relations use

These enhancements will strengthen OCPS's ability to maintain service levels, support community events, and improve staff training without impacting frontline operations.

STRATEGIC PLAN



Goal 1.3: Community health, safety and well-being

REQUEST DETAILS

Background

In 2022, OCPS operated a fleet of 13 ambulances, with 9 deployed during peak periods and 4 designated as spares. In 2023, additional ambulance hours were added to address increasing call volumes (2 concurrent shifts), but the total fleet size only grew by one. This created a situation where 11 ambulances are required during peak hours, leaving just 3 spares available. A survey of paramedic services in Ontario shows most services operate between a 33%-50% spare-to-peak ambulance ratio.

The reduction in spare vehicles has led to:

- Increased operational risk, as occasions with no available spares have become more frequent
- The inability to participate in community events, as operational demands take precedence over public outreach activities

To mitigate these risks temporarily, OCPS retained a frontline ambulance scheduled for decommissioning earlier in 2025. While this asset is beyond its recommended lifecycle, it has provided short-term relief.

Operational Challenges

REQUEST DETAILS

In August 2025, an unforeseen incident further impacted fleet capacity:

- An OCPS ambulance experienced an engine fire while responding to a fire scene involving a firefighter with a medical emergency
- Although patient care equipment was salvaged, the vehicle was a total loss
- OCPS is now relying on two older ambulances scheduled for decommissioning to maintain service levels

A replacement unit is being ordered, but delivery is expected to take 12–16 months, extending the strain on the fleet well into 2026/27.

Request Number 1: Additional Spare Ambulance

To ensure operational resilience, OCPS requests funding for one additional spare ambulance. Benefits:

- Reduce the frequency of situations where no spare ambulances are available, protecting core emergency response services
- Support community event participation, such as fairs, festivals, and safety demonstrations, without compromising operational readiness
- Ensure reliable coverage during peak call periods and unforeseen incidents

Request Number 2: Repurposed Decommissioned Ambulance

OCPS also requests approval to retain a decommissioned ambulance (scheduled for retirement in 2026) as a dedicated non-frontline vehicle for:

- Education and training of OCPS staff
- Joint training sessions with local fire departments for ambulance familiarization
- Public relations events, such as parades and community outreach

This approach will prevent the diversion of frontline or spare vehicles for non-operational use and will maintain community engagement without affecting emergency response capabilities.

Key Considerations:

- Maintenance costs will be comparable to a frontline unit, but preventive maintenance will be less rigorous
- Repurposing this vehicle avoids the need to purchase a new, non-frontline unit, providing cost savings

Expected Outcomes

- Improved fleet availability, reducing operational risk during peak demand
- Enhanced community engagement through participation in local events
- Better-trained staff, improving patient outcomes and inter-agency collaboration
- Operational continuity, even in the event of unexpected ambulance losses or delays in new unit deliveries

These fleet enhancements are critical to maintaining the safety and reliability of OCPS services. By increasing the spare fleet and dedicating a decommissioned vehicle for training and outreach, OCPS can meet current demands, safeguard emergency response capabilities, and continue to build strong community partnerships.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Revenues			
Provincial funding ¹	\$-	\$-	\$-
Sale of assets – (loss - due to keeping ambulance for training/public relations)	(7,000)	-	(7,000)
Corporate general reserve funding	36,760	-	36,760
Total revenues	29,760	-	29,760
Expenses			
Computer software and support	-	3,660	3,660
Telecommunications	-	1,044	1,044
Tools and equipment	12,116	1,212	13,328
Repairs and maintenance - equipment	-	500	500
Vehicle operating expenses – fuel, insurance, licensing, repairs and maintenance	-	27,622	27,622
Purchased services	-	2,702	2,702
Capital contribution to reserve	-	47,400	47,400
Capital: Equipment ²	40,575	-	40,575
Capital: Ambulance ²	260,000	-	260,000
Total expenses	312,691	84,140	396,831
County Levy	\$282,931	\$84,140	\$367,071
Initiative Gapping –The additional ambulance will be ordered in 2026, but will not be delivered until 2027. The additional ambulance will be ordered in 2026, with deposit, but will not be delivered until 2027 when balance will be paid.	(229,000)	-	(229,000)
2026 Budget Impact	\$53,931	\$84,140	\$138,071

¹ Costs will be cost-shared with the province at 50% starting in 2027 for eligible costs

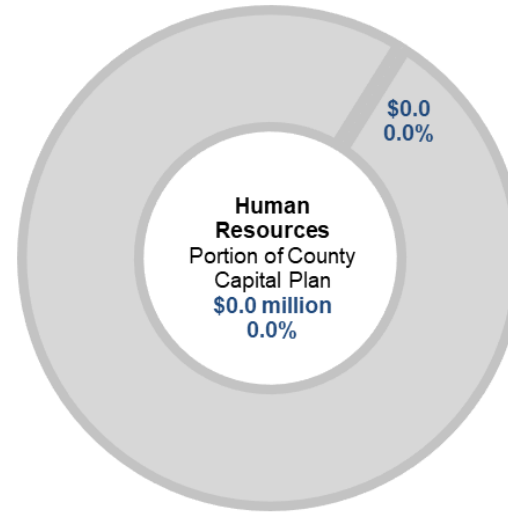
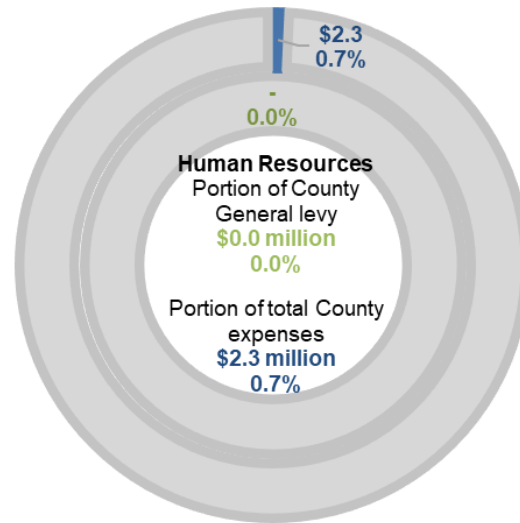
² Provincial funding for capital is paid over the life of the asset and is based on prior year's budget amortization. No provincial funding will be paid until 2028

2026 Budget

12

Human Resources

Transitioning to Department of Corporate Services and Human Resources



	Division	Division Description	Services	2026 FTE
Human Resources Director of Human Resource	Human Resources	Provide strategic advice and support to County departments to enable them to deliver the programs and services mandated by County Council in a timely and effective manner and to provide human resources advice and assistance to the area municipalities as requested.	- Employee Wellness and Safety - Labour Relations - Staff Development - Staffing - Total compensation	12.0
Total				12.0

Services Overview

Full-Time Equivalents 12.0 FTE

↑ 1.0
Base

Service	Service Description	2024 Service Level	Service Type
Employee Wellness and Safety	An internal service that provides safe workplaces for employees.	140 Safe work sites inspected	Support
Labour Relations	An internal service that manages labour relations on behalf of the County of Oxford.	5 Collective agreements	Support
Staff Development	An internal service that manages learning and development opportunities on behalf of the County of Oxford.	82 Development sessions	Support
Staffing	An internal service that provides the County of Oxford with qualified employees through the life cycle of their employment.	900 Qualified employees	Support
Total Compensation	An internal service that provides total compensation to County of Oxford employees.	575 Total compensation packages	Support

- 1.0 FTE Employee Health and Disability Management Officer Full-time - This position will ensure the County's employee health and disability management program is properly resourced, including employee wellness, managing short- and long-term disability and WSIB claims, and supporting attendance management across the organization. FTE 2026-20

