
OxfordCounty
Growing stronger together
2027
DRAFT
BUDGET

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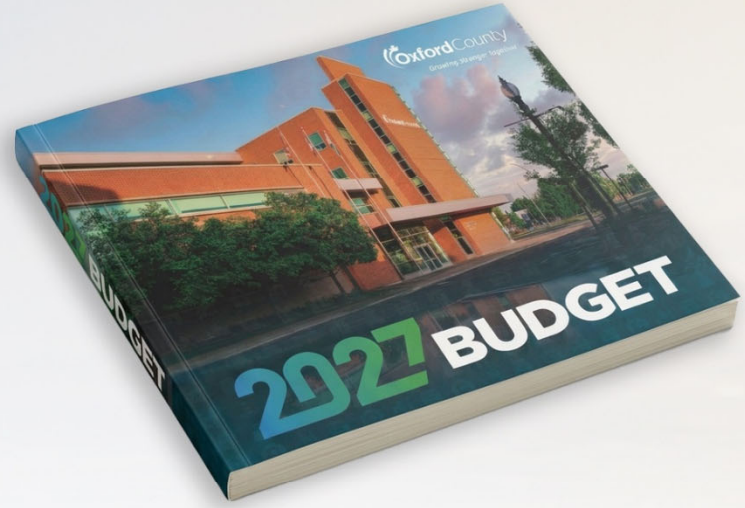
2027 BY THE NUMBERS

Your 2027 Oxford County Budget

A short guide to the services Oxford County provides, the investments planned for the year ahead, and what the budget means for residents and businesses.



This summary is designed to help understand the key budget decisions. Detailed financial schedules and departmental budgets follow in the full budget document.

Planning today. Delivering for tomorrow.

$297.8M
gross operating budget

$153.4M
capital investment

6.6%
tax rate increase

$53.1M
water / wastewater rates



THE NUMBERS THAT MATTER

Budget at a Glance

		2027 Budget		2026 Budget	
Tax Rate Increase	General	6.6%	6.8%	5.3%	5.2%
	Library		4.5%		7.3%
	Court Security		31.2%		(51.4)%
Operating Expenses (in millions)	General	$297.8	$233.1	$279.4	$218.8
	Library		$7.1		$6.7
	Court Security		$0.1		$0.1
	Water and Wastewater		$57.5		$53.8
Tax levy (in millions)	General	$111.8	$105.0	$103.0	$96.7
	Library		$6.7		$6.3
	Court Security		$0.1		$0.1
Water and Wastewater Rates	Rates	$53.1		$49.7	
Capital Investment (in millions)	Capital budget	$153.4		$127.9	
	10-Year Capital Budget	$1,025.4		$956.7	

WHAT THIS MEANS FOR HOUSEHOLDS

Estimated Annual Household Impact

The County's budget is made up of:

	All Areas (except Woodstock)	Woodstock Only
Tax-Supported General	$96	$96
+ **Tax-Supported** Library and Court Security	$7	N/A
= **Annual Average per household***	$103	$96
+ **Water & Wastewater Rates*** If services exist. Will vary by area.	$37	$34

* Average household is defined as a residential household with an MPAC-assessed value of **$283,000** and that consumes **150 m^3** of water and wastewater annually

SERVING OUR COMMUNITIES

Meet your County Council

County Council is comprised of ten members, including the mayors of our eight Area Municipalities and two additional City of Woodstock councillors.



Mark Peterson
Councillor
Blandford-Blenheim



Philip Schaefer
Councillor
East Zorra-Tavistock



Brian Petrie
Councillor
Ingersoll



Adrian Couwenberg
Councillor
Norwich



Craig Gillies
Councillor
South-West Oxford



Deb Gilvesy
Councillor
Tillsonburg



Jerry Acchione
Councillor
Woodstock



Kelly Gilson
Councillor
Woodstock

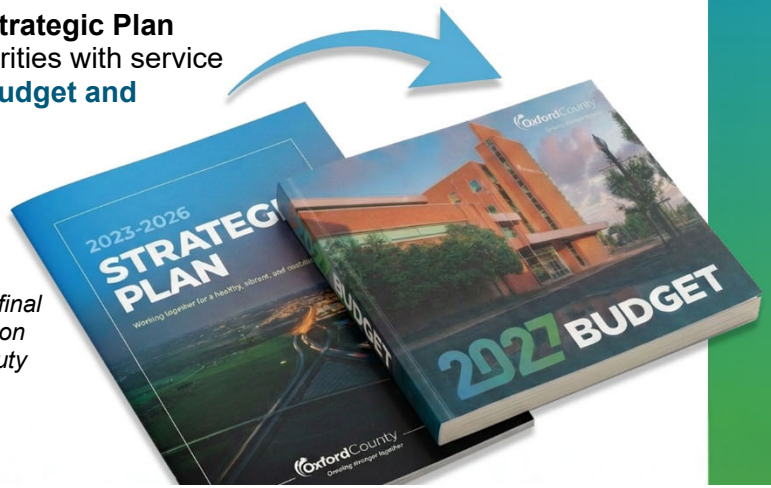


Deb Tait
Councillor
Woodstock



Katie Grigg
Councillor
Zorra

Oxford County's **Strategic Plan** aligns Council priorities with service delivery and the **Budget and Business Plan.**



Note: Council images will be updated for the final budget package. Election of the warden and deputy warden to take place November 25, 2026

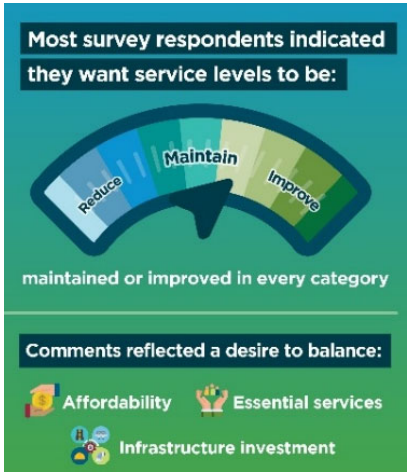
WHAT WE HEARD

2027 Budget Survey

The 2026 Budget Survey was released on June 10, 2026, to give residents an opportunity to express their opinions on and help shape the County's Draft 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 1,441 responses from participants in every municipality in Oxford County. Detailed results are available on our website.



How County services ranked



Your County in Action

CAO	Public Works	HR and Corporate Services (including Library)	Human Services
Woodingford Lodge	Paramedic Services	Financial Services	Community Planning

Across a variety of departments, staff administer the County's programs and services.

1,331
lane-kilometres of roadway operated and maintained

301
facility buildings operated and maintained

228
long-term care beds



$3.9
billion asset replacement value



411
annual development applications processed

AAA/Stable
Standard & Poor's credit rating



19,641
tonnes of waste and large articles collected

660
Rent-Geared-to-Income (RGI) tenants

2,679
licensed childcare centre spaces

45,216
visits to Speak Up, Oxford!

629,788
items borrowed, downloaded or streamed

7,151
charges received

11,900
mega-litres of drinking water supplied

14,339
mega-litres of wastewater treated



3,515
EarlyOn program hours

23,333
total 911 patient encounters

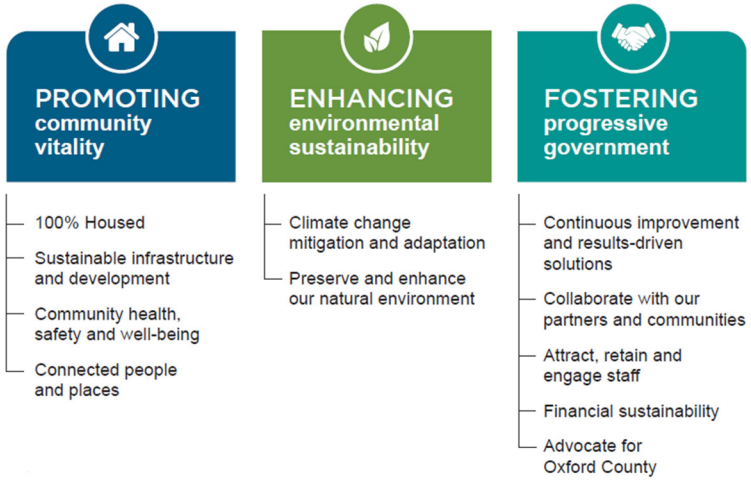
698
affordable housing units

774
hectares of forest and wetlands maintained

FROM STRATEGY TO ACTION

Connecting the budget to Council Priorities

The Strategic Plan connects Council priorities with the County's business planning and budget and is organized around three pillars:



The 2027 Business Plan and Budget demonstrates alignment to Council's Strategic Plan with **135** 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	34	2	1
ENHANCING Environmental Sustainability	12	1	-
FOSTERING Progressive Government	61	8	16
Total	**107**	**11**	**17**

THE ECONOMIC PICTURE

Economic Conditions Shaping the 2027 Budget

Changes in the economy affect what the County pays for supplies, fuel, construction, financing and service delivery. The following indicators help explain some of the external cost pressures considered in developing the 2027 Budget.

CURRENT ECONOMIC TRENDS:

INFLATION	INTEREST RATES	HOUSING COSTS	CAPITAL COSTS
2.5%	2.75%	$625,000	7.9%
September 2026	October 2026	Median Home Price September 2026	September 2026

The effect of these economic conditions can be seen in the year-over-year base budget increases for several key operating costs:

- Water treatment chemicals **$0.2 M | 11.2%**
- Fuel **$0.4 M | 33.2%**
- Utilities **$0.2 M | 3.8%**
- Salaries and benefits **$2.7 M | 2.7%**
- Safety and security **$0.2 M | 30.6%**
- Transportation **$0.1 M | 23.0%**
- Grounds and snow contract **$0.1 M | 10.7%**

INVESTING IN SERVICE DELIVERY

Investing in the people behind our services

741.5 FTEs	+18.8 FTEs	2.6%
2027 base staffing complement	Increase in base FTEs	Increase over the prior year

The 2027Budget includes targeted investments in people to ensure County services have the capacity to meet changing demands and deliver effectively. While technology and process improvements continue to increase efficiency, many essential County services remain people-driven.

Additional positions will help to:

- Respond to service demands as community needs and workloads change
- Support growing programs and services where additional capacity is needed
- Operate new infrastructure and assets as they come into service
- Maintain safe, reliable services and meet legislated requirements
- Strengthen organizational capacity needed to support front-line service delivery

4.2 ONE-TIME FTEs
Targeted capacity for time-limited needs

The 2027 Budget includes one-time FTEs to support specific priorities without permanently increasing the base staffing complement.

Grant-funded | Carry-over initiatives | Short-term projects

WHAT IS CHANGING

Key investment for 2027

1. Motor Grader Attachment Package
2. Traffic Engineering Software Implementation
3. Additional Pickup Trucks for Patrol Areas
4. Garbage User Fee Exemption for Medical Waste
5. Portable Litter Fencing
6. Tandem Truck with Tipping Frame (Roll-off Truck)
7. Advanced Meter Replacements (Woodstock)
8. Model of Care for Woodingford Lodge
9. Occupational Health Consultant Services
10. AI and Analytics Pilot
11. Financial System Software

WHERE THE MONEY GOES

Services funded through the County budget

The County's operating budget funds the day-to-day delivery of services that keep our communities safe, connected, and thriving. The following shows how operating expenses are distributed across the County's major service areas.

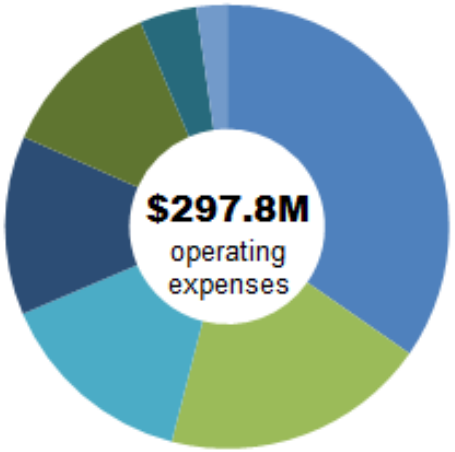
Service	Budget	%
Library, housing, childcare and human services	$78.3M	26.3%
Paramedic services and long-term care	$73.8M	24.8%
Water and wastewater	$57.5M	19.3%
Roads, bridges, transportation and construction	$31.9M	10.7%
Administration, planning, and other services	$30.6M	10.3%
Waste Management	$18.1M	6.1%
Public Health and Conservation Authorities	$7.6M	2.6%
Gross operating budget	**$297.8M**	

FUNDING SERVICE DELIVERY

How operating dollars are spent

The County's $297.8 million operating budget supports essential services while preparing for future needs.

Funding is allocated across staffing, service delivery, community partnerships, debt repayment, and reserve contributions that help maintain infrastructure and support long-term financial sustainability.



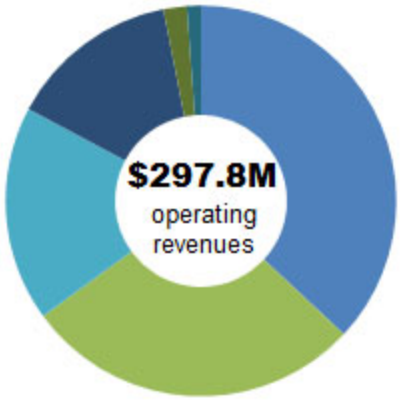
- Salaries and benefits **$103.3M** | 34.7%
- External Transfers **$57.6M** | 19.3%
- Capital reserve transfers **$43.3M** | 14.6%
- Contracted Services **$38.9M** | 13.0%
- Operating Expenses **$35.7M** | 12.0%
- Debt repayment **$12.4M** | 4.2%
- Reserve transfers **$6.6M** | 2.2%

HOW THE BUDGET IS FUNDED

More than property taxes

The County collects revenues through property taxes, user fees, and other sources to pay for approximately 66 core services and programs it offers to County services.

It's very important to know that provincial government legislation in Ontario states that "municipalities must pass balanced budgets where the money coming in equals the money going out.