Key Performance Indicators

	2022 Actual	2023 Actual	2024 Actual	2025 Forecast	2026 Budget	Target
Voluntary employee turnover rate (retirement/resignation)	16.0%	12.7%	8.8%	9.0%	↓	↓
Job Vacancies Posted	442	437	389	390	N/A	Increase % of vacancies filled
Job Vacancies Filled	368	408	381	351		
% of Job Vacancies Filled	83.2%	93.4%	97.9%	90.0%		
Grievances filed	27	10	11	10	N/A	Increase % resolved prior to arbitration
Grievances resolved prior to arbitration	11	10	11	10		
% of Grievances resolved prior to arbitration	40.1%	100%	100%	100%		
Workplace Safety Insurance Board (WSIB) claims filed	89	82	101	85	↓	↓
Training/development session arranged or facilitated	77	77	82	115	120	N/A

Goals and Objectives

Description	2026	2027	2028	Strategic Plan	Other Plan Alignment
Implement New Human Resources Information System (HRIS) Execute the implementation of SAP, our new integrated Human Resources, Scheduling, and Payroll system.	●			 Goal 3.3: Attract, retain and engage staff	
Leadership Development Design and launch a new component of our comprehensive leadership development pathway— <i>Leadership Fundamentals</i> —tailored for all new leaders and available to existing leaders seeking to strengthen their core leadership skills. The program will focus on County-specific processes, policies, expectations, resources, and supports. By participating in this program, leaders will gain greater confidence in managing day-to-day human resources responsibilities and navigating the unique challenges that arise in their leadership roles.	●			 Goal 3.3: Attract, retain and engage staff	
Council Compensation Review Conduct a Council compensation review, with any approved recommendations to be implemented at the commencement of the next term of County Council.	●			 Goal 3.1: Continuous improvement and results-driven solutions	
Diversity, Equity, and Inclusion Support the Diversity, Equity, and Inclusion (DEI) Officer and Internal DEI Committee to refresh the internal DEI plan and set new strategic goals and actions.	●			 Goal 3.3: Attract, retain and engage staff	
Workplace Violence Assessments Under the Occupational Health and Safety Act, employers must regularly assess and mitigate workplace violence risks. Oxford County last conducted assessments in 2017–2018. Given new programs, worksites, and changes in staff and leadership, a reassessment is warranted. Human Resources will support departments in meeting this requirement, with results guiding leadership in addressing identified risks.	●			 Goal 3.3: Attract, retain and engage staff	

Budget

	2025	2025	LESS: 2025	2026	2026		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2026 BUDGET	2025 BUDGET	2025 BUDGET
OPERATING								
REVENUES								
RESERVE REVENUES	(458,600)	(458,600)	388,600	7,000	(7,000)	(70,000)	388,600	(84.7%)
INTERDEPARTMENTAL RECOVERIES	(1,911,887)	(1,911,887)	11,000	(232,133)	(87,048)	(2,220,068)	(308,181)	16.1%
TOTAL REVENUES	(2,370,487)	(2,370,487)	399,600	(225,133)	(94,048)	(2,290,068)	80,419	(3.4%)
EXPENSES								
SALARIES	1,272,651	1,237,038	-	110,911	45,553	1,393,502	156,464	12.6%
BENEFITS	356,950	380,959	-	52,723	21,570	455,252	74,293	19.5%
OPERATING EXPENSES	648,820	651,390	(399,600)	58,999	17,925	328,714	(322,676)	(49.5%)
CONTRACTED SERVICES	43,200	44,700	-	(1,000)	7,000	50,700	6,000	13.4%
RESERVE TRANSFERS	20,000	20,000	-	-	-	20,000	-	-
INTERDEPARTMENTAL CHARGES	36,400	36,400	-	3,500	-	39,900	3,500	9.6%
TOTAL EXPENSES	2,378,021	2,370,487	(399,600)	225,133	92,048	2,288,068	(82,419)	(3.5%)
NET OPERATING	7,534	-	-	-	(2,000)	(2,000)	(2,000)	-
CAPITAL								
CAPITAL EXPENSES	533	-	-	-	2,000	2,000	2,000	-
NET CAPITAL	533	-	-	-	2,000	2,000	2,000	-
SUMMARY								
TOTAL REVENUES	(2,370,487)	(2,370,487)	399,600	(225,133)	(94,048)	(2,290,068)	80,419	(3.4%)
TOTAL EXPENSES	2,378,554	2,370,487	(399,600)	225,133	94,048	2,290,068	(80,419)	(3.4%)
TOTAL LEVY	8,067	-	-	-	-	-	-	-
% BUDGET INCREASE (DECREASE)			-	-	-	-		

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

Budget Impact Details

	REFERENCE	OPERATING EXPENSES	CAPITAL EXPENSES	TOTAL EXPENSES	REVENUES	INTERDEPT RECOVERY	%
ONE-TIME ITEMS							
HR-Council Compensation Review		7,000	-	7,000	7,000	-	
HR-Physical Demand Analysis Updates		8,000	-	8,000	-	8,000	0.4%
		15,000	-	15,000	7,000	8,000	0.4%
SERVICE LEVEL							
HR-Employee Health and Disability Management Officer FTE	FTE 2026-20	67,623	2,000	69,623	-	69,623	3.6%
HR-Joint Health and Safety Committee Conference Registration		975	-	975	-	975	0.1%
HR-Parklane Disability Management Software New Module		1,700	-	1,700	-	1,700	0.1%
HR-LinkedIn Job Postings		6,750	-	6,750	-	6,750	0.4%
		77,048	2,000	79,048	-	79,048	4.1%
TOTAL		92,048	2,000	94,048	7,000	87,048	4.6%

Capital Budget

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 REQUEST**	2027	2028-2035
COMPUTER EQUIPMENT							
112000 - Computer Equipment	Laptop for Employee Health and Safety Disability Officer (FTE 2026-20)	Expansion	N/A	\$2,000	2,000	-	-
				\$2,000	\$2,000	\$0	\$0

** The 2026 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent.

FTE – Employee Health and Disability Management Officer

FTE 2026-20

SUMMARY

Type of FTE request	Maintain Service Level
Classification	Full-time - Permanent
Job Title	Employee Health and Disability Management Officer
FTE	1.0
Description	This newly proposed FTE will ensure the County's employee health and disability management program is properly resourced, including employee wellness, managing short- and long-term disability and Workplace Safety and Insurance Board (WSIB) claims, and supporting attendance management across the organization.

STRATEGIC PLAN



Goal 3.3: Attract, retain and engage staff

REQUEST DETAILS

Background

As Oxford County grows in both services and the size of our workforce, we continue to see an increase in Short Term Disability, Long Term Disability, WSIB claims and an overall increase in supporting employees with accommodations to allow them to remain at work or return to work from a disability absence. The chart below shows the steady increase in occupational claims and costs since 2015.

2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
39	51	34	74	48	72	56	89	79	84
\$ 774,398	\$ 729,192	\$ 694,549	\$ 782,403	\$ 741,220	\$ 779,406	\$ 755,630	\$ 826,732	\$ 1,484,112	\$ 2,140,466

*Claim costs can carry over year after year and are not necessarily reflective of the claims filed on an annual basis

*An incident occurred in 2024 that impacted several WSIB claims

*Costs do not include wages paid by the County for lost time

Also continuing to rise are workplace related mental health claims within Paramedic Services which became compensable through WSIB in April 2016 when the Ontario government enacted the Supporting Ontario's First Responder Act introducing presumptive legislation for Post

REQUEST DETAILS

Traumatic Stress Disorder (PTSD) for First Responders. Although this Act provides more support and resources to First Responders experiencing PTSD, it continues to significantly impact workload given the increased number of claims, lengthy duration and the complexity associated with managing these claims. The chart below shows the increase in occupational claims and costs in Oxford County Paramedic Services since 2016 when the legislation took effect.

2016	2017	2018	2019	2020	2021	2022	2023	2024
16	7	9	8	13	22	28	18	24
\$ 23,737	\$ 70,271	\$ 220,935	\$ 220,778	\$ 210,680	\$ 191,237	\$ 342,786	\$ 669,331	\$ 1,310,462

*Claim costs can carry over year after year and are not necessarily reflective of the claims filed on an annual basis

*An incident occurred in 2024 that impacted several WSIB claims

*Costs do not include wages paid by the county for lost time

Non-Occupational claims also continue to steadily increase with approximately 210 claims in 2024, which can be contributed to an overall increase in mental health claims which typically are longer in duration and consist of many complexities when managing these claims. To reduce the length of absence and to support employees with an early and safe return to work, we developed and managed approximately 100 return to work/accommodation plans in 2024.

In addition to the increase in disability claims, Human Resources is also seeing an increase from departments requesting advice and expertise to manage other employee health concerns such as absenteeism, unique accommodation needs, policy and procedure development specific to departments/services, and training. This has also increased the workload demands for the Senior Coordinator, Employee Health and Disability Management position's expertise, therefore making it difficult to maintain the administrative demands associated with the disability claims management process.

Based on the above claim and cost information for both occupational/non-occupational claims and the increase in employee health related demands, we are confident that we will continue to see an increase in the number of claims and an increase in the complexity, frequency, and length of employee absences.

The expertise of the Senior Coordinator, Employee Health and Disability Management supports both the employee and the supervisory staff during the claims process. As the complexity of claims increases, the demand for this position's expertise is growing. This position not only supports the employee, but even more importantly offers guidance and support to leadership staff throughout the absence and return to work/accommodation process.

During an employee's absence, the Senior Coordinator, Employee Health and Disability Management position supports both the employee and their supervisor from the start of the claim up to the return to regular duties. Managing each claim requires the following:

REQUEST DETAILS

- Frequent discussions with the employee to ensure the proper documentation is completed and assessing this documentation for eligibility for short term income protection and follow up as necessary
- Regular communication with the employee while off work or during their return-to-work plan to ensure all supports and assistance are considered to encourage a successful return to work
- Ongoing communication with the supervisor of the absent employee and scheduling staff as necessary
- Requests for and assesses updated medical documentation at regular intervals throughout the claim and continually reviewing for ongoing entitlement for short term income protection benefits
- Regular communication and planning with WSIB Case Managers and Return to Work Specialists, Sun Life Claims Managers and Payment Adjudicators
- Return to work planning, including potential modified duties or accommodation requirements, including regular follow up with all applicable parties to ensure a successful return to full and regular duties
- Managing any WSIB appeals
- Reviewing permanent accommodation options within the County if an employee is unable to return to their pre-disability position

The administrative demands throughout the above processes are significantly high given the time sensitive legislative reporting requirements, completion of detailed forms, processing correspondence received, communication with WSIB and insurance carriers, development of required return to work documentation, interactions between departments to ensure proper scheduling and payments and the accurate record keeping that is required.

Currently, the County oversees their employee health and disability management program with two full-time staff. While the Human Resources staffing budget includes two Senior Coordinator, Employee Health and Disability Management positions, one of these roles has been permanently vacated. In response, we have been piloting an alternative staffing model consisting of one Senior Coordinator and one support role—an Employee Health and Disability Management Officer. Due to the success of this trial, we are proposing the addition of a new FTE, which is the Officer role and the subject of this new FTE report, as well as converting one of the permanent Senior Coordinator roles into a Specialist position at a lower salary. This revised structure will enable the existing Senior Coordinator to focus on policy and program development, as well as complex claims, while the new Specialist will manage day-to-day disability claims. The Officer will continue to provide essential administrative support to meet the legislated and high operational demands of the function.

REQUEST DETAILS

Current Budgeted FTE Structure



Trial FTE Structure



Proposed FTE Structure



We believe it is in the County's best interest to shift the focus of the Senior Coordinator, Employee Health and Disability Management position from being reactive to the claims management process to a proactive approach to overall employee wellbeing. When we are reactive, it can lead to increased length of absence, higher associated costs and not allowing for the time needed to support our employees and supervisory staff to ensure a successful return to work.

In conclusion, as demonstrated above, there is a strong business case for a revised structure and additional staffing resources in our employee health, wellness, and disability management function to ensure optimal support and expertise for employees and management, leading to cost containment related to employee absences.

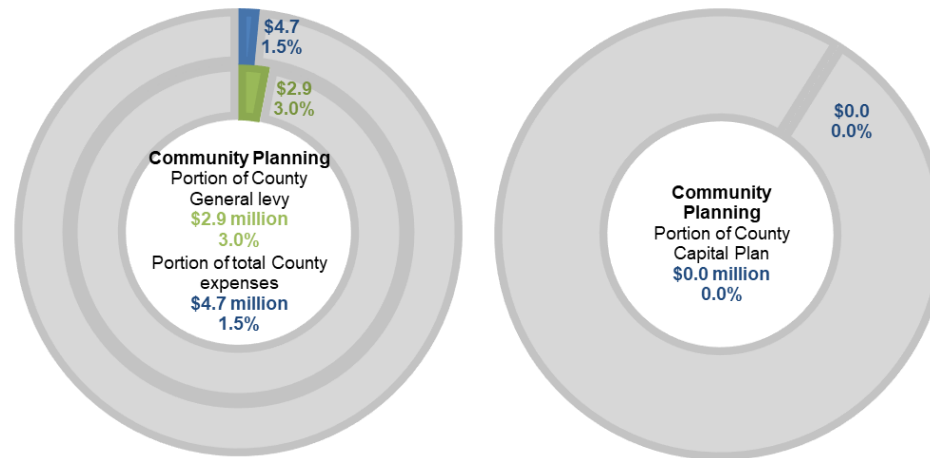
BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Expenses			
Salaries and benefits – New Employee Health and Disability Management Officer request - grade 6	\$-	\$107,407	\$107,407
Salaries and benefits – Savings of changing existing vacant Senior Coordinator position from grade 9 to grade 8, when filled	-	(40,284)	(40,284)
Training	-	500	500
Computer: Laptop	2,000	-	2,000
Total expenses	2,000	67,623	69,623
Net Interdepartmental Charge	\$2,000	\$67,623	\$69,623

2026 Budget

Community Planning





	Division	Division Description	Services	2026 FTE
Community Planning Director of Community Planning	Community Planning	Provides a full range of land use planning services on behalf of the County and the Area Municipalities, including reviewing and commenting on proposed legislation and policy related to land use; developing and maintaining the Official Plan and Area Municipal Zoning By-laws; undertaking various planning related projects and studies; providing advice and strategic direction on land use planning related programs and initiatives; responding to development inquiries; providing professional planning review services for all Planning Act applications; acquiring and maintaining various planning related data sets and statistics; and developing mapping and other planning related resource materials.	- Land Use Policy and Strategic Planning - Development Review	20.7
Total				20.7