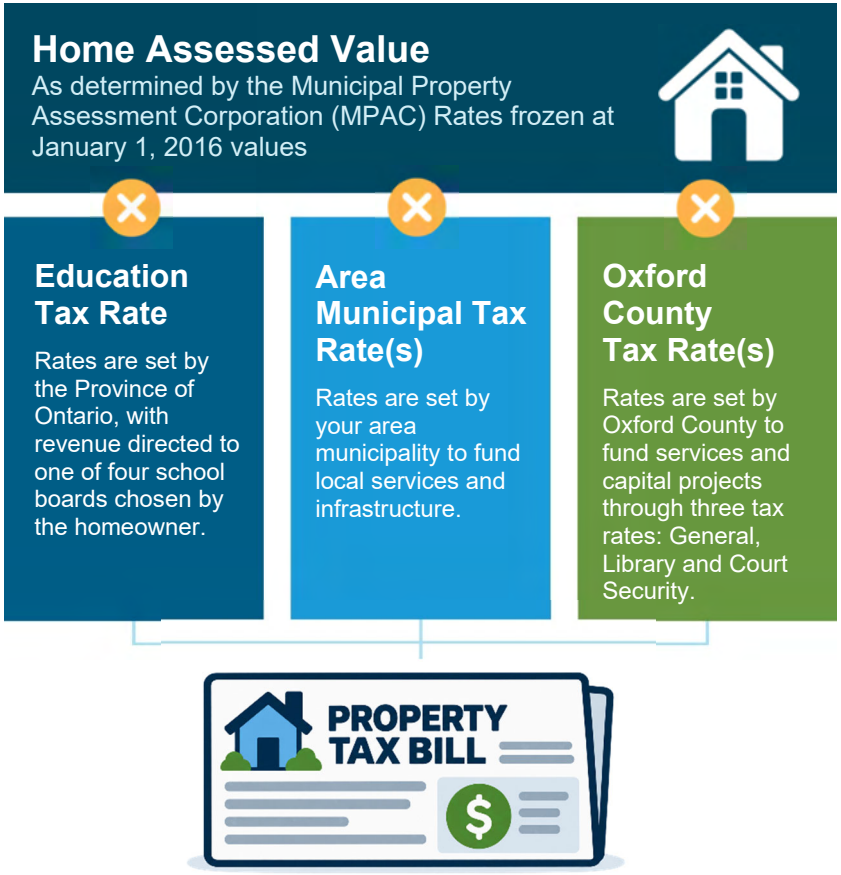


- Property taxes **$110.0M** | 36.9%
- Grants and government transfers **$83.5M** | 28.0%
- Water and wastewater rates **$53.1M** | 17.8%
- User fees, investment income, other **$42.1M** | 14.1%
- Reserve transfers **$5.7M** | 1.9%
- Development charges **$3.5M** | 1.2%

HOW THE PROPERTY TAXES ARE CALCULATED

A deeper dive into your property tax

Through approval of the operating and capital budgets, Council sets the County's priorities for the upcoming budget year by setting aside funds for each program or service. The assessed value of properties within Oxford County makes up the tax base. The tax rate is set based on the budget demands and the value of the tax base.



UNDERSTANDING THE TAX INCREASE

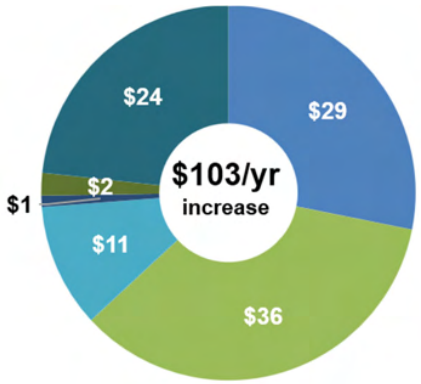
How County property taxes are used?

The average residential property in Oxford will pay approximately $1,661 in County property taxes in 2027, allocated as follows:

Service	Annual County Taxes
Roads, bridges, transportation and construction	$462
Library, housing, childcare and human services	$418
Paramedic services and long-term care	$412
Administration, planning and other services	$163
Public Health and Conservation Authorities	$110
Waste Management	$96
Total	**$1,661**

HOW THE INCREASE SUPPORTS COUNTY SERVICES

The average residential property is expected to pay approximately $103 more in County property taxes in 2027. The following breakdown shows the County services contributing to that increase.



WHAT IS DRIVING THE INCREASE

Why the tax levy changed

The levy change of $8.7 million (8.5%) is driven by the following key factors:

+$2.3M 2.3%	**Base Budget**	Maintain service levels, adjusted for inflation.
+$0.6M 0.6%	**New Initiative**	Significant new programs or services with lasting impact
+$2.0M 2.1%	**Service Level**	Maintain or enhance services to meet changing demands
+$1.5M 1.4%	**Capital Contribution**	Capital reserve contributions to meet the County's Asset Management Plan Investment Target
+$2.3M 2.1%	**Council Commitments**	Outstanding impacts from prior council-approved initiatives
+$8.7M 8.5%	Levy change	
-1.9%	**Growth**	Levy impact for assessment growth
6.6%	Tax Increase	

BUILDING AND RENEWING ASSETS

Capital plan highlights

Capital investments focus on maintaining existing infrastructure while strategically expanding capacity to support future growth and community needs.

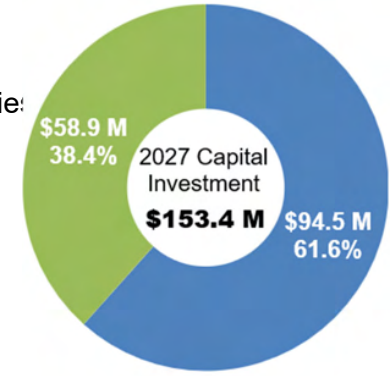
INFRASTRUCTURE	
Roads, bridges and stormwater	$44.7M
Water and wastewater infrastructure	$83.1M
Fleet and equipment	$14.9M
Facilities, housing, long-term care or library	$10.7M
2027 Budget Capital Program	**$153.4M**

Key investments include:

- Oxford Road 4 and 15 intersection **$4.2M**
- Thamesford Wastewater Treatment Plant **$5.8M**
- Oxford Road 119 and Clarke Rd **$14.1M**
- Woodstock NE Industrial Park Servicing **$10.9M**

Maintaining existing services and assets is a key component of the 2027 capital plan, representing **61.6%,** with the remaining **38.4%** invested to support economic growth and build capacity to improve programs and services.

- Renewal and replacement activities **$94.5M | 61.6%**
- Growth and service enhancements **$39.6M | 38.4%**



LONG-TERM FINANCIAL HEALTH

How we are paying for capital

The County uses a mix of reserves, development charges, grants, debt financing, and property taxes to fund capital projects while balancing affordability and sustainability. Diversifying funding sources helps reduce pressure on property taxes and ensures infrastructure costs are shared fairly between current and future users.

- Reserves transfers **$88.6M**
- Development charges **$25.7M**
- Debentures **$22.6M**
- Grants and government transfers **$8.4M**
- Other recoveries **$6.4M**
- Property taxes **$1.7M**

Asset Management Plan Progress

Municipalities must undergo ongoing asset management planning set out in an **Asset Management Plan.**

Each year, the budget includes steps towards an appropriately funded and sustainable asset management program.



80.0%
of annual lifecycle investment target funded

BALANCING PRIORITIES

Challenges and opportunities



The County continues to navigate changing economic conditions, growth pressures, and evolving community needs while maintaining responsible financial stewardship.

Growth and changing service demands: Growth and service enhancements represent over 38% of the capital plan and are increasing demand for services such as paramedics and transportation infrastructure.

Inflation and rising costs: Construction costs increased by 7.9%, while tariffs, fuel and other market factors continue to affect the cost of equipment, technology and materials.

Infrastructure renewal and available reserves: The loss of $2.8 million in enhanced OCIF funding, combined with rising costs and declining reserves, is increasing pressure on the capital plan. The 2027 Budget includes capital reserve contributions of $43.3 million and advances Asset Management Plan funding to 80.0% of the lifecycle target.

Housing, homelessness and community well-being: The Budget continues $3.6 million for various forms of affordable housing and supports development of the Homelessness Support Centre, expected to open in March 2028.

Workforce capacity and legislated service standards: Investments are needed to meet long-term care service standards and modernize County programs to respond efficiently to changing service demands.

Uncertain government funding: Temporary or stagnant provincial funding for programs such as Adult Day, Paramedicine and EarlyON creates ongoing pressure to maintain service levels without increased municipal funding.

HOW THE BUDGET IS DEVELOPED

Public input and decision-making

1	Community budget survey	June - August
2	Budgets prepared by divisions	June - September
3	Senior Leadership Team review	September - October
4	Council Special Budget Meetings	December
5	Council approval	January 2027

Want to learn more?

Explore the full Budget and Business Plan on our website, including detailed plans, projects, and financial information.
oxfordcounty.ca/budget

Special Budget Meetings:

December 10, 2026, starting at 9:30 a.m.
December 14, 2026, starting at 9:30 a.m.

Council Approval Meeting

(regular council meeting):
January 13, 2027, starting at 9:30 a.m.

2027 BUDGET



2 Budget Summary

OPERATING	2026 FORECAST	2026 APPROVED BUDGET	2027 BUDGET	$ OVER 2026 BUDGET	% OVER 2026 BUDGET
REVENUES					
PROPERTY TAXATION	(2,445,800)	(2,399,800)	(2,467,000)	(67,200)	2.8%
GENERAL REVENUES	(41,750,841)	(39,354,530)	(42,082,338)	(2,727,808)	6.9%
GRANTS AND GOVERNMENT TRANSFERS	(84,267,266)	(78,439,896)	(83,458,839)	(5,018,943)	6.4%
WATER AND WASTEWATER RATES	(50,622,187)	(49,727,992)	(53,079,258)	(3,351,266)	6.7%
RESERVE REVENUES	(17,987,681)	(7,888,260)	(6,695,632)	1,192,628	(15.1%)
TOTAL REVENUES	**(197,073,775)**	**(177,810,478)**	**(187,783,067)**	**(9,972,589)**	**5.6%**
EXPENSES					
SALARIES AND BENEFITS	98,005,312	98,805,239	103,268,776	4,463,537	4.5%
OPERATING EXPENSES	37,031,469	33,527,702	35,735,323	2,207,621	6.6%
CONTRACTED SERVICES	37,101,538	35,590,078	38,850,432	3,260,354	9.2%
EXTERNAL TRANSFERS	65,344,346	53,984,169	57,616,127	3,631,958	6.7%
DEBT REPAYMENT	12,348,622	11,516,365	12,396,057	879,692	7.6%
CAPITAL RESERVE TRANSFERS	39,216,781	39,013,465	43,346,018	4,332,553	11.1%
RESERVE TRANSFERS	9,850,098	6,921,202	6,599,500	(321,702)	(4.6%)
FLEET AND FACILITY CHARGES	16,502,446	15,771,142	16,403,763	632,621	4.0%
INTERDEPARTMENTAL CHARGES	11,537,433	11,585,747	12,823,264	1,237,517	10.7%
INTERDEPARTMENTAL RECOVERIES	(28,039,709)	(27,356,897)	(29,226,730)	(1,869,833)	6.8%
TOTAL EXPENSES	**298,898,336**	**279,358,212**	**297,812,530**	**18,454,318**	**6.6%**
PROGRAM SURPLUS/(DEFICIT)					
OPERATING SURPLUS/(DEFICIT)	842,295	-	-	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	**842,295**	**-**	**-**	**-**	**-**
NET OPERATING	**102,666,856**	**101,547,734**	**110,029,463**	**8,481,729**	**8.4%**
CAPITAL					
CAPITAL REVENUES	(152,277,350)	(132,978,175)	(151,675,791)	(18,697,616)	14.1%
CAPITAL EXPENSES	153,676,465	134,469,612	153,411,273	18,941,661	14.1%
NET CAPITAL	**1,399,115**	**1,491,437**	**1,735,482**	**244,045**	**16.4%**
SUMMARY					
TOTAL REVENUES	*(349,351,125)*	*(310,788,653)*	*(339,458,858)*	*(28,670,205)*	*9.2%*
OTAL EXPENSES	*452,574,801*	*413,827,824*	*451,223,803*	*37,395,979*	*9.0%*
TOTAL PROGRAM SURPLUS/DEFICIT	*842,295*	-	-	-	-
TOTAL LEVY	**104,065,971**	**103,039,171**	**111,764,945**	**8,725,774**	**8.5%**

KEY DRIVERS OF THE 2027 BUDGET

The tables below summarizes the key factors contributing to the change in levy and rates. Further details on these budget impacts begin on page 23.

	Taxation	%
Levy increase over prior year	**8,725,774**	**8.5%**
New Initiatives	575,054	0.6%
Service Level	2,106,909	2.1%
Capital Reserve Contribution	1,463,576	1.4%
Council Commitments	2,250,662	2.1%
Base Budget increase	**2,329,573**	**2.3%**

	Rates	%
Rates increase over last year	**1,825,759**	**3.7%**
Rates revenue growth	**1,525,507**	**3.1%**
New Initiatives	37,407	0.1%
Service Level	82,781	0.2%
Capital Reserve Contribution	2,617,075	5.3%
Council Commitments	12,906	0.0%
Base Budget increase	**601,097**	**1.2%**

Department Budget Changes

	2026 FORECAST	2026 BUDGET*	2027 BUDGET	$ OVER 2026 BUDGET	% OVER 2026 BUDGET
COUNTY OF OXFORD (GENERAL LEVY)					
COUNCIL	704,693	704,705	787,753	83,048	11.8%
CAO OFFICE	623,445	620,807	630,243	9,436	1.5
STRATEGIC INITIATIVES	824,214	904,766	936,596	31,830	3.5
TOURISM	689,055	690,569	732,005	41,436	6.0
STRATEGIC COMM & ENGAGEMENT	870,441	871,863	907,830	35,967	4.1
CLERKS	721,493	727,099	906,919	179,820	24.7
POA	216,913	315,086	375,953	60,867	19.3
FINANCE	49,966	-	-	-	-
HUMAN RESOURCES	(41,938)	-	-	-	-
INFORMATION TECHNOLOGY	40,847	-	-	-	-
BUSINESS SYSTEMS	1,620,300	1,689,277	1,940,716	251,439	14.9
CUSTOMER SERVICE	(11,710)	-	-	-	-
ASSESSMENT MANAGEMENT	845,024	777,300	817,300	40,000	5.1
GENERAL TAXATION	349,435	(298,210)	(758,550)	(460,340)	154.4
CONSERVATION AUTHORITIES	2,486,788	2,486,567	2,409,569	(76,998)	(3.1)
PUBLIC HEALTH	4,976,732	4,976,732	5,225,570	248,838	5.0
ADMINISTRATION	-	-	-	-	-
ENGINEERING	1,875,655	2,046,669	2,024,737	(21,932)	(1.1)
FACILITIES	1,326,182	1,298,435	1,037,009	(261,426)	(20.1)
FLEET	-	-	-	-	-
TRANSPORTATION SERVICES	27,798,012	27,519,489	30,143,664	2,624,175	9.5
WASTE MANAGEMENT	5,222,216	4,606,111	6,672,461	2,066,350	44.9
WOODINGFORD LODGE	13,841,856	14,376,217	14,561,374	185,157	1.3
COMMUNITY SERVICES	2,131,886	2,176,306	2,232,153	55,847	2.6
CHILD CARE	1,036,416	921,150	1,010,915	89,765	9.7
HOUSING	12,951,363	12,951,363	15,346,778	2,395,415	18.5
INTEGRATED SERVICES	-	-	-	-	-
PARAMEDIC SERVICES	13,569,174	13,410,022	14,167,860	757,838	5.7
COMMUNITY PARAMEDICINE	-	-	-	-	-
PLANNING	2,959,089	2,908,225	2,913,991	5,766	0.2
TOTAL COUNTY OF OXFORD (GENERAL LEVY)	97,677,547	96,680,548	105,022,846	8,342,298	8.6
LIBRARY	**6,297,357**	**6,297,357**	**6,660,767**	**363,410**	**5.8**
COURT SECURITY	**61,266**	**61,266**	**81,332**	**20,066**	**32.8**
TOTAL	**104,036,170**	**103,039,171**	**111,764,945**	**8,725,774**	**8.5**

From Budget to Financial Statement Presentation

The budget and financial statements use different accounting methods and reporting requirements, which can result in the same financial information being presented differently. This section reconciles the balanced modified accrual budget to the full accrual basis used in the financial statements. The table below presents the 2027 budget on a full accrual basis, consistent with how actual results are reported.