Services Overview

Full-Time Equivalents 20.7 FTE

→ 0.0
Base

Service	Service Description	2024 Service Level	Service Type
Development Review	A service responsible for developing and maintaining local land use planning documents (Zoning and Site Plan guidelines) and providing professional recommendations and advice to the County and 8 Area Municipalities regarding development applications and other day to day land use planning related matters.	454 Development applications processed	Community
Land Use Policy and Strategic Planning	A service responsible for developing and maintaining the County's land use policies (Official Plan), undertaking special planning related projects and providing recommendations and advice to the County and 8 Area Municipalities on land use related matters of a policy or strategic nature, and/or matters having a high level of complexity or potential corporate impact.	16 policy/strategic planning initiatives, including, but not limited to, County Official Plan and Area Municipal Zoning By-Law updates	Community

Key Performance Indicators

	2022 Actual	2023 Actual	2024 Actual	2025 Forecast	2026 Budget	Target
Total development applications processed	478	397	454	400	450	n/a
Total number of reports completed and presented to councils and committees	444	410	388	385	400	n/a
Residential density - new subdivisions - (units per hectare) large urban centers	46.0	35.3	76.0	35.0	35.0	30+
Residential density - new subdivisions – (units per hectare) serviced villages	20.1	-	31.9	30.0	25.0	25
Approved single detached and semi-detached units	705	2,119	152	265	-	625
Approved townhouses/ground oriented multi-unit	250	1,398	151	885	↓	260
Approved apartment units	960	883	606	420	-	265
Agricultural lands re-designated/rezoned for non-agricultural use (in hectares)	719.7	87.9	345.0	0	↑	↓

Goals and Objectives

Description	2026	2027	2028	Strategic Plan	Other Plan Alignment
Development of New Official Plan Undertake development of a new Official Plan (OP) to assess and update the County's overall land use policy framework to establish an updated vision and direction for guiding growth and development in the County and Area Municipalities over the next 20-30 years and address key challenges (e.g. housing supply and affordability, employment opportunities, protection of agricultural land and the broader natural environment, building healthy and complete communities etc.). Will also serve to ensure consistency with current Provincial legislation and Provincial Planning Statement (PPS) policies, address current County and Area Municipal strategic objectives related to land use, and modernize the overall format and structure. Key components of this project will include: • Development of detailed work plan; • Background research and data analysis; • Undertake supporting studies (e.g. urban structure review, agricultural system analysis, commercial/employment policy review, community/urban design etc.); • Community visioning/engagement and extensive municipal/stakeholder consultation; • Development of draft policy directions and, ultimately, proposed draft policies; and • Adoption of new OP and provincial approval Staff have already recently initiated and/or completed a number of studies and policy reviews/updates that will assist in supporting, informing and/or streamlining the development of a new OP. These include, but are not limited to, updated growth forecasts and land need analysis, assessing strategic growth area/intensification opportunities, agricultural policy updates, consultation on potential environmental policy options etc. NI 2026-09	●	●	●	 Goal 1.2: Sustainable infrastructure and development	
Planning for Growth Work with the Area Municipalities to initiate, and/or begin considering, secondary planning and other studies and planning applications necessary to expand settlement areas, where required to accommodate forecasted growth identified through the updated County growth forecasts and land needs analysis, once approved by Council. Potential and/or planned Secondary Planning and/or Area Studies for 2026 include Norwich, Mt. Elgin, and Thamesford and further assessing the need for additional rural employment opportunity areas.	●	●	●	 Goal 1.2: Sustainable infrastructure and development	

Description	2026	2027	2028	Strategic Plan	Other Plan Alignment
Implementation of the 2024 Provincial Planning Statement (PPS) Continue to monitor and assess the various changes to Provincial land use policy direction set out in the new 2024 PPS and associated implementation guidelines/materials and work toward effective local implementation. This will include, but is not limited to: - Initiating the development of a new Official Plan, as outlined in the first goal/objective above; - Monitoring the release of the many proposed new/updated PPS implementation guidelines/materials and engaging with the Province (wherever possible) to ensure they will support effective and appropriate planning in the Oxford context; and - Advocating on the importance of having clear and comprehensive Official Plan policies for effective and consistent implementation of Provincial policy direction at the municipal level	●	●		 Goal 1.2: Sustainable infrastructure and development	
Planning for Infrastructure Continue to work with Public Works to improve data and processes to ensure the appropriate allocation of servicing capacity and phasing of development to support the efficient use of existing servicing infrastructure, avoid premature expansion, and ensure the timely identification of potential future infrastructure needs. Initiate background studies/reviews necessary to support updates to the OP infrastructure policies and related processes and requirements, including those related to the long-term environmental sustainability of development on individual on-site sewage services (i.e. septic systems).	●	●		 Goal 2.2: Preserve and enhance our natural environment	Wastewater Master Plan
Zoning By-Law and Development Process Updates Work with the Area Municipalities (AM) to coordinate and undertake regular review and updates of their Zoning By-laws (e.g. to ensure timely conformity with current legislation, regulations, policies and address any municipal implementation concerns). Planned projects include reviewing opportunities to update zoning to facilitate increased density and unit type mix and potential and assessing potential interest in/benefit of implementing a Community Planning Permit System (CPPS) for certain areas and/or types of development in the County. Work with County Departments and Area Municipal partners to continue improving development review processes and creating efficiencies, including consulting with the AMs on planning service expectations, complete application requirements, further delegation of approvals etc., undertaking coordinated and comprehensive review of planning application fees/processes, and improved annual reporting etc.	●	●	●	 Goal 3.1: Continuous improvement and results-driven solutions	

Budget

	2025	2025	LESS: 2025	2026	2026		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2026 BUDGET	2025 BUDGET	2025 BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES	(980,771)	(864,966)	-	(196,704)	(60,000)	(1,121,670)	(256,704)	29.7%
RESERVE REVENUES	(86,586)	(962,575)	936,784	15,791	(690,000)	(700,000)	262,575	(27.3%)
TOTAL REVENUES	(1,067,357)	(1,827,541)	936,784	(180,913)	(750,000)	(1,821,670)	5,871	(0.3%)
EXPENSES								
SALARIES	2,022,961	2,088,794	-	183,638	-	2,272,432	183,638	8.8%
BENEFITS	614,450	643,286	-	88,476	-	731,762	88,476	13.8%
OPERATING EXPENSES	98,358	130,583	(40,000)	(268)	20,000	110,315	(20,268)	(15.5%)
CONTRACTED SERVICES	506,586	1,333,891	(1,025,000)	88,609	790,000	1,187,500	(146,391)	(11.0%)
RESERVE TRANSFERS	100,000	100,000	-	20,000	-	120,000	20,000	20.0%
INTERDEPARTMENTAL CHARGES	284,609	284,609	-	25,343	-	309,952	25,343	8.9%
TOTAL EXPENSES	3,626,964	4,581,163	(1,065,000)	405,798	810,000	4,731,961	150,798	3.3%
PROGRAM SURPLUS/(DEFICIT)								
SURPLUS/(DEFICIT) - OPERATING	-	-	-	-	-	-	-	-
SURPLUS/(DEFICIT) - DC	-	(113,216)	113,216	-	-	-	113,216	(100.0%)
TOTAL PROGRAM SURPLUS/(DEFICIT)	-	(113,216)	113,216	-	-	-	113,216	(100.0%)
NET OPERATING	2,559,607	2,640,406	(15,000)	224,885	60,000	2,910,291	269,885	10.2%
CAPITAL								
CAPITAL REVENUES	-	-	-	(2,000)	-	(2,000)	(2,000)	-
CAPITAL EXPENSES	-	-	-	2,000	3,000	5,000	5,000	-
NET CAPITAL	-	-	-	-	3,000	3,000	3,000	-
SUMMARY								
TOTAL REVENUES	(1,067,357)	(1,827,541)	936,784	(182,913)	(750,000)	(1,823,670)	3,871	(0.2%)
TOTAL EXPENSES	3,626,964	4,581,163	(1,065,000)	407,798	813,000	4,736,961	155,798	3.4%
TOTAL PROGRAM SURPLUS/DEFICIT	-	(113,216)	113,216	-	-	-	113,216	(100.0%)
TOTAL LEVY	2,559,607	2,640,406	(15,000)	224,885	63,000	2,913,291	272,885	10.3%
% BUDGET INCREASE (DECREASE)			(0.6%)	8.5%	2.4%	10.3%		

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

Budget Impact Details

	REFERENCE	OPERATING EXPENSES	CAPITAL EXPENSES	TOTAL EXPENSES	REVENUES	TAXATION	%
ONE-TIME ITEMS							
PLN-Legal Appeal Costs		120,000	-	120,000	60,000	60,000	2.3%
		120,000	-	120,000	60,000	60,000	2.3%
NEW INITIATIVES							
PLN-New Oxford County Official Plan	NI 2026-09	690,000	-	690,000	690,000	-	
		690,000	-	690,000	690,000	-	
MINOR CAPITAL							
PLN-Cubicle Dividers	CAP 400000	-	3,000	3,000	-	3,000	0.1%
		-	3,000	3,000	-	3,000	0.1%
TOTAL		810,000	3,000	813,000	750,000	63,000	2.4%

Capital Budget

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 REQUEST**	2027	2028-2035
COMPUTER EQUIPMENT							
400000 - Computer Equipment	Monitor replacements for Planning	Replacement	Poor	\$2,000	2,000	-	-
FURNISHINGS							
400000 - Furnishings	Cubicle dividers	Expansion	N/A	\$3,000	3,000	-	-
				\$5,000	\$5,000	\$0	\$0

** The 2026 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent.

New Initiative – New Oxford County Official Plan

NI 2026-09

SUMMARY

Preparation of a new Official Plan (OP) for Oxford County to address the evolving needs of the community and better align with the 2024 Provincial Planning Statement (PPS) and the broader legislative framework, which has seen significant changes in recent years.

A new OP will provide an updated vision for guiding growth and development in the County and Area Municipalities over the next 20-30 years and addressing key challenges (e.g. housing affordability, employment opportunities, protection of agricultural land and the broader environment, addressing the impacts of a changing climate, building healthy and complete communities etc.) and would strive to incorporate and help to achieve all three pillars of the County's Strategic Plan.

STRATEGIC PLAN



Goal 1.2: Sustainable infrastructure and development

REQUEST DETAILS

Background

The current Official Plan (OP) was originally approved in December of 1995. While the document has served the community well over the past 30 years and has been maintained and updated through numerous reviews and amendments during that time, it has now exceeded the original planning horizon it was intended to serve. As such, it is time to look at replacing the current OP with a new, updated and modernized document and structure.

Generally, the completion of a new OP will help to:

- Ensure stronger and clearer alignment with the Provincial Planning Statement, 2024 (PPS) and the overall planning legislative framework, which has seen significant changes over the years and particularly within the past 5 years.
- Establish an updated vision for Oxford and its many communities to help guide and inform the overall approach and priorities for where and how we will grow for the next 20 to 30 years.
- Create an updated framework for guiding growth and development, building from and improving on existing approaches, recognizing that recent growth levels have been well above the level of growth anticipated when the OP was originally developed. Planning to sustainably accommodate a forecasted population of 200,000+ people over the planning horizon will present many new and evolving challenges and opportunities that will need to be further considered and addressed as part of the development of a new OP (e.g. housing affordability,

REQUEST DETAILS

increasing employment opportunities, protection of agricultural land and the broader environment, addressing impacts of a changing climate, building healthy and complete communities etc.).

- Comprehensive review and update to the policy direction and major technical requirements for directing and informing where and how growth occurs (e.g. growth structure and hierarchy for development, intensification/ redevelopment and navigating the expansion of settlement areas, commercial and employment area policy hierarchies, infrastructure related policies (e.g. transportation, servicing, waste management, etc.), protection of agricultural lands, natural features, water and cultural heritage, etc.
- Incorporating recognition of the unique role Indigenous communities have in land use planning and development, including the need for constructive, cooperative relationship-building between planning authorities and Indigenous communities help facilitate knowledge-sharing and inform decision-making, including in relation to natural features, archaeological resources, and other cultural heritage resources.
- Modernizing the overall structure, format, and layout of the OP to create a more accessible and easier to use planning document that is also more efficient to maintain and update in the future.

Although some of these matters could potentially be addressed by undertaking significant updates to the current OP (e.g. through a 5-year review), there are technical limitations as to how far the current OP could be reasonably modified through amendments. Some of the structural, readability, and formatting challenges with the current document would be most effectively addressed through the development of a new OP document. Furthermore, undertaking a major OP review or a new OP process would likely require similar time, staff resources, background studies, and related technical work to be completed and both would require approval by the province. As such, there is unlikely to be any significant benefit to undertaking the required and/or desired policy review and updates through a major OP review process (versus new OP) and, in fact, it would likely be more difficult to try to incorporate all the necessary changes given the confines of the existing OP structure.

Overview of Technical Requirements and Supporting Studies/Reports

At minimum, the preparation of a new OP must fulfill the requirements under Section 26 of the Planning Act (i.e. formal initiation with a special public meeting with County Council; an open house and statutory public meeting to provide the public with opportunities to give feedback prior to adoption of a new plan; adoption of a new plan by County Council; followed by submission of the plan to the Province for their approval).

That said, the exercise of preparing a new OP also presents a unique opportunity for robust community engagement throughout the process (e.g. input on visioning, feedback on draft policy directions, and on the draft plan itself, etc.) to help inform and shape the overall outcomes. The process will also ensure early and meaningful outreach to Indigenous communities, meeting both Provincial consultation requirements and the County's engagement expectations.

In addition, the preparation of a new OP will also need to be informed through the completion of multiple background studies/reports, related analysis, and technical review. These additional background studies/reports will, in turn, be informed by the County and Area Municipal Growth Forecasts Land Needs Analysis project currently being undertaken by Watson and Associates, with expected completion in Q4 of 2025. Other required OP background studies and reports may include, but are not necessarily limited to, a growth structure analysis, commercial policy review, agricultural system analysis, assessment of policies and standards for development on private services (e.g. private wells and septic systems), cultural heritage requirements and opportunities etc. These studies will be informed by the PPS and legislative requirements,

REQUEST DETAILS

available provincial guidance, as well as background review and research. Depending on the complexity of each topic, the studies may be carried out using external consultants and/or internal resources. Each study will also incorporate its own targeted engagement process based on the scope and focus of the specific report, where appropriate. Work on natural heritage, water, climate, and similar themes will build from the ongoing environmental policy update project and supporting materials. It is currently expected that the drafting of the new OP document and preparation of the associated land use schedules will be completed by County Staff.

General Timeline

Completion of a new OP is typically a multiyear project that includes multiple steps and components. The overall timeline and approach for completion of a new Official Plan for Oxford County and its Area Municipalities is currently expected to be generally as follows:

1. Work plan update for Council (Q4 2025 /Q1 2026)
2. Community Visioning and Engagement and commencement of supporting Background Studies/Reports (Q1/Q2 2026)
3. Completion of studies/reports and drafting general policy directions (Q2 2026 to Q1 2027)
4. Report back to County Council on studies/reports and draft policy directions for new Official Plan (Q2 2027)
5. New Draft Official Plan (Q4 2027)
6. Plan adoption and Provincial approval (Q1/Q2 2028)

Steps 2,4 and 5, as noted above, will also incorporate broad community engagement, in addition to seeking feedback from County Council and the Area Municipalities and may incorporate a combination of online (e.g. survey), virtual (e.g. webinar) and in person participation (e.g. open house) opportunities.