Municipal budgets are prepared on a modified accrual basis, as required by the *Municipal Act, 2001*, with a focus on balancing funding sources and expenditures. This includes items such as debt repayments, contributions to and funding from reserves, and capital expenditures.

Year-end financial statements are prepared on a full accrual basis in accordance with *Public Sector Accounting Board* (PSAB) standards. Under this approach, revenues and expenses are recognized when earned or incurred, rather than when cash is received or paid.

As a result, a surplus reported on a full accrual basis does not represent excess cash. It reflects differences in the accounting treatment of capital assets, debt, and reserves, including investments that support future infrastructure needs and long-term financial sustainability.

	2027 BUDGET	DEBT PAYMENTS AND PROCEEDS	TANGIBLE CAPITAL ASSETS	TRANSFERS TO/FROM RESERVES	AMORTIZATION AND ACCRETION	2027 PSAB BUDGET
REVENUES						
LEVY	(111,764,945)	-	-	-	-	(111,764,945)
PROPERTY TAXATION	(2,467,000)	-	-	-	-	(2,467,000)
GENERAL REVENUES	(49,060,332)	(7,497,865)	-	(3,611,000)	-	(45,173,467)
GRANTS AND GOVERNMENT TRANSFERS	(91,871,589)	-	-	-	-	(91,871,589)
WATER AND WASTEWATER RATES	(53,079,258)	-	-	-	-	(53,079,258)
RESERVE TRANSFER	(120,374,749)	-	-	91,205,982	-	(29,168,767)
PROCEEDS FROM DEBENTURES	(22,605,930)	(22,605,930)	-	-	-	-
TOTAL REVENUES	(451,223,803)	(11,158,892)	-	87,594,982	-	(352,469,929)
EXPENSES						
SALARIES AND BENEFITS	103,268,776	-	-	-	-	103,268,776
OPERATING EXPENSES	35,735,323	-	-	-	-	35,735,323
CONTRACTED SERVICES	38,850,432	-	-	-	-	38,850,432
EXTERNAL TRANSFERS	57,616,127	-	-	-	-	57,616,127
DEBT REPAYMENT	12,396,057	11,158,892	-	-	-	1,237,165
CAPITAL EXPENSES	153,411,273	-	(153,411,273)	-	26,948,955	26,948,955
CAPITAL RESERVE TRANSFERS	43,346,018	-	-	(43,346,018)	-	-
RESERVE TRANSFERS	6,599,500	-	-	(4,265,186)	-	2,334,314
FLEET AND FACILITY CHARGES	16,403,763	-	-	-	-	16,403,763
INTERDEPARTMENTAL RECOVERIES	(29,226,730)	-	-	-	-	(29,226,730)
INTERDEPARTMENTAL CHARGES	12,823,264	-	-	-	-	12,823,264
TOTAL EXPENSES	451,223,803	11,158,892	(153,411,273)	(47,611,204)	-	239,042,434
SURPLUS	-	-	153,411,273	(39,983,778)	-	113,427,495

OPERATING	2026 FORECAST	2026 APPROVED BUDGET	2027 BUDGET	$ OVER 2026 BUDGET	% OVER 2026 BUDGET
REVENUES					
PROPERTY TAXATION	(2,445,800)	(2,399,800)	(2,467,000)	(67,200)	2.8%
GENERAL REVENUES	(39,624,267)	(37,264,176)	(39,908,932)	(2,644,756)	7.1%
GRANTS AND GOVERNMENT TRANSFERS	(84,128,362)	(78,300,992)	(83,319,935)	(5,018,943)	6.4%
RESERVE REVENUES	(13,917,628)	(5,605,067)	(4,158,309)	1,446,758	(25.8%)
TOTAL REVENUES	**(140,116,057)**	**(123,570,035)**	**(129,854,176)**	**(6,284,141)**	**5.1%**
EXPENSES					
SALARIES AND BENEFITS	84,961,077	85,558,310	89,418,987	3,860,677	4.5%
OPERATING EXPENSES	31,424,781	28,113,304	30,157,090	2,043,786	7.3%
CONTRACTED SERVICES	27,082,788	25,403,934	28,383,845	2,979,911	11.7%
EXTERNAL TRANSFERS	65,283,080	53,922,903	57,534,795	3,611,892	6.7%
DEBT REPAYMENT	8,940,536	8,019,111	8,699,522	680,411	8.5%
CAPITAL RESERVE TRANSFERS	23,371,168	23,174,930	24,816,617	1,641,687	7.1%
RESERVE TRANSFERS	7,628,000	6,466,037	6,489,500	23,463	0.4%
FLEET AND FACILITY CHARGES	8,157,391	7,594,843	8,031,774	436,931	5.8%
INTERDEPARTMENTAL CHARGES	7,836,836	7,883,671	8,838,640	954,969	12.1%
INTERDEPARTMENTAL RECOVERIES	(28,039,709)	(27,356,897)	(29,226,730)	(1,869,833)	6.8%
TOTAL EXPENSES	**236,645,948**	**218,780,146**	**233,144,040**	**14,363,894**	**6.6%**
PROGRAM SURPLUS/(DEFICIT)					
OPERATING SURPLUS/(DEFICIT)	(205,458)	-	-	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	**(205,458)**	**-**	**-**	**-**	**-**
NET OPERATING	**96,324,433**	**95,210,111**	**103,289,864**	**8,079,753**	**8.5%**
CAPITAL					
CAPITAL REVENUES	(92,786,196)	(72,267,908)	(63,801,780)	8,466,128	(11.7%)
CAPITAL EXPENSES	94,169,111	73,738,345	65,534,762	(8,203,583)	(11.1%)
NET CAPITAL	**1,382,915**	**1,470,437**	**1,732,982**	**262,545**	**17.9%**
SUMMARY					
TOTAL REVENUES	*(232,902,253)*	*(195,837,943)*	*(193,655,956)*	*2,181,987*	*(1.1%)*
TOTAL EXPENSES	*330,815,059*	*292,518,491*	*298,678,802*	*6,160,311*	*2.1%*
TOTAL PROGRAM SURPLUS/DEFICIT	*(205,458)*	-	-	-	-
TOTAL LEVY	**97,707,348**	**96,680,548**	**105,022,846**	**8,342,298**	**8.6%**

KEY DRIVERS OF THE 2027 GENERAL LEVY INCREASE

The table below summarizes the key factors contributing to the change in general levy. Further details on these budget impacts begin on page 23.

	Taxation	%
Levy increase over prior year	8,342,298	8.6%
New Initiatives	680,700	**0.7%**
Service Level	1,926,853	**2.0%**
Capital Reserve Contribution	1,421,576	**1.4%**
Council Commitments	2,214,862	**2.3%**
Base Budget increase	**2,098,307**	**2.2%**

OPERATING	2026 FORECAST	2026 APPROVED BUDGET	2027 BUDGET	$ OVER 2026 BUDGET	% OVER 2026 BUDGET
REVENUES					
GENERAL REVENUES	(56,726)	(35,994)	(40,694)	(4,700)	13.1%
GRANTS AND GOVERNMENT TRANSFERS	(138,904)	(138,904)	(138,904)	-	-
RESERVE REVENUES	(250,128)	(240,552)	(240,552)	-	-
TOTAL REVENUES	**(445,758)**	**(415,450)**	**(420,150)**	**(4,700)**	**1.1%**
EXPENSES					
SALARIES AND BENEFITS	3,636,543	3,774,937	4,009,323	234,386	6.2%
OPERATING EXPENSES	578,827	582,188	590,052	7,864	1.4%
CONTRACTED SERVICES	1,401	1,200	1,300	100	8.3%
CAPITAL RESERVE TRANSFERS	425,000	425,000	467,000	42,000	9.9%
RESERVE TRANSFERS	119,576	110,000	110,000	-	-
FLEET AND FACILITY CHARGES	829,529	853,333	865,797	12,464	1.5%
INTERDEPARTMENTAL CHARGES	945,149	945,149	1,034,945	89,796	9.5%
TOTAL EXPENSES	**6,536,025**	**6,691,807**	**7,078,417**	**386,610**	**5.8%**
PROGRAM SURPLUS/(DEFICIT)					
OPERATING SURPLUS/(DEFICIT)	190,890	-	-	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	**190,890**	**-**	**-**	**-**	**-**
NET OPERATING	**6,281,157**	**6,276,357**	**6,658,267**	**381,910**	**6.1%**
CAPITAL					
CAPITAL REVENUES	(499,915)	(688,100)	(1,295,000)	(606,900)	88.2%
CAPITAL EXPENSES	516,115	709,100	1,297,500	588,400	83.0%
NET CAPITAL	**16,200**	**21,000**	**2,500**	**(18,500)**	**(88.1%)**
SUMMARY					
TOTAL REVENUES	*(945,673)*	*(1,103,550)*	*(1,715,150)*	*(611,600)*	*55.4%*
TOTAL EXPENSES	*7,052,140*	*7,400,907*	*8,375,917*	*975,010*	*13.2%*
TOTAL PROGRAM SURPLUS/DEFICIT	*190,890*	-	-	-	-
TOTAL LEVY	**6,297,357**	**6,297,357**	**6,660,767**	**363,410**	**5.8%**

KEY DRIVERS OF THE 2027 LIBRARY LEVY INCREASE

The table below summarizes the key factors contributing to the change in library levy. Further details on these budget impacts begin on page 23.

	Taxation	%
Levy increase over prior year	**363,410**	**5.8%**
Service Level	74,410	**1.2%**
Capital Reserve Contribution	42,000	**0.7%**
Council Commitments	35,800	**0.6%**
Base Budget increase	**211,200**	**3.4%**

Full details are in the Library Business and Budget Plan, starting on page 349.

The Court Security special levy funds the County's contribution toward eligible court security and prisoner transportation costs incurred by the City of Woodstock. The levy is allocated to properties in the County's Area Municipalities, excluding the City of Woodstock. Further information on the levy and funding model is provided in Report FS 2026-26.

		2026		$ OVER	% OVER
	2026	APPROVED	2027	2026	2026
	FORECAST	BUDGET	BUDGET	BUDGET	BUDGET
OPERATING					
EXPENSES					
EXTERNAL TRANSFERS	61,266	61,266	81,332	20,066	32.8%
TOTAL EXPENSES	**61,266**	**61,266**	**81,332**	**20,066**	**32.8%**
TOTAL LEVY	**61,266**	**61,266**	**81,332**	**20,066**	**32.8%**

Water and Wastewater Budget

OPERATING	2026 FORECAST	2026 APPROVED BUDGET	2027 BUDGET	$ OVER 2026 BUDGET	% OVER 2026 BUDGET
REVENUES					
GENERAL REVENUES	(2,069,848)	(2,054,360)	(2,132,712)	(78,352)	3.8%
WATER AND WASTEWATER RATES	(50,622,187)	(49,727,992)	(53,079,258)	(3,351,266)	6.7%
RESERVE REVENUES	(3,819,925)	(2,042,641)	(2,296,771)	(254,130)	12.4%
TOTAL REVENUES	**(56,511,960)**	**(53,824,993)**	**(57,508,741)**	**(3,683,748)**	**6.8%**
EXPENSES					
SALARIES AND BENEFITS	9,407,692	9,471,992	9,840,466	368,474	3.9%
OPERATING EXPENSES	5,027,861	4,832,210	4,988,185	155,975	3.2%
CONTRACTED SERVICES	10,017,349	10,184,944	10,465,287	280,343	2.8%
DEBT REPAYMENT	3,408,086	3,497,254	3,696,535	199,281	5.7%
CAPITAL RESERVE TRANSFERS	15,420,613	15,413,535	18,062,401	2,648,866	17.2%
RESERVE TRANSFERS	2,102,522	345,165	-	(345,165)	(100.0%)
FLEET AND FACILITY CHARGES	7,515,526	7,322,966	7,506,192	183,226	2.5%
INTERDEPARTMENTAL CHARGES	2,755,448	2,756,927	2,949,679	192,752	7.0%
TOTAL EXPENSES	**55,655,097**	**53,824,993**	**57,508,741**	**3,683,748**	**6.8%**
PROGRAM SURPLUS/(DEFICIT)					
OPERATING SURPLUS/(DEFICIT)	856,863	-	-	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	**856,863**	**-**	**-**	**-**	**-**
NET OPERATING	**-**	**-**	**-**	**-**	**-**
CAPITAL					
CAPITAL REVENUES	(58,991,239)	(60,022,167)	(86,579,011)	(26,556,844)	44.2%
CAPITAL EXPENSES	58,991,239	60,022,167	86,579,011	26,556,844	44.2%
NET CAPITAL	**-**	**-**	**-**	**-**	**-**
SUMMARY					
TOTAL REVENUES	*(115,503,199)*	*(113,847,160)*	*(144,087,752)*	*(30,240,592)*	*26.6%*
TOTAL EXPENSES	*114,646,336*	*113,847,160*	*144,087,752*	*30,240,592*	*26.6%*
TOTAL PROGRAM SURPLUS/DEFICIT	*856,863*	-	-	-	-
TOTAL LEVY	**-**	**-**	**-**	**-**	**-**

KEY DRIVERS OF THE 2027 RATE INCREASES

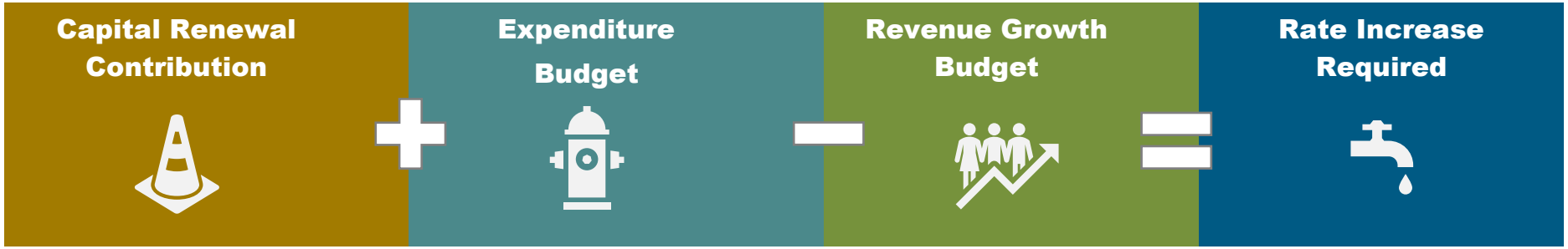
The table below summarizes the key factors contributing to the change in water and wastewater rates. Further details on these budget impacts begin on page 23.

	Rates	%
Rates increase over last year	**1,825,759**	**3.7%**
Rates revenue growth	**1,525,507**	**3.1%**
New Initiatives	37,407	**0.1%**
Service Level	82,781	**0.2%**
Capital Reserve Contribution	2,617,075	**5.3%**
Council Commitments	12,906	**0.0%**
Base Budget increase	**601,097**	**1.2%**

A summary of water and wastewater rates is provided on following page, with detailed operating budgets for each system beginning on page 141.

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 ERTH 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:



2027 budget water and wastewater rates impact for each system is detailed below, with additional details on the water and wastewater rates can be found in supplementary report FS 2026-27:

	Wastewater Rate Increase			Water Rate Increase			Average residential household[1]		
	Consumption	Fixed/Flat	Total	Consumption	Fixed/Flat	Total	Increase	Total Bill	% Increase
Woodstock	$299,449	$95,549	$394,998	$205,583	$269,651	$475,234	$34	$851	4.2%
Tillsonburg	112,219	716	112,935	79,623	146,754	226,377	$32	1,015	3.2%
Ingersoll	84,247	124	84,371	55,924	78,274	134,198	$28	1,197	2.4%
Norwich	16,903	29	16,932				$15	1,201	1.3%
Tavistock	30,446	38	30,484				$15	1,445	1.0%
Plattsville	8,086	16,899	24,985				$42	1,597	2.7%
Thamesford	13,629	62,632	76,261				$66	1,587	4.4%
Drumbo	4,241	99,741	103,982	74,151	451	74,602	$283	2,027	16.2%
Mt. Elgin	3,487	23,563	27,050				$89	1,619	5.8%
Embro	4,189	31,516	35,705				$103	1,560	7.1%
Innerkip	7,557	88	7,645				$15	1,305	1.2%
Water Only[2]							$6	575	1.1%
Total	**$584,453**	**$330,895**	**$915,348**	**$415,281**	**$495,130**	**$910,411**			

[1] Estimated average household is a residential household that uses 150 m^3 of water annually
[2] Water only township customers in Beachville, Bright, Brownsville, Dereham Centre, Hickson, Lakeside, Otterville, Princeton, Sweaburg

Key Factors Impacting the Budget



2.3%
Maintain service at the level of the previous year's approved budget

0.6%
Significant new programs or services that are intended to have a lasting impact.

2.1%
Maintain or enhance services to respond to changing service demands.

1.4%
Capital reserves contributions to close gap on the County's Asset Management Plan Investment Target.

2.1%
Outstanding impacts from prior approved initiatives

8.5%

During budget preparation, changes in costs and revenues are categorized to distinguish the financial impact of new services from the cost of maintaining existing services and adjusting service levels. The table below provides an overall summary of these budget impacts, followed by a detailed breakdown in the next section.

	Rates	%	Taxation	%
Levy (Rates) increase over prior year	**1,825,759**	**3.7%**	**8,725,774**	**8.5%**
Rates revenue growth	**1,525,507**	**3.1%**		
New Initiatives	37,407	**0.1%**	575,054	**0.6%**
Service Level	74,410	**0.2%**	2,106,909	**2.1%**
Capital Reserve Contribution	42,000	**5.3%**	1,463,576	**1.4%**
Council Commitments	35,800	**0.0%**	2,250,662	**2.1%**
Base Budget increase	**601,097**	**1.2%**	**2,329,573**	**2.3%**

New Initiatives

Significant new programs or services that are intended to have a lasting impact.

Budget Impact	Rates	Rates %	Levy	Levy %
New Initiatives	219,670	0.4%	677,046	0.7%
New Initiative Gapping	(182,263)	(0.3%)	(101,992)	(0.1%)
	37,407	0.1%	575,054	0.6%

	CAP#	BASE BUDGET	ONE TIME/ CAPITAL	BUDGET COST	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES	REVENUES	TAXATION	W/WW RATES
NEW INITIATIVES												
RDS-Motor Grader Attachment Package [NI 2027-01]	C0476B	5,300	106,000	111,300	-	-	-	-	-	-	111,300	-
RDS-Traffic Engineering Software (TES) Implementation [NI 2027-02]		12,000	19,500	31,500	-	-	-	-	-	-	31,500	-
RDS-Additional Pickup Trucks for Patrol Areas [NI 2027-03]	C0664B	44,790	152,000	196,790	-	-	-	-	-	-	196,790	-
WM-Garbage User Fee Exemption for Medical Waste [NI 2027-04]		26,650	4,000	30,650	-	-	-	-	-	-	30,650	-
WM-Portable Litter Fencing [NI 2027-05]	C0630L	-	300,000	300,000	300,000	-	-	-	-	300,000	-	-
WM/WW-Tandem Truck with Tipping Frame (Roll-off Truck) [NI 2027-06]	C0473L	34,524	587,000	621,524	587,000	-	-	-	-	587,000	(12,774)	47,298
WAT/WW-Advanced Water Meter Replacements (Woodstock) [NI 2027-07]	C0050K	172,372	2,111,812	2,284,184	2,111,812	-	-	-	-	2,111,812	-	172,372
WFL-Model of Care [NI 2027-08]		-	140,000	140,000	-	-	140,000	-	-	140,000	-	-
WFL-Occupational Health Consultant [NI 2027-09]		33,580	-	33,580	-	-	-	-	-	-	33,580	-
PS-AI and Analytics Pilot [NI 2027-10]		-	56,000	56,000	-	-	-	-	-	-	56,000	-
FIN-Financial System ERP Replacement [NI 2027-11]		100,000	630,000	730,000	500,000	-	-	-	-	500,000	230,000	-
		429,216	**4,106,312**	**4,535,528**	**3,498,812**	**-**	**140,000**	**-**	**-**	**3,638,812**	**677,046**	**219,670**

	CAP#	BASE BUDGET	ONE TIME/ CAPITAL	BUDGET COST	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES	REVENUES	TAXATION	W/WW RATES
NEW INITIATIVE GAPPING												
RDS-Additional Pickup Trucks for Patrol Areas [NI 2027-03]		-	(33,090)	(33,090)	-	-	-	-	-	-	(33,090)	-
WAT/WW-Advanced Water Meter Replacements (Woodstock) [NI 2027-07]		-	1,111,350	1,111,350	1,246,314	-	-	-	-	1,246,314	-	(134,964)
WM/WW-Tandem Truck with Tipping Frame (Roll-off Truck) [NI 2027-06]		-	(16,201)	(16,201)	-	-	-	-	-	-	31,098	(47,299)
FIN-Financial System ERP Replacement [NI 2027-11]		-	(600,000)	(600,000)	(500,000)	-	-	-	-	(500,000)	(100,000)	-
		-	**462,059**	**462,059**	**746,314**	**-**	**-**	**-**	**-**	**746,314**	**(101,992)**	**(182,263)**

Service Level

Maintain or enhance services to respond to changing service demands

	Rates	Rates %	Levy	Levy %
One-time Items	704,242	0.1%	851,997	0.8%
Service Level	315,697	1.7%	2,366,456	2.4%
New Infrastructure	-	0.0%	1,061,337	1.0%
Service Level Gapping	(287,483)	(0.3%)	(370,254)	(0.4%)
Prior year non-recurring items	(649,675)	(0.4%)	(1,802,627)	(1.7%)
	82,781	1.1%	2,106,909	2.1%

	CAP#	BASE BUDGET	ONE TIME/ CAPITAL	BUDGET COST	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES	REVENUES	TAXATION	W/WW RATES
ONE-TIME ITEMS												
FAC-Boralex Land Use Agreement		-	-	-	-	-	-	-	6,250	6,250	(6,250)	-
FAC-Temporary Energy Analyst [FTE 2026-02]		-	76,025	76,025	-	-	-	-	77,300	77,300	(1,275)	-
FAC-Thames River Wetland Donation Project		-	40,000	40,000	-	-	-	-	20,000	20,000	20,000	-
FAC-Reforestation Thornton Wellfield		-	5,500	5,500	-	-	-	-	-	-	5,500	-
FAC-Tillsonburg Rail Trail Naturalization Project		-	7,500	7,500	-	-	-	-	-	-	7,500	-
FAC-Managed Forest Plan Data Collection Update		-	10,000	10,000	-	-	-	-	-	-	10,000	-
FAC-Tenant Advertising		-	10,000	10,000	-	-	-	-	-	-	10,000	-
FAC-EVAP Cell Service upgrade from 3G to LTE		-	25,000	25,000	-	-	-	-	-	-	25,000	-
RDS-Mobile Platform Ladder		-	2,500	2,500	-	-	-	-	-	-	2,500	-
RDS-Engineering Support for Master Plans		-	25,000	25,000	-	-	-	-	-	-	25,000	-
RDS-Roundabout Landscaping Refurbishment		-	50,000	50,000	-	-	-	-	-	-	50,000	-
RDS-Winter Operations Plan [PW 2026-35]		-	50,000	50,000	-	-	-	-	-	-	50,000	-
RDS-Transportation Master Plan		-	500,000	500,000	-	375,000	-	-	-	375,000	125,000	-
RDS-Road Safety Strategy		-	150,000	150,000	-	-	-	-	-	-	150,000	-
WM-Cartegraph Additional for ECA Compliance		-	10,000	10,000	-	-	-	-	-	-	10,000	-
WAT-New Distribution Equipment (Woodstock)	C0442K	-	100,000	100,000	100,000	-	-	-	-	100,000	-	-
WAT-Engineering Support for Master Plans		-	12,500	12,500	-	-	-	-	-	-	-	12,500
WAT-New Treatment Equipment (Township)	C0445J	-	125,000	125,000	125,000	-	-	-	-	125,000	-	-
WAT-Legacy Device Replacements		-	62,000	62,000	-	-	-	-	-	-	-	62,000
WAT-New Distribution Equipment (County-wide)	C0655K	-	10,500	10,500	10,500	-	-	-	-	10,500	-	-
WAT-New Treatment Equipment (Woodstock)	C0442J	-	15,000	15,000	15,000	-	-	-	-	15,000	-	-

	CAP#	BASE BUDGET	ONE TIME/ CAPITAL	BUDGET COST	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES	REVENUES	TAXATION	W/WW RATES
WAT-New Treatment Equipment (Tillsonburg)	C0443J	-	50,000	50,000	50,000	-	-	-	-	50,000	-	-
WAT-Water Master Plan		-	250,000	250,000	-	89,534	-	-	-	89,534	-	160,466
WAT-Chlorine Contact Time Calculations		-	10,000	10,000	-	-	-	-	-	-	-	10,000
WAT-Long Term Water Supply Strategy (Tillsonburg)		-	29,250	29,250	-	-	-	-	-	-	-	29,250
WAT-Long Term Water Supply Strategy (Township)		-	29,250	29,250	-	-	-	-	-	-	-	29,250
WAT-Chemicals one-time deposit increases for containers		-	120,000	120,000	-	-	-	-	-	-	-	120,000
WAT-Additional source water protection signs		-	7,000	7,000	-	-	-	-	-	-	-	7,000
WAT-Source water monitoring well abandonment consultant fees		-	8,000	8,000	-	-	-	-	-	-	-	8,000
WAT-SCADA operations implementation contracted services (Brownsville, Mt Elgin and Thamesford)		-	50,000	50,000	-	-	-	-	-	-	-	50,000
WW-Produce Fats, Oils and Grease Video		-	1,650	1,650	-	-	-	-	-	-	-	1,650
WW-Engineering Support for Master Plans		-	12,500	12,500	-	-	-	-	-	-	-	12,500
WW-New Treatment Equipment (Ingersoll)	C0440H	-	9,000	9,000	9,000	-	-	-	-	9,000	-	-
WW-New Sanitary Pumping Station Equipment (Woodstock)	C0438I	-	30,000	30,000	30,000	-	-	-	-	30,000	-	-
WW-CCTV Equipment (County-wide)	C0653I	-	50,000	50,000	50,000	-	-	-	-	50,000	-	-
WW-New Treatment Equipment (Tillsonburg)	C0439H	-	9,000	9,000	9,000	-	-	-	-	9,000	-	-
WW-New Collection Equipment (Norwich)	C0441I	-	60,000	60,000	60,000	-	-	-	-	60,000	-	-
WW-Wastewater Master Plan		-	250,000	250,000	-	90,106	-	-	-	90,106	-	159,894
WW-Wastewater Hydraulic Model		-	10,400	10,400	-	-	-	-	-	-	-	10,400
WW-Hydraulic Model Development (Woodstock)		-	69,000	69,000	-	51,668	-	-	-	51,668	-	17,332
WW-Lab testing for ground water samples (Mt Elgin)		-	14,000	14,000	-	-	-	-	-	-	-	14,000
HSG-Zorra AHP Project		-	1,500,000	1,500,000	1,500,000	-	-	-	-	1,500,000	-	-
HSG-Additional security cameras	360463	-	40,000	40,000	-	-	10,000	-	-	10,000	30,000	-
HSG-Eviction Prevention Coordinator [HS 2026-01]		-	108,636	108,636	-	-	108,636	-	-	108,636	-	-
HSG-Affordable Housing Projects Legal		-	60,000	60,000	60,000	-	-	-	-	60,000	-	-
HSG-Additional Funds for Repair Program [NI 2023-07]		-	100,000	100,000	100,000	-	-	-	-	100,000	-	-
BS-GIS Co-op Student [FTE 2027-11]	124000	-	20,745	20,745	-	-	-	-	-	-	20,745	-
BS-Salesforce AI Optimization		-	22,500	22,500	-	-	22,500	-	-	22,500	-	-
BS-System Integration Optimization		-	74,500	74,500	-	-	-	-	-	-	74,500	-

	CAP#	BASE BUDGET	ONE TIME/ CAPITAL	BUDGET COST	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES	REVENUES	TAXATION	W/WW RATES
BS-Salesforce Optimization		-	20,000	20,000	-	-	8,500	-	-	8,500	11,500	-
HR-Employee Engagement Survey		-	12,500	12,500	12,500	-	-	-	-	12,500	-	-
HR-HRIS Support		-	50,000	50,000	50,000	-	-	-	-	50,000	-	-
HR-PDA Updates		-	8,000	8,000	-	-	-	-	-	-	8,000	-
GEN-Reserve contribution for 2024 Market Review funding phase-in		-	142,500	142,500	-	-	-	-	-	-	142,500	-
COU-New Council Expenses		-	19,200	19,200	-	-	-	-	-	-	19,200	-
SI-Advanced Conscious Inclusion Education		-	5,000	5,000	5,000	-	-	-	-	5,000	-	-
SI-Indigenous Education		-	20,000	20,000	20,000	-	-	-	-	20,000	-	-
SI-Strategic Plan update consulting fees		-	50,000	50,000	50,000	-	-	-	-	50,000	-	-
TOUR-Tuition Reimbursement Program		-	1,577	1,577	-	-	-	-	-	-	1,577	-
PS-Paramedic Services Master Plan Phase 2 [PS 2026-04]		-	270,000	270,000	17,500	202,500	-	-	-	220,000	50,000	-
PS-Tuition Reimbursement Program		-	6,000	6,000	-	-	-	-	-	-	6,000	-
PS-Mental Health Supports		-	18,750	18,750	-	-	18,750	-	-	18,750	-	-
PS-Legacy Oil and Gas Well		-	105,000	105,000	-	-	105,000	-	-	105,000	-	-
PS-Dedicated Offload Delay Nurses		-	109,200	109,200	-	-	109,200	-	-	109,200	-	-
FIN-WSIB Actuarial Report		-	10,000	10,000	10,000	-	-	-	-	10,000	-	-
FIN-HRIS project extension implementation costs		-	75,000	75,000	75,000	-	-	-	-	75,000	-	-
OCL-AI Programming		-	5,000	5,000	-	-	-	-	-	-	5,000	-
		-	**5,209,683**	**5,209,683**	**2,358,500**	**808,808**	**382,586**	**-**	**103,550**	**3,653,444**	**851,997**	**704,242**