Additional Resource Needs

The County's planning staff complement has been increased in recent years to address increasing growth pressures and the need for more comprehensive planning policy capacity and expertise to support maintaining and updating the County and Area Municipal planning documents, as well as navigating the changing Provincial legislative landscape. This increased staffing capacity is expected to help facilitate the initiation and completion of a new OP/substantial OP review for Oxford, and as such, no additional FTEs are currently being requested to support this project. However, completing this project during the timeline outlined above will require substantial commitment of Planning staff resources and, to some extent other County staff, over that period.

It is noted that Steps 2 through 5, as listed above, have interdependencies with, and will require a degree of support/capacity from other County staff/departments (e.g. CAO's office, Public Works, Communications, Human Services, etc.) for such project components as: completing community engagement, reviewing and providing feedback on applicable materials, providing input on and contributing to the development of applicable official plan policies, etc. as they move forward, where and as applicable.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Revenues			
Development charges reserve contribution (growth related studies)	\$371,250	\$-	\$371,250
Official Plan reserve contribution	318,750	-	318,750
Total revenues	690,000	-	690,000
Expenses			
Consulting fees: Development of a new county Official Plan and related studies	650,000	-	650,000
Advertising	20,000	-	20,000
Legal	20,000	-	20,000
Total expenses¹	690,000	-	690,000
County Levy	\$-	\$-	\$-

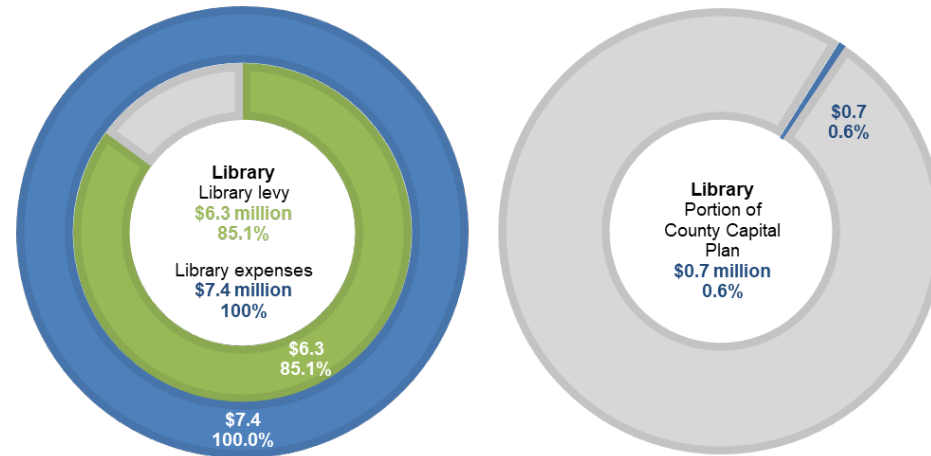
¹ Expenditures expected to occur over a three-year period (2026-2028)

2026 Budget

14

Oxford
County Library





	Division	Division Description	Services	2026 FTE Base	2026 FTE Temp
Oxford County Library Board	Library	Oxford County Library (OCL) serves seven of the area municipalities that make up Oxford County by providing access to reading, culture, technology, trusted information and creative learning opportunities. A welcoming space at the heart of our communities, OCL's 14 branches encourage connection, support wellbeing and foster a love of reading. As a community-focused library system, Oxford County Library caters to the diverse needs and interests of the County's residents by offering a wide range of services, collections and programs such as: - Lending books, DVDs, audiobooks, kitchen equipment, park passes and a wide variety of other materials; - Access to eBooks, eAudiobooks, streaming music and movies and other electronic resources for learning and research; - Coaching, training and help with the use of technology; - Home delivery services to homebound customers, nursing homes and new families; - Programming for all ages, including literacy, creativity, and learning opportunities; - Technology programming and one-on-one support; - Mobile outreach services through Ox on the Run.	- Library Collections - Library Programming - Library Reference and Information - Library Public Space Access - Library Technology Access and Coaching	41.5	0.0
	Total			41.5	0.0

Services Overview

Full-Time Equivalents **41.5 FTE**

↑2.5
Base

Service	Service Description	2024 Service Level	Service Type
Library Collections	An external service offering loans of print, audiovisual and electronic materials to the public. Library collections also include non-traditional items such as kitchen equipment, maker kits and park passes.	652,740 items borrowed, downloaded, or streamed 430 home deliveries were made to offer access to collections to those unable to visit the library	Information
Library Programming	An external service offering programming, outreach and special events that respond to the literacy, educational and recreational needs of the community.	29,061 people attended 2,275 in-person and virtual programs	Information
Library Information Services	An external service offering answers to information questions and readers' advisory in person or via other channels (email, web, phone).	900 research database uses 2,922 online learning sessions 1,782 readers' advisory requests 339 local history requests	Information
Library Public Space Access	An external service providing welcoming and accessible meeting places.	1,032 library room rentals for public use 853 bookings were made for study room spaces	Community
Library Technology Access and Coaching	An external service providing public access to technology and the internet.	12,936 wireless internet sessions 21,062 in-branch public computer sessions 2,626 technology coaching sessions were offered at library branches.	Community

- **0.6 FTE Outreach Services Student -** Addition of two additional Library Summer Students to assist Outreach Services and Ox on the Run by expanding services during the busy summer months to meet demand.
FTE 2026-21
- **2.0 FTE Ox on the Run Full-time -** Convert two temporary FTE's to permanent, in order to maintain the Ox on the Run Outreach Service, as approved by the Library Board at their September 2025 board meeting.
NI 2026-10
- **(0.1) FTE Library Programming Support Part-time -** To support planning and delivery of programming at various branches, minor adjustment made to FTE requirement.

Key Performance Indicators

	2022 Actual	2023 Actual	2024 Actual	2025 Forecast	2026 Budget	Target
Number of active library cards	17,691	18,841	20,454	21,000	20,500	↑
Percentage of collection purchase requests filled	96%	94%	93%	94%	92%	90%
Physical and electronic materials circulation	656,010	638,990	652,740	620,000	620,000	↑
Branch attendance / Mobile Unit attendance	128,946	206,209	223,317	215,000	215,000	↑
Number of programs offered (Branch and Virtual)	302	1,846	2,275	2,000	2,100	↑
Attendance at programs (Branch and Virtual)	23,846	29,108	39,061	37,000	37,500	↑
Attendance at Tech Coaching Sessions (Branch and Mobile Unit)	729	2,448	2,626	2,500	2,600	↑

Goals and Objectives

Description	2026	2027	2028	Strategic Plan	Other Plan Alignment
Branch Library Accessibility Audit With assistance from the Oxford County Accessibility Committee, the Library will complete accessibility audits of the following branches: Ingersoll Branch, Norwich Branch, Thamesford Branch, Tillsonburg Branch. The audits will focus on Accessibility for Ontarians with Disabilities Act (AODA) compliance, while also reviewing ways to improve accessibility beyond AODA for library specific items such as shelving, furniture design and space layout.	●			 Goal 3.1: Continuous improvement and results-driven solutions LIBRARY STRATEGIC PLAN  Goal 3: Innovate access to service	
Library Board Orientation Planning The Library CEO and Administrative team will prepare a robust orientation plan for the incoming 2027 Library Board. The plan will include on-site training for Board members, an online document portal, introduction to key staff members, and ongoing virtual training to support further learning.	●			 Goal 3.1: Continuous improvement and results-driven solutions LIBRARY STRATEGIC PLAN  Goal 1: Sustain service excellence	