	CAP#	BASE BUDGET	ONE TIME/ CAPITAL	BUDGET COST	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES	REVENUES	TAXATION	W/WW RATES
SERVICE LEVEL												
FAC-Boralex Easement		-	-	-	-	-	-	-	15,300	15,300	(15,300)	-
RDS-Transportation Services Co-op Student [FTE 2027-03]		25,043	-	25,043	-	-	-	-	-	-	25,043	-
RDS-Temporary Truck and Backhoe Operators [FTE 2027-02]		137,400	-	137,400	-	-	-	-	-	-	137,400	-
RDS-Truck and Backhoe Operators [FTE 2027-01]		201,917	-	201,917	-	-	-	-	-	-	201,917	-
RDS-Speed Radar Signs Software		7,500	-	7,500	-	-	-	-	-	-	7,500	-
WM-Trailer	C0474L	1,110	10,572	11,682	10,500	-	-	-	-	10,500	1,182	-
WAT-City of Woodstock Service Provider - Water Distribution Contract		85,658	91,399	177,057	-	-	-	-	-	-	-	177,057

	CAP#	BASE BUDGET	ONE TIME/ CAPITAL	BUDGET COST	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES	REVENUES	TAXATION	W/WW RATES
WW-Wastewater Treatment Operator [FTE 2027-04]	C0470H	137,565	91,750	229,315	90,675	-	-	-	-	90,675	-	138,640
HS-Program Integrity Worker [FTE 2027-05]	300000	108,263	4,100	112,363	-	-	56,182	-	-	56,182	56,181	-
HSG-Enhancing Rent Supplements Program		75,000	-	75,000	-	-	-	-	-	-	75,000	-
HSG-End of Mortgage Agreements [HS 2024-05]		220,028	-	220,028	-	-	-	-	-	-	220,028	-
WFL-Maintenance Vehicle		(6,885)	13,000	6,115	-	-	-	-	-	-	6,115	-
WFL-Policy Management Software		7,786	1,830	9,616	-	-	9,616	-	-	9,616	-	-
WFL-Personal Support Worker [FTE 2027-06]		426,514	-	426,514	-	-	-	-	-	-	426,514	-
WFL-Ingersoll New Laundry Services Contract		(40,625)	-	(40,625)	-	-	-	-	-	-	(40,625)	-
WFL-Disposable Peri Wipes (Satellites)		20,000	-	20,000	-	-	-	-	-	-	20,000	-
WFL-Business Operations Analyst (LTC) [FTE 2027-07]	391000	135,868	5,500	141,368	-	-	-	-	-	-	141,368	-
WFL-Additional streaming services		1,156	-	1,156	-	-	-	-	-	-	1,156	-
CS-Support Services Clerk [FTE 2027-10]		19,003	-	19,003	-	-	-	-	-	-	19,003	-
BS-Upgrade MapIT and GLIMR (Geographic Land Information and Mapping Resource)		11,000	-	11,000	-	-	-	-	-	-	11,000	-
BS-Increased Web Traffic		14,720	-	14,720	-	-	-	-	-	-	14,720	-
IT-Cloud Backups		13,000	-	13,000	-	-	-	-	-	-	13,000	-
IT-Systems and Applications Analyst [FTE 2027-09]	123000	130,347	6,100	136,447	-	-	-	-	-	-	136,447	-
IT-Password Manager All Staff		22,500	-	22,500	-	-	-	-	-	-	22,500	-
IT-Council Live Streaming		5,300	-	5,300	-	-	-	-	-	-	5,300	-
IT-OCAB Internet Increased Speed and Capacity		24,500	-	24,500	-	-	-	-	-	-	24,500	-
IT-Municipal Network Expansion		19,500	-	19,500	-	-	-	-	-	-	19,500	-
IT-Server Technical Support		9,500	-	9,500	-	-	-	-	-	-	9,500	-
IT-Storage Technical Support		20,000	-	20,000	-	-	-	-	-	-	20,000	-
IT-Council AV Support		5,000	-	5,000	-	-	-	-	-	-	5,000	-
HR-Senior Manager of Human Resources [FTE 2027-08]	112000	221,445	3,100	224,545	-	-	-	-	-	-	224,545	-
CLK-Privacy and Governance Coordinator [FTE 2027-12]	122000	129,553	6,100	135,653	-	-	-	-	-	-	135,653	-
TOUR-Tourism Clerk [FTE 2027-13]		32,991	-	32,991	-	-	-	-	-	-	32,991	-
SCE-Multimedia Specialist [FTE 2027-14]	113000	97,666	3,150	100,816	-	-	-	-	100,816	100,816	-	-
PS-Logistics On Call		20,186	-	20,186	-	-	-	-	-	-	20,186	-
PS-Superintendent Regulatory Compliance [FTE 2027-15]	C0658O	173,527	6,100	179,627	72,178	-	-	-	-	72,178	107,449	-
PS-Ambulance Cell Phones		5,400	10,800	16,200	-	-	-	-	-	-	16,200	-

	CAP#	BASE BUDGET	ONE TIME/ CAPITAL	BUDGET COST	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES	REVENUES	TAXATION	W/WW RATES
PS-Virtual Emergency Operations Centre Maintenance		5,000	-	5,000	-	-	-	-	-	-	5,000	-
FIN-Finance Coordinator [FTE 2027-16]	120000	111,118	5,500	116,618	-	-	-	-	-	-	116,618	-
PLN-Increased Contribution to Planning Reserve		30,000	-	30,000	-	-	-	-	-	-	30,000	-
OCL-Increased Usage Demand		5,400	-	5,400	-	-	-	-	-	-	5,400	-
OCL-Makerspace Facilitator [FTE 2027-17]	C0670T	64,349	2,500	66,849	-	-	-	-	-	-	66,849	-
OCL-Mount Elgin Library Space [HRCS 2026-06]	C0659T	21,655	150,000	171,655	60,000	90,000	-	-	-	150,000	21,655	-
OCL-Minor branch hour changes		19,961	-	19,961	-	-	-	-	-	-	19,961	-
		2,775,919	**411,501**	**3,187,420**	**233,353**	**90,000**	**65,798**	**-**	**116,116**	**505,267**	**2,366,456**	**315,697**

	CAP#	BASE BUDGET	ONE TIME/ CAPITAL	BUDGET COST	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES	REVENUES	TAXATION	W/WW RATES
NEW INFRASTRUCTURE												
FAC-Solar Photovoltaic	911900	-	254,600	254,600	-	-	-	254,600	-	254,600	-	-
FAC-Renewables Project (Ingersoll WWTP)	C0085E	-	50,000	50,000	-	-	-	50,000	-	50,000	-	-
FAC-Electrical Disconnect for EV Charger	911900	-	130,000	130,000	130,000	-	-	-	-	130,000	-	-
RDS-Works Yard Additional Parking	C0666B	-	60,000	60,000	-	-	-	-	-	-	60,000	-
RDS-New Pedestrian Crossings Design OR35 Woodstock	C0003B	-	25,000	25,000	-	5,000	-	-	-	5,000	20,000	-
RDS-Bike Lanes OR59	C0020V	-	750,000	750,000	-	319,269	-	-	-	319,269	430,731	-
RDS-Intersection Illumination	C0110B	-	30,000	30,000	-	6,000	-	-	-	6,000	24,000	-
RDS-Traffic Calming	C0234A	-	150,000	150,000	-	30,000	-	-	-	30,000	120,000	-
RDS-New Bridge Guiderails	C0624C	-	280,000	280,000	280,000	-	-	-	-	280,000	-	-
RDS-Intersection Upgrades	C0019A	-	300,000	300,000	300,000	-	-	-	-	300,000	-	-
RDS-New Traffic Signals	C0026W	-	100,000	100,000	100,000	-	-	-	-	100,000	-	-
RDS-Springford to Tillsonburg Trail	C0611S	-	463,000	463,000	-	-	231,500	-	50,000	281,500	181,500	-
RDS-Intersection Safety Reviews	C0662A	-	100,000	100,000	100,000	-	-	-	-	100,000	-	-
RDS-Springford Yard Lean-to Roof	C0673D	-	30,000	30,000	-	-	-	-	-	-	30,000	-
RDS-Springford YardWaste Depot Concrete Pad	C0673D	-	40,000	40,000	40,000	-	-	-	-	40,000	-	-
RDS-New Pedestrian Crossings OR15 Fyfe	C0013B	-	150,000	150,000	-	30,000	-	-	-	30,000	120,000	-
RDS-New Pedestrian Crossings Design OR24 Elizabeth	C0015B	-	25,000	25,000	-	5,000	-	-	-	5,000	20,000	-
RDS-New Pedestrian Crossings Design OR15 St Patricks	C0017B	-	25,000	25,000	-	5,000	-	-	-	5,000	20,000	-

	CAP#	BASE BUDGET	ONE TIME/ CAPITAL	BUDGET COST	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES	REVENUES	TAXATION	W/WW RATES
RDS-Bike Lanes OR119	C0021V	-	15,000	15,000	-	-	-	-	-	-	15,000	-
RDS-Bike Lanes OR10	C0481V	-	35,000	35,000	-	14,894	-	-	-	14,894	20,106	-
WM-Wellfield Expansion - Phase 2	900032	-	50,000	50,000	50,000	-	-	-	-	50,000	-	-
WM-Transfer Station Expansion	C0601L	-	10,000	10,000	10,000	-	-	-	-	10,000	-	-
WM-Closed Landfill Monitoring	C0646L	-	175,000	175,000	175,000	-	-	-	-	175,000	-	-
WAT-SW Industrial Park (Ingersoll)	C0289K	-	100,000	100,000	32,114	67,886	-	-	-	100,000	-	-
WAT-Wallace Line Industrial Park (Ingersoll)	960338	-	3,060,000	3,060,000	982,666	2,077,334	-	-	-	3,060,000	-	-
WAT-Plattsville Manganese Filtration (Township)	C0078J	-	315,000	315,000	252,000	63,000	-	-	-	315,000	-	-
WAT-Princeton Supply Redundancy (Township)	C0077K	-	100,000	100,000	100,000	-	-	-	-	100,000	-	-
WAT-Watermain Oversizing (Tillsonburg)	C0651K	-	66,000	66,000	6,600	59,400	-	-	-	66,000	-	-
WAT-Plattsville New Well (Township)	C0081J	-	200,000	200,000	200,000	-	-	-	-	200,000	-	-
WAT-Beachville New Well (Township)	C0082J	-	175,000	175,000	175,000	-	-	-	-	175,000	-	-
WAT-Embro CT Enhancement (Township)	C0080J	-	400,000	400,000	62,182	22,343	-	315,475	-	400,000	-	-
WAT-Watermain Oversizing (Ingersoll)	C0030K	-	75,000	75,000	75,000	-	-	-	-	75,000	-	-
WAT-Boosted Pressure (Tillsonburg)	C0091K	-	199,000	199,000	199,000	-	-	-	-	199,000	-	-
WAT-Watermain Oversizing (Woodstock)	C0090K	-	514,000	514,000	154,761	359,239	-	-	-	514,000	-	-
WAT-North-East Watermain Additional (Woodstock)	C0232K	-	4,000	4,000	1,203	2,797	-	-	-	4,000	-	-
WAT-Watermain Victoria Wood Extension (Tillsonburg)	960251	-	12,000	12,000	-	12,000	-	-	-	12,000	-	-
WAT-North-East Watermain Tower Site (Woodstock)	C0227K	-	143,000	143,000	43,057	4,549	-	95,394	-	143,000	-	-
WAT-North-East Watermain 401 Crossing (Woodstock)	C0228K	-	275,000	275,000	82,796	3,924	-	188,280	-	275,000	-	-
WAT-North-East Watermain Easement (Woodstock)	C0229K	-	22,000	22,000	6,626	1,115	-	14,259	-	22,000	-	-
WAT-North-East Watermain Row to E Limit (Woodstock)	C0230K	-	90,000	90,000	27,073	3,455	-	59,472	-	90,000	-	-
WW-Wastewater Treatment Capacity Expansion (Mt Elgin)	950905	-	750,000	750,000	129,490	620,510	-	-	-	750,000	-	-
WW-Wastewater Treatment Plant Upgrade/Expansion (Tavistock)	C0068H	-	1,000,000	1,000,000	627,699	372,301	-	-	-	1,000,000	-	-
WW-Lagoon Expansion (Norwich)	C0066H	-	500,000	500,000	183,537	316,463	-	-	-	500,000	-	-
WW-Sanitary Oversizing (Woodstock)	C0252I	-	67,000	67,000	67,000	-	-	-	-	67,000	-	-
WW-SE Trunk Sewer Upgrades (Woodstock)	C0264I	-	520,000	520,000	229,331	290,669	-	-	-	520,000	-	-
WW-Wastewater Treatment Capacity Expansion (Tillsonburg)	C0057H	-	500,000	500,000	309,806	190,194	-	-	-	500,000	-	-
WW-Sanitary Oversizing (Ingersoll)	C0030I	-	140,000	140,000	140,000	-	-	-	-	140,000	-	-

	CAP#	BASE BUDGET	ONE TIME/ CAPITAL	BUDGET COST	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES	REVENUES	TAXATION	W/WW RATES
WW-Wallace Line Industrial Park (Ingersoll)	C0291I	-	3,628,000	3,628,000	1,115,411	2,512,589	-	-	-	3,628,000	-	-
WW-SW Industrial Park (Ingersoll)	C0293I	-	100,000	100,000	30,748	69,252	-	-	-	100,000	-	-
WW-North-East Service OR2 Extension (Woodstock)	C0271I	-	404,000	404,000	121,705	282,295	-	-	-	404,000	-	-
WW-Sanitary on Jack Ross Upsizing (Woodstock)	C0668I	-	700,000	700,000	700,000	-	-	-	-	700,000	-	-
WW-Pattullo Trunk Realign (Woodstock)	C0649I	-	6,000,000	6,000,000	1,807,670	1,642,330	-	2,550,000	-	6,000,000	-	-
WW-North-East Forcemain Tower Site (Woodstock)	C0272I	-	169,000	169,000	50,895	118,105	-	-	-	169,000	-	-
WW-North-East Forcemain 401 Crossing (Woodstock)	C0273I	-	246,000	246,000	(412,948)	658,948	-	-	-	246,000	-	-
WW-North-East Forcemain OR2 to ST A (Woodstock)	C0274I	-	127,000	127,000	(526,361)	653,361	-	-	-	127,000	-	-
WW-William St Pumping Station (Tavistock)	C0069I	-	3,500,000	3,500,000	2,236,368	1,263,632	-	-	-	3,500,000	-	-
		-	**27,348,600**	**27,348,600**	**10,395,429**	**12,082,854**	**231,500**	**3,527,480**	**50,000**	**26,287,263**	**1,061,337**	**-**