Budget

	2025	2025	LESS: 2025	2026	2026		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2026 BUDGET	2025 BUDGET	2025 BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES	(49,519)	(28,930)	-	(7,064)	-	(35,994)	(7,064)	24.4%
GRANTS AND GOVERNMENT TRANSFERS	(138,904)	(138,904)	-	-	-	(138,904)	-	-
RESERVE REVENUES	(319,118)	(318,011)	-	77,459	-	(240,552)	77,459	(24.4%)
TOTAL REVENUES	(507,541)	(485,845)	-	70,395	-	(415,450)	70,395	(14.5%)
EXPENSES								
SALARIES	2,670,805	2,734,257	(120,632)	154,306	167,059	2,934,990	200,733	7.3%
BENEFITS	743,832	721,993	(25,142)	67,994	58,442	823,287	101,294	14.0%
OPERATING EXPENSES	569,717	571,583	(23,624)	16,529	17,700	582,188	10,605	1.9%
CONTRACTED SERVICES	77,058	75,485	-	(74,285)	-	1,200	(74,285)	(98.4%)
RESERVE TRANSFERS	528,577	528,577	-	6,423	-	535,000	6,423	1.2%
INTERDEPARTMENTAL CHARGES	1,622,702	1,600,406	(14,821)	213,131	11,196	1,809,912	209,506	13.1%
TOTAL EXPENSES	6,212,691	6,232,301	(184,219)	384,098	254,397	6,686,577	454,276	7.3%
PROGRAM SURPLUS/(DEFICIT)								
SURPLUS/(DEFICIT) - OPERATING	41,306	-	-	-	-	-	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	41,306	-	-	-	-	-	-	-
NET OPERATING	5,746,456	5,746,456	(184,219)	454,493	254,397	6,271,127	524,671	9.1%
CAPITAL								
CAPITAL REVENUES	(414,076)	(414,588)	-	26,488	(300,000)	(688,100)	(273,512)	66.0%
CAPITAL EXPENSES	414,076	414,588	-	(26,488)	321,000	709,100	294,512	71.0%
NET CAPITAL	-	-	-	-	21,000	21,000	21,000	-
SUMMARY								
TOTAL REVENUES	(921,617)	(900,433)	-	96,883	(300,000)	(1,103,550)	(203,117)	22.6%
TOTAL EXPENSES	6,626,767	6,646,889	(184,219)	357,610	575,397	7,395,677	748,788	11.3%
TOTAL PROGRAM SURPLUS/DEFICIT	41,306	-	-	-	-	-	-	-
TOTAL LEVY	5,746,456	5,746,456	(184,219)	454,493	275,397	6,292,127	545,671	9.5%
% BUDGET INCREASE (DECREASE)			(3.2%)	7.9%	4.8%	9.5%		

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

Budget Impact Details

	REFERENCE	OPERATING EXPENSES	CAPITAL EXPENSES	TOTAL EXPENSES	REVENUES	TAXATION	%
ONE-TIME ITEMS							
OCL-Library Accessibility Audit Mileage		1,000	-	1,000	-	1,000	0.0%
OCL-Mugo Software		800	-	800	-	800	0.0%
		1,800	-	1,800	-	1,800	0.0%
SERVICE LEVEL							
OCL-Community Outreach Summer Students FTE	FTE 2026-21	28,910	-	28,910	-	28,910	0.5%
		28,910	-	28,910	-	28,910	0.5%
NEW INITIATIVES							
OCL-Ox on the Run	NI 2026-10	259,487	300,000	559,487	300,000	259,487	4.5%
		259,487	300,000	559,487	300,000	259,487	4.5%
INITIATIVE GAPPING							
OCL-Ox on the Run	NI 2026-10	(35,800)	-	(35,800)	-	(35,800)	(0.6%)
		(35,800)	-	(35,800)	-	(35,800)	(0.6%)
MINOR CAPITAL							
OCL-RFID Scanners	CAP 600000	-	6,000	6,000	-	6,000	0.1%
OCL-Ductless Split	CAP 600500	-	15,000	15,000	-	15,000	0.3%
		-	21,000	21,000	-	21,000	0.4%
TOTAL		254,397	321,000	575,397	300,000	275,397	4.8%

Capital Budget

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 REQUEST**	2027	2028-2035
BUILDING							
600500 - Branch Libraries	Tavistock Library Additional Ductless Split for Program Room	Expansion	N/A	\$15,000	15,000	-	-
916040 - Ingersoll Library	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$30,100	30,100	-	-
916060 - Norwich Library	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$12,000	12,000	-	-
916140 - Tillsonburg Library	2 Library Lane Tillsonburg Library Lobby - Program Room - Washroom floor replacement	Replacement	Poor	\$25,000	25,000	-	-
COMPUTER EQUIPMENT							
600000 - Computer Equipment	Public use, maker space and assistive technologies	Replacement	Poor	\$21,000	21,000	-	-
600000 - Computer Equipment	RFID scanners	Expansion	N/A	\$6,000	6,000	-	-
EQUIPMENT							
600000 - Collection Materials	Annual refresh of collection materials, including non-traditional materials	Replacement	Poor	\$263,000	263,000	-	-
FURNISHINGS							
600000 - Furnishings	Shelving Improvements (Ingersoll and Tillsonburg)	Replacement	Poor	\$25,000	25,000	-	-
600000 - Furnishings	Furniture - Public Use and Staff Use	Replacement	Poor	\$12,000	12,000	-	-
VEHICLES							
Library New Vehicle	Bookmobile (1) - (NI 2026-10)	Expansion	N/A	\$300,000	300,000	-	-
				\$709,100	\$709,100	\$0	\$0

** The 2026 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent.

FTE – Community Outreach Summer Students

FTE 2026-21

SUMMARY

Type of FTE request	Maintain Service Level
Classification	Student - Permanent
Job Title	Community Outreach Summer Students
FTE	0.6
Description	Create two additional Summer Student positions to assist with the Ox on the Run mobile library unit and help to expand programming and community outreach during the busy summer months.

STRATEGIC PLAN



Goal 3.3: Attract, retain and engage staff

LIBRARY STRATEGIC PLAN



Goal 3: Innovate access to service

REQUEST DETAILS

Background

With a mission to “promote and provide the community with universal access to information, ideas and engaging experiences in welcoming spaces” Oxford County Library provides a wide range of programs and activities for children, teens and families in 14 branches, as well as its Ox on the Run mobile library service.

As part of the Library’s 2022 budget, two 4-month post-secondary student positions were approved as part of a one-time request to provide hands-on programming and training assistance in branches and with Ox on the Run.

In the 2023 budget request, one of the two positions was moved to the Ox on the Run pilot project to help launch the service during the busy summer months.

Comments

The support of Summer Student positions has been a critical factor in the continued growth and success of the Library’s summer programming and community outreach. These students contribute directly to the planning and facilitation of the TD Summer Reading

REQUEST DETAILS

Club and provide hands-on assistance in branches, helping engage children and teens through interactive literacy-based activities. Participation in the TD Summer Reading Club has increased by 22% over the last three years, with a 46% increase in the number of minutes read by participants. These results are largely attributable to the dedicated support provided by the Summer Students at key branches and in outreach roles.

Currently, two Summer Students assist with Ox on the Run, helping deliver mobile services across the County. However, their support is also needed in-branch to assist with the growing demand for TD Summer Reading Club programs. As both the mobile service and in-branch programming continue to expand, additional staffing is essential to maintain the quality and reach of these services. With two additional students, Ox on the Run would expand services by offering evening and weekend service delivery and meet the needs of Oxford residents.

These positions also directly support Goal Three of the Library's Strategic Plan: "Innovate access to service," by enhancing program delivery, expanding outreach, and improving member experience through dynamic, community-based engagement.

Conclusion

To meet increasing demand and ensure continued success of both in-branch and mobile programming, we are requesting the addition of two 4-month post-secondary student positions as a permanent part of Library staffing. These students will support Ox on the Run and outreach services by expanding outreach services to include evening and weekend stops, and attend community events during the summer months, with a strong focus on supporting literacy and engagement among children and teens.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Expenses			
Salaries and benefits	\$-	\$28,910	\$28,910
Total expenses	-	28,910	28,910
Library Levy	\$-	\$28,910	\$28,910

New Initiative – Ox on the Run

NI 2026-10

SUMMARY

In order to maintain the Ox on the Run Outreach Service, as approved by the Library Board at the September 2025 meeting, the following would be required.

- Convert the 2.0 pilot project FTE's from temporary to permanent
- The procurement of a new Bookmobile vehicle, including upfitting for library service needs

Over the course of the pilot project, Ox on the Run has grown to be an invaluable service driving engagement and access to library collections, programs and services; while also advancing goals set out in the Library's Strategic Plan.

STRATEGIC PLAN



Goal 3.2: Collaborate with our partners and communities

LIBRARY STRATEGIC PLAN



Goal 3: Innovate access to service

REQUEST DETAILS

Background

Ox on the Run first launched as a 5-month pilot project in 2019 to offer “pop-up” library services across the County. During the first year, staff used a County-owned pickup truck to bring a tent, table and equipment to locations where the team offered a variety of services and family programming.

After the closure of Libraries in 2020 due to the COVID-19 pandemic, staff were able to offer Ox on the Run again in 2021 on a smaller scale in partnership with Oxford EarlyON to offer storytimes and activities for families in parks over the summer months.

In 2022, Ox on the Run returned to full-summer service, operating from June to September to welcome families back and reintroduce library services. Two summer students were hired, and a rental van was used to keep the service going.

In 2023 the Ox on the Run full-year pilot project began. Two full-time contract staff were hired, and a decommissioned ambulance was purchased.

REQUEST DETAILS

Pilot Project

Over the course of the pilot project, from June 2023 to present, Ox on the Run has become a well-loved service committed to bringing the Library to communities, organizations, and individuals underserved by Oxford County Library.

During Year 1 (2023/2024), staff continued the summer services of previous years, while enhancing school visits and offering programming and drop-in services throughout the year.

Year 2 (2024/2025) saw the staff refine the offerings of Ox on the Run by starting a pilot hold program in Drumbo in August 2024. With the success of that pilot, staff worked to create regular stops in Drumbo, Kintore, Beachville, and Springfield; while also maintaining ongoing partnerships with EarlyON and Children's Aid Society (CAS).

During the two years of the pilot program, attendance grew from 4,814 the first year to 5,333 in the second year, making the service comparable to a Village Branch operating 16 hours week.

Attendance statistics do not include "community visibility visits," including school visits, parades and other large scale stops where exact visitor counts could not be qualified. Over the course of the pilot Ox on the Run attended 24 "community visibility" events reaching approximately 238 people at each visit (based on average attendance at each event).

Reception of Service

Ox on the Run has continued to receive a highly positive response across Oxford County serving as a vital extension of library services to residents who may otherwise face barriers to access. Over the course of the pilot, community engagement with Ox on the Run and library services have increased with attendance at Ox on the Run stops and local branches increasing.

Ox on the run has also provided well received programs at seniors' residences, housing co-operatives, children's day camps, and local daycares. These targeted visits have provided meaningful opportunities to support reductions in social isolation for older adults, increased accessibility for residents, and further early literacy development for children and families. Feedback from these communities has consistently emphasized the value of Ox on the Run, in promoting accessibility, inclusion and community connection throughout the County.

Future of Ox on the Run

At the Library Board's September 16, 2025 meeting, the Board received Report 2025-30 entitled "Ox on the Run Pilot Project Review and Future Planning," and in response, passed the following resolution:

"That the Library Board receives Report 2025-30, Ox on the Run Pilot Review and Future Planning, for information and discussion;

REQUEST DETAILS

And further, that the Library Board approve the proposal within to make Ox on the Run a permanent Library service as outlined in the report.”

As such, staff have prepared this New Initiative report impacts to both operational and capital budgets in mind. The implementation of Ox on the Run as a permanent service has an operational impact for 2026 of “259,487, which includes salary and benefit impacts of converting two temporary full-time staff to permanent full-time.

This also includes \$300,000 in capital budget for the procurement of a new bookmobile. At the October 21, 2025 meeting, the Library Board further directed staff to utilize Library Reserve funds and fundraising efforts to reduce the impact of a new vehicle on the Library Levy.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Revenues			
Reserve Funding ¹	\$300,000	\$-	\$300,000
Total revenues	300,000	\$-	\$300,000
Expenses			
Salaries and benefits	-	196,591	196,591
Advertising	-	5,000	5,000
Telecommunications	-	600	600
Memberships, dues and subscriptions	-	200	200
Travel-expenses, mileage	-	1,500	1,500
Tools and equipment purchase	-	2,000	2,000
Office supplies and expenses	-	300	300
Rent – building	-	4,000	4,000
Supplies and program expenses	-	300	300
Cultural programs	-	2,000	2,000
Vehicle operating costs (repairs and maintenance, fuel, insurance)	-	4,096	4,096
Annual contribution to fleet reserve	-	42,900	42,900

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Capital: Bookmobile vehicle	300,000	-	300,000
Total expenses	300,000	259,487	559,487
Library Levy	\$-	\$259,487	\$259,487
Initiative Gapping – Annual contribution to fleet reserve - the bookmobile vehicle will be ordered in early 2026, but is not expected to be delivered until October 2026	-	(35,800)	(35,800)
2026 Budget Impact	\$-	\$223,687	\$223,687
2027 Budget Impact	\$-	\$259,487	\$259,487

¹Potential to reduce reserve usage through donation of vehicle and/or fundraising activities

FTE REQUIREMENTS

Staff Requirements (FTE)	One-time	Base
Outreach Services Specialist - Full-time	0.0	1.0
Outreach Services Clerk - Full-time	0.0	1.0
Total	0.0	2.0

2026 Budget

15

Court
Security



Budget

	2025	2025	LESS: 2025	2026	2026		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2026 BUDGET	2025 BUDGET	2025 BUDGET
OPERATING EXPENSES								
EXTERNAL TRANSFERS	123,430	123,430	-	(62,164)	-	61,266	(62,164)	(50.4%)
TOTAL EXPENSES	123,430	123,430	-	(62,164)	-	61,266	(62,164)	(50.4%)
NET OPERATING	123,430	123,430	-	(62,164)	-	61,266	(62,164)	(50.4%)
SUMMARY								
TOTAL REVENUES	-	-	-	-	-	-	-	-
TOTAL EXPENSES	123,430	123,430	-	(62,164)	-	61,266	(62,164)	(50.4%)
TOTAL LEVY	123,430	123,430	-	(62,164)	-	61,266	(62,164)	(50.4%)
% BUDGET INCREASE (DECREASE)			-	(50.4%)	-	(50.4%)		

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