	CAP#	BASE BUDGET	ONE TIME/ CAPITAL	BUDGET COST	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES	REVENUES	TAXATION	W/WW RATES
SERVICE LEVEL GAPPING												
WW-Wastewater Master Plan		-	(125,000)	(125,000)	-	-	-	-	-	-	-	(125,000)
WAT-Water Master Plan		-	(125,000)	(125,000)	-	-	-	-	-	-	-	(125,000)
RDS-Transportation Master Plan		-	(250,000)	(250,000)	-	(187,500)	-	-	-	(187,500)	(62,500)	-
WM-Trailer		-	(555)	(555)	-	-	-	-	-	-	(555)	-
SCE-Multimedia Designer [FTE 2027-14]		-	-	-	-	-	-	-	-	-	-	-
FIN-Finance Coordinator [FTE 2027-16]		-	(27,000)	(27,000)	-	-	-	-	-	-	(27,000)	-
IT-Systems and Applications Analyst [FTE 2027-09]		-	(32,012)	(32,012)	-	-	-	-	-	-	(32,012)	-
RDS-Temporary Truck and Backhoe Operators [FTE 2027-02]		-	(90,400)	(90,400)	-	-	-	-	-	-	(90,400)	-
RDS-Truck and Backhoe Operators [FTE 2027-01]		-	(83,632)	(83,632)	-	-	-	-	-	-	(83,632)	-
WFL-Business Operations Analyst (LTC) [FTE 2027-07]		-	(22,646)	(22,646)	-	-	-	-	-	-	(22,646)	-
WFL-Personal Support Worker [FTE 2027-06]		-	(35,500)	(35,500)	-	-	-	-	-	-	(35,500)	-
OCL-Mount Elgin Library Space [HRCS 2026-06]		-	(21,655)	(21,655)	-	-	-	-	-	-	(21,655)	-
WW-Wastewater Treatment Operator [FTE 2027-04]		-	(37,483)	(37,483)	-	-	-	-	-	-	-	(37,483)
WFL-Maintenance Vehicle		-	5,646	5,646	-	-	-	-	-	-	5,646	-
		-	**(845,237)**	**(845,237)**	**-**	**(187,500)**	**-**	**-**	**-**	**(187,500)**	**(370,254)**	**(287,483)**

Capital Contributions

Capital reserves to reserves to achieve the County's Asset Management Plan Investment Target.

	Rates	Rates %	Levy	Levy %
Capital Reserve Contribution	2,617,075	0.7%	1,463,576	1.4%
	2,617,075	0.7%	1,463,576	1.4%

	CAP#	BASE BUDGET	ONE TIME/ CAPITAL	BUDGET COST	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES	REVENUES	TAXATION	W/WW RATES
CAPITAL RESERVE CONTRIBUTION												
FAC-Capital Contribution Change		52,526	-	52,526	-	-	-	-	-	-	52,526	-
FLT-Capital Contribution Change		(12,176)	-	(12,176)	-	-	-	-	(31,026)	(31,026)	18,850	-
RDS-Capital Contribution Change (Roads)		1,000,000	-	1,000,000	-	-	-	-	-	-	1,000,000	-
RDS-End doubling of OCIF Grant		-	-	-	-	-	-	-	-	-	-	-
WM-Capital Contribution Change		191,000	-	191,000	-	-	-	-	-	-	191,000	-
WAT-Capital Contribution Change (Ingersoll)		173,566	-	173,566	-	-	-	-	-	-	-	173,566
WAT-Capital Contribution Change (Townships)		233,000	-	233,000	-	-	-	-	-	-	-	233,000
WAT-Capital Contribution Change (Woodstock)		504,943	-	504,943	-	-	-	-	-	-	-	504,943
WAT-Capital Contribution Change (Tillsonburg)		278,192	-	278,192	-	-	-	-	-	-	-	278,192
WW-Capital Contribution Change (Woodstock)		584,484	-	584,484	-	-	-	-	-	-	-	584,484
WW-Capital Contribution Change (Tillsonburg)		396,608	-	396,608	-	-	-	-	-	-	-	396,608
WW-Capital Contribution Change (Ingersoll)		11,355	-	11,355	-	-	-	-	-	-	-	11,355
WW-Capital Contribution Change (Norwich)		7,780	-	7,780	-	-	-	-	-	-	-	7,780
WW-Capital Contribution Change (Tavistock)		352,841	-	352,841	-	-	-	-	-	-	-	352,841
WW-Capital Contribution Change (Plattsville)		7,590	-	7,590	-	-	-	-	-	-	-	7,590
WW-Capital Contribution Change (Thamesford)		11,948	-	11,948	-	-	-	-	-	-	-	11,948
WW-Capital Contribution Change (Drumbo)		2,405	-	2,405	-	-	-	-	-	-	-	2,405
WW-Capital Contribution Change (Mt Elgin)		21,575	-	21,575	-	-	-	-	-	-	-	21,575
WW-Capital Contribution Change (Embro)		9,763	-	9,763	-	-	-	-	-	-	-	9,763
WW-Capital Contribution Change (Innerkip)		21,025	-	21,025	-	-	-	-	-	-	-	21,025
HSG-Capital Contribution Change		71,000	-	71,000	-	-	-	-	-	-	71,000	-
WFL-Capital Contribution Change		43,000	-	43,000	-	-	-	-	-	-	43,000	-
PS-Capital Contribution Change		45,200	-	45,200	-	-	-	-	-	-	45,200	-
OCL-Capital Contribution Change		42,000	-	42,000	-	-	-	-	-	-	42,000	-
		4,049,625	-	4,049,625	-	-	-	-	(31,026)	(31,026)	1,463,576	2,617,075

Council Commitments

Significant new programs or services that are intended to have a lasting impact.

	Rates	Rates %	Levy	Levy %
Council-approved commitments	-	0.0%	1,800,083	1.7%
Prior year initiative gapping	12,906	0.0%	450,579	0.4%
	12,906	0.0%	2,250,662	2.1%

	CAP#	BASE BUDGET	ONE TIME/ CAPITAL	BUDGET COST	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES	REVENUES	TAXATION	W/WW RATES
CARRYOVER/IN-YEAR APPROVAL												
RDS-Cobble Hills Road Rationalization [PW 2026-28]		69,640	-	69,640	-	-	-	-	-	-	69,640	-
WM-Remaining County Organics Program Roll-out		1,264,628	80,600	1,345,228	-	-	-	-	-	-	1,345,228	-
WM-Contract Landfill Labourer [FTE 2026-07]		-	46,090	46,090	-	-	-	-	46,090	46,090	-	-
HSG-Homelessness Support Centre [HS (CS) 2026-02]	366000	468,000	1,500,000	1,968,000	1,968,000	-	-	-	-	1,968,000	-	-
WFL- Community Access to LTC (Family Transition) [BT2026-12]		-	250,024	250,024	-	-	250,024	-	-	250,024	-	-
WFL-Mental Health Resource Nurse (No funding received in 2026 Budget)		(115,140)	-	(115,140)	-	-	(115,140)	-	-	(115,140)	-	-
PS-Tavistock Base Permanent Location Addition [PS 2026-01]		38,820	-	38,820	-	-	-	-	-	-	38,820	-
PS-Ambulance Fleet Enhancement [NI 2026-08]	510000	-	185,000	185,000	-	-	-	-	-	-	185,000	-
PS-Primary Care Paramedics [FTE 2026-14]	510000	-	185,000	185,000	-	23,605	-	-	-	23,605	161,395	-
PLN-New Oxford County Official Plan [NI 2026-09]		-	1,296,000	1,296,000	493,200	802,800	-	-	-	1,296,000	-	-
		1,725,948	**3,542,714**	**5,268,662**	**2,461,200**	**826,405**	**134,884**	**-**	**46,090**	**3,468,579**	**1,800,083**	**-**

Investing in the People Who Deliver County Services

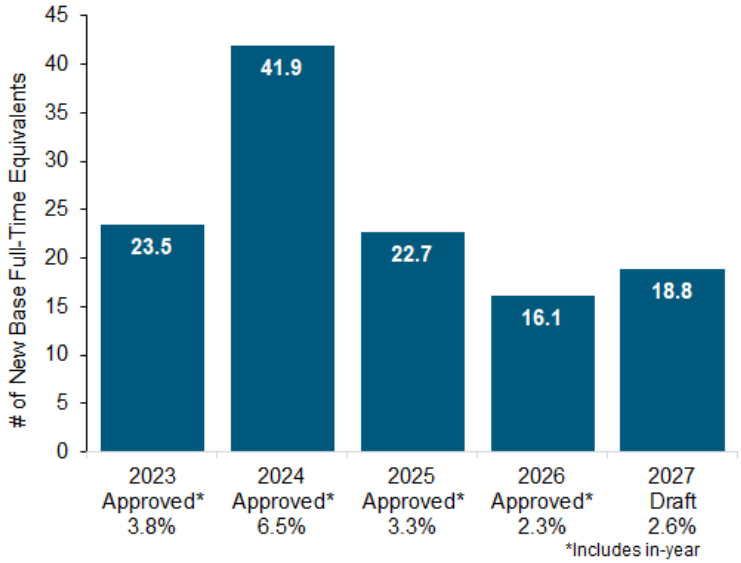
Technology and process improvements continue to help the County deliver services more efficiently; however, many essential public services remain people-driven. Paramedics, nurses, water system operators and other County employees are directly responsible for delivering and supporting the programs and services residents rely on every day.

The 2027 Budget includes a base complement of **741.5 FTEs** and an increase of **18.8 FTEs**, or **2.6%.** These additional positions represent targeted investments to respond to service demands, support growing departments and programs, operate new capital assets as they come into service, and provide the corporate and operational capacity needed to deliver services effectively.

Each proposed FTE is considered based on the service need it addresses and the value it provides to the County and community, as further outlined in the table on the next page.

Additional details on individual staffing changes, including the operational need and expected benefit, are provided within departmental Business Plans.

Staffing Growth



One-Time Full-time Equivalent Plan (FTE) Summary

In addition to the base complement, the 2027 Budget includes **4.2** one-time FTEs to provide targeted capacity for specific, time-limited needs. As detailed in the chart below, these positions include a combination of grant-funded resources, carry-over positions supporting ongoing initiatives, and new short-term FTEs associated with specific projects or priorities. This approach allows the County to add capacity where it is needed while clearly distinguishing temporary staffing investments from permanent additions to the organization's base complement.

Department/Division	2027 Temp Request	Position	More Information	County Levy	Library Levy	Water and Wastewater	Grants
Facilities and Fleet	**0.8**	Energy Analyst	FTE 2026-02				0.8
Waste Management	**0.6**	Landfill Labourer (year 2 of 2)	FTE 2026-07	0.6			
Business Systems	**0.3**	GIS Co-op Student	FTE 2027-11	0.3			
Housing	**1.0**	Eviction Prevention Coordinator	HS 2026-01				1.0
Woodingford Lodge	**1.5**	Personal Support Worker	BT 2026-12				1.5
Total	**4.2**			**0.9**	**-**	**-**	**3.3**

Base Full-time Equivalent Plan (FTE) Summary

Department/Division	Total 2027 Budget	Change	Position	More Information	County Levy	Library Levy	Water and Wastewater	Grants
Administration	**2.0**							
Engineering and Construction	**25.3**							
Facilities and Fleet	**19.0**							
Transportation Services	**41.6**	2.0	Fulltime Truck and Backhoe Operators	FTE 2027-01	2.0			
		1.6	Seasonal Truck and Backhoe Operators	FTE 2027-02	1.6			
		0.3	Co-op Student	FTE 2027-03	0.3			
Waste Management	**18.4**							
Water and Wastewater Services	**68.3**	1.0	Wastewater Treatment Operator	FTE 2027-04			1.0	
Public Works	**174.6**	**4.9**			**3.9**	**-**	**1.0**	**-**
CAO Office	**2.0**							
Strategic Initiatives	**5.0**							
Tourism	**4.0**	0.6	Tourism Clerk	FTE 2027-13	0.6			
Strategic Communication	**7.0**	1.0	Multimedia Specialist	FTE 2027-14	1.0			
Clerks	**5.0**	1.0	Privacy and Governance Coordinator	FTE 2027-12	1.0			
Provincial Offences Administration	**5.0**							
CAO	**28.0**	**2.6**			**2.6**	**-**	**-**	**-**
Human Resources	**13.0**	1.0	Senior Manager of Human Resources	FTE 2027-08	1.0			
Information Technology	**14.7**	1.0	IT Systems and Applications Analyst	FTE 2027-09	1.0			
Business Systems	**16.1**	0.3	Support Services Clerk - Customer Service	FTE 2027-10	0.3			
HR and Corporate Services	**43.8**	**2.3**			**2.3**	**-**	**-**	**-**
Community Services	**26.2**	1.0	Program Integrity Worker	FTE 2027-05				1.0
Child Care	**14.4**							
Housing	**11.2**							
Integrated Services	**2.2**							
Human Services	**54.0**	**1.0**			**-**	**-**	**-**	**1.0**
Paramedic Services	**98.5**	1.0	Superintendent - Regulatory Compliance	FTE 2027-15	1.0			
Community Paramedicine	**12.6**							
Paramedic Services	**111.1**	**1.0**			**1.0**	**-**	**-**	**-**
Woodingford Lodge	**244.0**	4.2	Personal Support Worker	FTE 2027-06	4.2			
		1.0	Business Operations Analyst (LTC)	FTE 2027-07	1.0			
Financial Services	**23.0**	1.0	Finance Coordinator	FTE 2027-16	1.0			
Community Planning	**20.7**							
Oxford County Library	**42.3**	0.6	Makerspace Facilitator	FTE 2027-17		0.6		
		0.2	Programming support changes (various positions)	N/A		0.2		
Total	**741.5**	**18.8**			**16.0**	**0.8**	**1.0**	**1.0**

Interdepartmental allocations distribute the costs of shared services and support activities to the County programs that use or benefit from them. This ensures each program's budget reflects the full cost of delivering its services by functional area and helps maximize available program funding by appropriately allocating support costs. Because these allocations are a reallocation of costs from one functional area to another, the expenses charged to programs are offset by interdepartmental revenues in the departments providing the service. The objective is a reasonable, consistent and transparent distribution of costs across County services.

Divisions that currently allocate costs include Human Resources, Customer Service, Finance, Information Technology, Facilities and Fleet.

Support Services Allocations

Finance	Corporate financial support, including payroll, accounts payable and receivable, budgeting, financial reporting, asset management, development-related finance, capital planning and purchasing.
Human Resources	Corporate support for recruitment, health and safety, collective bargaining and benefits administration.
IT	IT support, network and software costs, device lifecycle replacement, copier leases and phone operating and capital costs.
Customer Service	Customer service support, and interoffice and mail delivery

Facilities and Fleet Allocations

Fleet	Fleet operating costs and annual capital replacement costs
Facilities	Facility operating costs (including OCAB) and capital reserve contribution

The following two tables summarize the allocation charges across the County’s divisions.

Interdepartmental - Support Services Allocations

	2026 Finance	2027 Finance	2026 Human Resources	2027 Human Resources	2026 Information Technology	2027 Information Technology	2026 Customer Service	2027 Customer Service	2026 Total	2027 Total	%
Council	12,468	11,649	-	-	4,106	4,579	4,848	6,731	**21,422**	**22,959**	**7.2%**
CAO											
CAO Office	10,167	4,786	3,594	4,059	10,076	10,536	6,046	6,731	**29,883**	**26,112**	**(12.6%)**
Strategic Initiatives	4,920	6,229	7,189	10,145	18,521	26,797	4,848	6,731	**35,478**	**49,902**	**40.7%**
Clerks	15,565	13,482	8,985	8,116	25,126	39,451	12,091	8,413	**61,767**	**69,462**	**12.5%**
Strategic Communications	10,839	10,803	10,783	14,204	33,410	35,469	4,848	6,731	**59,880**	**67,207**	**12.2%**
POA	31,572	31,885	8,985	10,145	73,297	96,534	9,082	8,413	**122,936**	**146,977**	**19.6%**
Tourism	12,168	13,919	6,829	8,116	18,663	20,325	4,848	6,731	**42,508**	**49,091**	**15.5%**
Total	**85,231**	**81,104**	**46,365**	**54,785**	**179,093**	**229,112**	**41,763**	**43,750**	**352,452**	**408,751**	**16.0%**
Public Works											
Facilities	248,833	257,925	36,660	40,176	99,735	96,263	45,471	58,892	**430,699**	**453,256**	**5.2%**
Engineering Services	57,576	58,862	45,646	51,336	135,808	142,175	18,139	8,413	**257,169**	**260,786**	**1.4%**
Transportation Services	293,064	339,598	121,483	149,545	138,531	147,245	31,703	58,892	**584,781**	**695,280**	**18.9%**
Waste Management	264,686	239,588	52,834	58,033	47,645	52,860	108,771	143,026	**473,936**	**493,507**	**4.1%**
Water and Wastewater Services	965,994	1,042,040	152,572	175,111	612,279	684,263	95,523	92,545	**1,826,368**	**1,993,959**	**9.2%**
Total	**1,830,153**	**1,938,013**	**409,195**	**474,201**	**1,033,998**	**1,122,806**	**299,607**	**361,768**	**3,572,953**	**3,896,788**	**9.1%**
Human Services											
Human Services	173,164	163,840	88,416	97,803	186,299	117,210	53,363	58,892	**501,242**	**437,745**	**(12.7%)**
Family and Child Care Services	134,911	151,341	45,645	51,538	110,206	108,423	6,004	3,364	**296,766**	**314,666**	**6.0%**
Housing	137,709	160,692	20,127	32,871	24,488	39,487	6,731	8,413	**189,055**	**241,463**	**27.7%**
Integrated Services	-	-	3,953	4,465	-	-	-	-	**3,953**	**4,465**	**13.0%**
Total	**445,784**	**475,873**	**158,141**	**186,677**	**320,993**	**265,120**	**66,098**	**70,669**	**991,016**	**998,339**	**0.7%**
Woodingford Lodge	684,524	813,324	935,258	1,064,617	746,858	740,103	29,619	11,777	**2,396,259**	**2,629,821**	**9.7%**
Business Systems	18,517	15,590	22,105	27,596	80,902	79,893	12,091	8,413	**133,615**	**131,492**	**(1.6%)**
Paramedic Services	240,281	281,026	538,659	587,604	263,895	474,447	3,715	1,683	**1,046,550**	**1,344,760**	**28.5%**
Library	137,113	155,525	73,142	83,599	764,945	831,235	14,734	8,710	**989,934**	**1,079,069**	**9.0%**
Community Planning	42,482	37,604	37,200	42,003	116,841	128,517	19,363	25,240	**215,886**	**233,364**	**8.1%**
Total	**3,496,553**	**3,809,708**	**2,220,065**	**2,521,082**	**3,511,631**	**3,875,812**	**491,838**	**538,741**	**9,720,087**	**10,745,343**	**10.5%**
$ Variance		*313,155*		*301,017*		*364,181*		*46,903*		**1,025,256**	
% Variance		*9.0%*		*13.6%*		*10.4%*		*9.5%*		**10.5%**	

Interdepartmental – Fleet and Facilities

	2026 FACILITIES	2027 FACILITIES	VARIANCE $	VARIANCE %	2026 FLEET	2027 FLEET	VARIANCE $	VARIANCE %
COUNCIL	**115,100**	**117,100**	**2,000**	**1.7%**				
CAO								
CAO OFFICE	20,100	18,200	**-1,900**	**(9.5%)**				
STRATEGIC INITIATIVES	10,100	14,400	**4,300**	**42.6%**				
TOURISM	9,500	9,600	**100**	**1.1%**				
STRATEGIC COMM & ENGAGEMENT	27,500	24,700	**-2,800**	**(10.2%)**				
CLERKS	82,000	84,400	**2,400**	**2.9%**				
POA	134,000	136,700	**2,700**	**2.0%**				
TOTAL CAO	283,200	288,000	**4,800**	**1.7%**				
FINANCIAL SERVICES	**79,100**	**89,500**	**10,400**	**13.1%**				
HUMAN RESOURCES AND CORPORATE SERVICES								
HUMAN RESOURCES	39,900	40,700	**800**	**2.0%**				
INFORMATION TECHNOLOGY	62,800	64,000	**1,200**	**1.9%**				
BUSINESS SYSTEMS	23,400	23,800	**400**	**1.7%**				
CUSTOMER SERVICE	34,700	26,400	**-8,300**	**(23.9%)**				
TOTAL HUMAN RESOURCES AND CORPORATE SERVICES	160,800	154,900	**-5,900**	**(3.7%)**				
PUBLIC WORKS								
ADMINISTRATION	230,726	233,798	**3,072**	**1.3%**				
ENGINEERING					131,136	139,660	**8,524**	**6.5%**
FACILITIES					169,000	176,980	**7,980**	**4.7%**
TRANSPORTATION SERVICES	581,525	624,809	**43,284**	**7.4%**	2,698,971	2,916,553	**217,582**	**8.1%**
WASTE MANAGEMENT	207,641	173,757	**-33,884**	**(16.3%)**	1,019,926	1,094,593	**74,667**	**7.3%**
TOTAL PUBLIC WORKS	1,019,892	1,032,364	**12,472**	**1.2%**	4,019,033	4,327,786	**308,753**	**7.7%**
WOODINGFORD LODGE	**53,663**	**54,693**	**1,030**	**1.9%**		**21,115**	**21,115**	
HUMAN SERVICES								
COMMUNITY SERVICES	114,900	117,100	**2,200**	**1.9%**				
CHILD CARE	153,436	128,005	**-25,431**	**(16.6%)**				
HOUSING	561,884	567,606	**5,722**	**1.0%**				
TOTAL HUMAN SERVICES	830,220	812,711	**-17,509**	**(2.1%)**				
PARAMEDIC SERVICES	**637,762**	**715,279**	**77,517**	**12.2%**	**89,790**	**99,186**	**9,396**	**10.5%**
PLANNING	**89,000**	**92,900**	**3,900**	**4.4%**				
LIBRARY	**817,532**	**794,107**	**-23,425**	**(2.9%)**	**35,801**	**71,690**	**35,889**	**100.2%**
WASTEWATER	**3,670,813**	**3,730,986**	**60,173**	**1.6%**	**612,802**	**664,925**	**52,123**	**8.5%**
WATER	**2,394,883**	**2,449,890**	**55,007**	**2.3%**	**644,468**	**660,391**	**15,923**	**2.5%**
	10,151,965	**10,332,430**	**180,465**	**1.8%**	**5,401,894**	**5,845,093**	**443,199**	**8.2%**

The County maintains several types of reserves and reserve funds, and with the exception of Development Charges Reserves, these reserves are governed by the County's Reserve Policy 6.2, which is reviewed annually.

Operating Budget Support Reserves

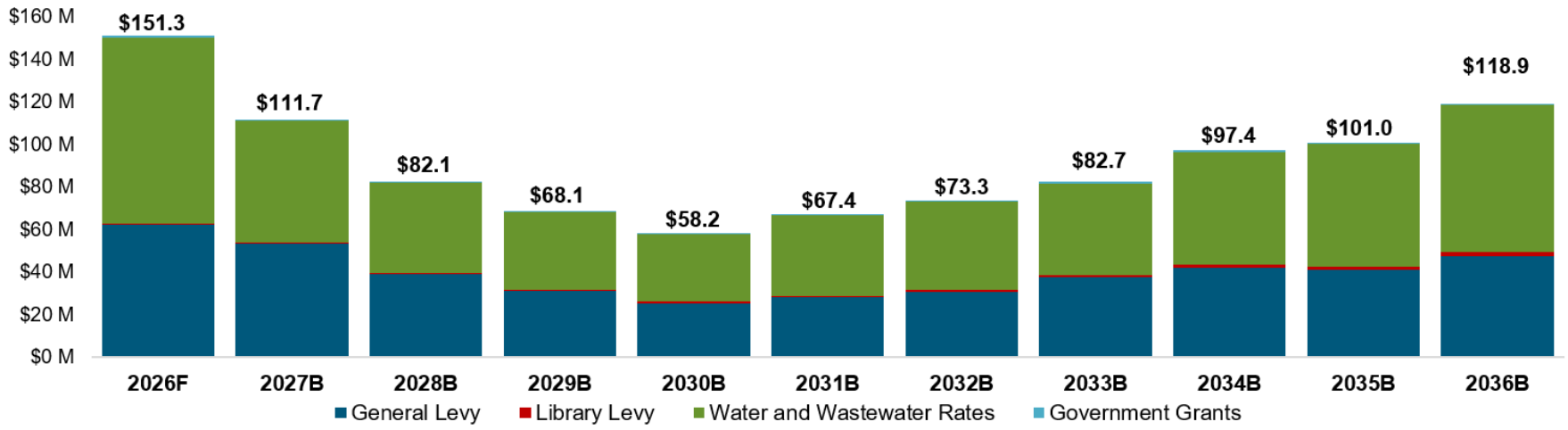
Stabilization reserves	Program-specific reserves
Manage unforeseen financial pressures and help stabilize year-over-year funding requirements.	Established to support specific programs or initiatives or to hold dedicated funding received for a particular purpose.

Capital Supported Reserves

Capital Reserves	Government Funded Reserves
Provide funding for the renewal and replacement of the County's existing capital assets and other unforeseen capital needs. As the County's infrastructure grows, ongoing contributions to these reserves help ensure sufficient funding is available to maintain and replace assets over their lifecycle.	Hold funding received from the provincial and federal governments, including OCIF and the Canada Community-Building Fund. Funding is applied to eligible projects and future budgets in accordance with each program's requirements

Reserve balances help fund current and future capital needs while limiting significant fluctuations in taxes and user fees. During times of high or significant capital expenditures on lifecycle activities for existing assets, it is natural to see a decline in capital reserve balances. As shown below, balances are projected to decline in the near term as capital investment remains elevated, before beginning to recover in 2031 as capital spending is projected to decline.

Capital Supported Reserve Balances (in millions)



Reserve Continuity Report

	2026 OPENING BALANCE	2026 FORECAST INTEREST	2026 FORECAST TO	2026 FORECAST FROM	2026 FORECAST BALANCE	2027 BUDGET INTEREST	2027 BUDGET TO	2027 BUDGET FROM	2027 RESERVE REALIGN	2027 BUDGET BALANCE	RESERVE TARGET POLICY	POLICY (SURPLUS) SHORTFALL
DEVELOPMENT CHARGES												
COUNTY-WIDE												
91100 DC - ADMIN	437,174	12,500	201,736	(104,100)	547,310	14,200	195,203	(532,800)	-	223,913	-	-
91230 DC - ROADS	1,989,908	56,700	5,897,816	(11,259,305)	(3,314,881)	(86,200)	6,728,098	(5,200,631)	-	(1,873,614)	-	-
91231 DC - WASTE DIVERSION	114,809	3,300	141,957	(41,174)	218,892	5,700	148,729	(41,174)	-	332,147	-	-
91500 DC - EMS	1,222,315	34,800	251,653	(114,588)	1,394,180	36,200	238,084	(226,105)	-	1,442,359	-	-
TOTAL COUNTY-WIDE	3,764,206	107,300	6,493,162	(11,519,167)	(1,154,499)	(30,100)	7,310,114	(6,000,710)	-	124,805	-	-
LIBRARY												
91600 DC - LIBRARY	664,766	18,900	969,818	(240,552)	1,412,932	36,700	989,049	(330,552)	-	2,108,129	-	-
TOTAL LIBRARY	664,766	18,900	969,818	(240,552)	1,412,932	36,700	989,049	(330,552)	-	2,108,129	-	-
AREA-SPECIFIC												
91249 DC - WW EMBRO	8,055	200	91,089	(22,146)	77,198	2,000	92,926	(53,427)	-	118,697	-	-
91250 DC - WW INNERKIP	82,579	2,400	221,364	(41,896)	264,447	6,900	253,267	(1,834)	-	522,780	-	-
91251 DC - WW WOODSTOCK	1,343,264	38,300	3,149,102	(566,349)	3,964,317	103,100	4,172,351	(8,136,096)	-	103,672	-	-
91252 DC - WW TILLSONBURG	7,031,825	200,400	551,612	(1,246,786)	6,537,051	170,000	405,138	(515,102)	-	6,597,087	-	-
91253 DC - WW INGERSOLL	1	-	2,004,052	(1,284,942)	719,111	18,700	1,866,881	(3,776,941)	-	(1,172,249)	-	-
91254 DC - WW NORWICH	4,528,150	129,100	754,884	(30,759)	5,381,375	139,900	368,078	(321,106)	-	5,568,247	-	-
91255 DC - WW TAVISTOCK	370,328	10,600	1,205,456	(631,878)	954,506	24,800	1,913,816	(2,859,096)	-	34,026	-	-
91256 DC - WW PLATTSVILLE	1	-	118,609	(722,617)	(604,007)	(15,700)	128,869	(267,280)	-	(758,118)	-	-
91257 DC - WW THAMESFORD	-	-	497,366	(1,659,153)	(1,161,787)	(70,300)	528,691	(3,985)	-	(707,381)	-	-
91258 DC - WW DRUMBO	2	-	652,506	(6,753,789)	(6,101,281)	(158,600)	746,566	(326,779)	-	(5,840,094)	-	-
91259 DC - WW MT ELGIN	2	-	355,928	(444,641)	(88,711)	(4,300)	359,863	(741,666)	-	(474,814)	-	-
91261 DC - W WOODSTOCK	1,000,205	28,500	2,470,191	(3,508,878)	(9,982)	(300)	2,481,220	(2,449,124)	-	21,814	-	-
91262 DC - W TILLSONBURG	1,430,693	40,800	1,759,539	(2,989,219)	241,813	6,300	1,839,683	(366,546)	-	1,721,250	-	-
91263 DC - W INGERSOLL	-	-	894,742	(678,344)	216,398	5,600	859,386	(2,382,995)	-	(1,301,611)	-	-
91264 DC - W NORWICH	210,612	6,000	319,007	(27,394)	508,225	13,200	209,423	(4,597)	-	726,251	-	-
91265 DC - W TAVISTOCK	839,877	23,900	383,373	(367,124)	880,026	22,900	436,594	(306,804)	-	1,032,716	-	-
91266 DC - W PLATTSVILLE	1	-	98,890	(296,464)	(197,573)	(5,100)	100,799	(96,478)	-	(198,352)	-	-
91267 DC - W THAMESFORD	1,383,487	39,400	86,370	(42,403)	1,466,854	38,100	89,524	(4,402)	-	1,590,076	-	-
91268 DC - W DRUMBO	1	-	48,978	(63,020)	(14,041)	(400)	56,042	(1,132)	-	40,469	-	-
91269 DC - W MT ELGIN	24,761	700	102,321	(150,411)	(22,629)	(600)	103,223	(128,300)	-	(48,306)	-	-
91270 DC - W EMBRO	2,722	100	35,151	(3)	37,970	300	39,442	(81,061)	-	(3,349)	-	-
91271 DC - W INNERKIP	756	-	2,118	(16,179)	(13,305)	(300)	2,445	(12,754)	-	(23,914)	-	-
TOTAL AREA-SPECIFIC	18,257,322	520,400	15,802,648	(21,544,395)	13,035,975	296,200	17,054,227	(22,837,505)	-	7,548,897	-	-
TOTAL DEVELOPMENT CHARGES	22,686,294	**646,600**	**23,265,628**	**(33,304,114)**	13,294,408	**302,800**	**25,353,390**	**(29,168,767)**	**-**	9,781,831	**-**	**-**

	2026 OPENING BALANCE	2026 FORECAST INTEREST	2026 FORECAST TO	2026 FORECAST FROM	2026 FORECAST BALANCE	2027 BUDGET INTEREST	2027 BUDGET TO	2027 BUDGET FROM	2027 RESERVE REALIGN	2027 BUDGET BALANCE	RESERVE TARGET POLICY	POLICY (SURPLUS) SHORTFALL
RESERVES AND RESERVE FUNDS												
STABILIZATION RESERVES												
92101 R - WSIB	2,262,042	-	-	-	2,262,042	-	-	(10,000)	-	2,252,042	7,794,000	5,541,958
92102 R - PAY EQUITY	979,514	-	142,500	(4,465)	1,117,549	-	142,500	-	-	1,260,049	1,552,000	291,951
92103 R - TRAINING	286,539	-	26,925	(63,000)	250,464	-	20,000	(70,230)	-	200,234	250,000	49,766
92130 R - CORPORATE GENERAL	6,813,788	-	427,500	(2,915,820)	4,325,468	-	227,000	(503,428)	-	4,049,040	15,770,000	11,720,960
92131 R - WORKING CAPITAL	6,100,000	-	-	-	6,100,000	-	-	-	-	6,100,000	10,510,000	4,410,000
92133 R - LEGAL	202,536	-	42,000	-	244,536	-	-	-	-	244,536	845,000	600,464
92134 R - INSURANCE	2,022,362	54,400	70,784	(109,739)	2,037,807	53,500	50,000	(185,028)	-	1,956,279	1,750,000	(206,279)
92140 R - GROWTH - GENERAL	-	-	2,200,000	(2,200,000)	-	-	2,300,000	(2,236,497)	-	63,503	-	-
92141 R - GROWTH - LIBRARY	32,416	-	110,000	(94,968)	47,448	-	110,000	(97,817)	-	59,631	-	-
92240 R - WATER/WASTEWATER CSAP	2,015,531	-	-	(13,263)	2,002,268	-	-	(199,598)	-	1,802,670	-	-
92280 R - WASTE COLLECTION	970,753	-	-	(970,752)	1	-	-	-	-	1	1,645,000	1,644,999
TOTAL STABILIZATION RESERVES	21,685,481	54,400	3,019,709	(6,372,007)	18,387,583	53,500	2,849,500	(3,302,598)	-	17,987,985	40,116,000	24,053,819
GOVERNMENT FUNDED RESERVES												
92170 R - FEDERAL RESTART	650,001	-	-	(650,000)	1	-	-	-	-	1	-	-
92205 R - COMMUNITY-BUILDING FUND	1,968,794	38,100	3,981,760	(5,249,000)	739,654	20,200	4,141,031	(4,200,000)	-	700,885	-	-
92206 R - OCIF	4,131,323	59,500	5,597,673	(9,687,811)	100,685	1,900	2,798,836	(2,870,000)	-	31,421	-	-
TOTAL GOVERNMENT FUNDED RESERVES	6,750,118	97,600	9,579,433	(15,586,811)	840,340	22,100	6,939,867	(7,070,000)	-	732,307	-	-
PROGRAM SPECIFIC RESERVES												
92135 R - BROADBAND EXPANSION	1,584,388	-	-	(250,650)	1,333,738	-	-	-	-	1,333,738	-	-
92215 R - TREES RURAL	47,486	-	-	(28,500)	18,986	-	-	(18,986)	-	-	-	-
92301 R - CHILD CARE MITIGATION FUND	133,320	-	-	(86,712)	46,608	-	-	(28,519)	-	18,089	-	-
92302 R - HOUSING FOR ALL	13,810,760	-	4,016,760	(16,716,623)	1,110,897	-	3,600,000	(3,615,000)	-	1,095,897	-	-
92400 R - PLANNING	603,835	-	120,000	(57,500)	666,335	-	150,000	(373,200)	-	443,135	430,000	(13,135)
92600 R - LIBRARIES	975,563	-	190,890	-	1,166,453	-	-	(300,000)	-	866,453	333,000	(533,453)
TOTAL PROGRAM SPECIFIC RESERVES	17,155,352	-	4,327,650	(17,139,985)	4,343,017	-	3,750,000	(4,335,705)	-	3,757,312	763,000	(546,588)
CAPITAL RESERVES												
GENERAL												
92120 R - INFORMATION SYSTEMS	1,189,447	28,200	256,000	(654,700)	818,947	24,100	256,000	(272,000)	-	827,047	768,000	(59,047)
92210 R - CORP GENERAL FACILITIES	3,200,982	97,500	1,235,388	(838,137)	3,695,733	113,000	1,241,743	(933,872)	-	4,116,604	11,682,000	7,565,396
92220 R - FLEET	7,660,016	189,900	3,353,212	(5,562,342)	5,640,786	157,300	3,375,835	(4,213,730)	-	4,960,191	17,025,844	12,065,653
92230 R - ROADS	29,090,291	692,900	8,160,000	(17,670,210)	20,272,981	563,200	9,160,000	(10,485,422)	-	19,510,759	20,318,000	807,241
92232 R - STORMWATER	1,559,019	43,400	2,809,017	(2,883,288)	1,528,148	35,500	2,800,000	(3,366,785)	-	996,863	2,137,000	1,140,137
92235 R - BRIDGES & STR CULVERTS	15,376,959	346,500	2,640,000	(9,080,845)	9,282,614	214,600	2,665,000	(6,904,000)	-	5,258,214	7,754,000	2,495,786
92300 R - SOCIAL HOUSING	3,730,362	77,500	1,419,000	(3,439,790)	1,787,072	37,900	1,490,000	(1,754,800)	-	1,560,172	6,565,000	5,004,828
92335 R - WOODINGFORD LODGE CAPITAL	2,418,259	45,000	1,078,839	(2,756,110)	785,988	17,100	1,881,839	(3,064,310)	380,000	617	2,595,000	2,594,383
92340 R - LTC FUTURE CAPITAL	1,531,752	-	760,000	-	2,291,752	-	-	-	(380,000)	1,911,752	-	-

	2026	2026	2026	2026	2026	2027	2027	2027	2027	2027	RESERVE	POLICY
	OPENING	FORECAST	FORECAST	FORECAST	FORECAST	BUDGET	BUDGET	BUDGET	RESERVE	BUDGET	TARGET	(SURPLUS)
	BALANCE	INTEREST	TO	FROM	BALANCE	INTEREST	TO	FROM	REALIGN	BALANCE	POLICY	SHORTFALL
92511 R - PARAMEDIC SERVICES CAPITAL	1,066,933	23,900	1,280,200	(1,649,739)	721,294	24,200	1,344,200	(813,450)	-	1,276,244	5,062,000	3,785,756
93270 RF - LANDFILL AND WASTE DIV.	18,233,097	554,000	411,000	(3,747,133)	15,450,964	396,100	602,000	(3,209,500)	-	13,239,564	40,000,000	26,760,436
TOTAL GENERAL	85,057,117	2,098,800	23,402,656	(48,282,294)	62,276,279	1,583,000	24,816,617	(35,017,869)	-	53,658,027	113,906,844	62,160,569
LIBRARY												
92602 R - OCL NORWICH CAPITAL	40,466	-	-	-	40,466	-	-	-	-	40,466	-	-
92605 R - LIBRARIES - CAPITAL	809,404	22,000	425,000	(501,815)	754,589	15,500	467,000	(865,800)	-	371,289	3,814,000	3,442,711
TOTAL LIBRARY	849,870	22,000	425,000	(501,815)	795,055	15,500	467,000	(865,800)	-	411,755	3,814,000	3,442,711
WATER AND WASTEWATER												
92249 R-WW EMBRO	1,400,225	40,500	104,994	(66,051)	1,479,668	35,800	114,757	(570,481)	-	1,059,744	1,865,000	805,256
92250 R - WW INNERKIP	1,396,677	35,700	109,483	(387,486)	1,154,374	34,200	123,430	(9,589)	-	1,302,415	1,483,000	180,585
92251 R - WW WOODSTOCK	10,691,569	259,300	2,889,714	(6,059,714)	7,780,869	131,200	3,210,613	(9,194,427)	-	1,928,255	20,721,000	18,792,745
92252 R - WW TILLSONBURG	14,123,842	375,500	1,382,997	(3,254,389)	12,627,950	336,500	1,716,778	(3,245,072)	-	11,436,156	8,553,000	(2,883,156)
92253 R - WW INGERSOLL	12,827,157	348,700	2,112,101	(2,351,408)	12,936,550	318,800	1,382,014	(3,016,729)	-	11,620,635	7,728,000	(3,892,635)
92254 R - WW NORWICH	4,167,309	110,700	426,357	(946,612)	3,757,754	108,100	398,444	(289,978)	-	3,974,320	3,782,000	(192,320)
92255 R - WW TAVISTOCK	7,534,072	199,200	526,714	(1,608,731)	6,651,255	125,600	709,290	(5,159,680)	-	2,326,465	5,419,000	3,092,535
92256 R - WW PLATTSVILLE	2,030,848	53,900	854,075	(523,132)	2,415,691	25,500	256,738	(2,679,721)	-	18,208	2,411,000	2,392,792
92257 R - WW THAMESFORD	4,205,784	75,800	418,974	(3,505,962)	1,194,596	17,100	430,922	(1,622,564)	-	20,054	3,381,000	3,360,946
92258 R - WW DRUMBO	-	-	22,228	(22,228)	-	-	2,405	(2,405)	-	-	2,172,000	2,172,000
92259 R - WW MT ELGIN	813,276	19,900	91,671	(318,824)	606,023	8,600	113,246	(727,339)	-	530	3,116,000	3,115,470
92261 R - W WOODSTOCK	22,197,075	586,700	4,415,819	(7,701,890)	19,497,704	399,100	4,517,869	(15,457,009)	-	8,957,664	18,860,000	9,902,336
92262 R - W TILLSONBURG	9,604,616	237,700	2,076,801	(4,407,757)	7,511,360	205,000	2,184,087	(2,435,032)	-	7,465,415	8,851,000	1,385,585
92263 R - W INGERSOLL	4,647,268	102,000	2,154,816	(3,831,962)	3,072,122	60,800	1,748,894	(2,733,765)	-	2,148,051	8,522,000	6,373,949
92264 R - W TOWNSHIP	11,650,687	253,100	1,166,582	(6,406,503)	6,663,866	152,700	1,152,914	(3,285,613)	-	4,683,867	18,438,000	13,754,133
TOTAL WATER AND WASTEWATER	107,290,405	2,698,700	18,753,326	(41,392,649)	87,349,782	1,959,000	18,062,401	(50,429,404)	-	56,941,779	115,302,000	58,360,221
TOTAL CAPITAL RESERVES	193,197,392	4,819,500	42,580,982	(90,176,758)	150,421,116	3,557,500	43,346,018	(86,313,073)	-	111,011,561	233,022,844	123,963,501
TOTAL RESERVES AND RESERVE FUNDS	238,788,343	4,971,500	59,507,774	(129,275,561)	173,992,056	3,633,100	56,885,385	(101,021,376)	-	133,489,165	273,901,844	147,470,732
TOTAL RESERVES	261,474,637	5,618,100	82,773,402	(162,579,675)	187,286,464	3,935,900	82,238,775	(130,190,143)	-	143,270,996	273,901,844	147,470,732

Five Year Reserve Balance Projection

	2026 OPENING BALANCE	2026 FORECAST BALANCE	2027 BUDGET BALANCE	2028 BUDGET BALANCE	2029 BUDGET BALANCE	2030 BUDGET BALANCE	2031 BUDGET BALANCE
DEVELOPMENT CHARGES							
COUNTY-WIDE							
91100 DC - ADMIN	437,174	547,310	223,913	256,773	239,064	459,568	696,171
91230 DC - ROADS	1,989,908	(3,314,881)	(1,873,614)	(110,037)	3,044,245	3,080,302	4,843,481
91231 DC - WASTE DIVERSION	114,809	218,892	332,147	469,564	615,177	769,323	932,345
91500 DC - EMS	1,222,315	1,394,180	1,442,359	1,627,820	1,825,951	2,036,859	2,261,072
TOTAL COUNTY-WIDE	3,764,206	(1,154,499)	124,805	2,244,120	5,724,437	6,346,052	8,733,069
LIBRARY							
91600 DC - LIBRARY	664,766	1,412,932	2,108,129	3,046,598	4,070,028	5,151,537	6,293,568
TOTAL LIBRARY	664,766	1,412,932	2,108,129	3,046,598	4,070,028	5,151,537	6,293,568
AREA-SPECIFIC							
91249 DC - WW EMBRO	8,055	77,198	118,697	224,753	310,863	429,991	555,261
91250 DC - WW INNERKIP	82,579	264,447	522,780	833,014	1,128,502	1,473,434	1,835,663
91251 DC - WW WOODSTOCK	1,343,264	3,964,317	103,672	(442,979)	(2,017,771)	484,801	(110,752)
91252 DC - WW TILLSONBURG	7,031,825	6,537,051	6,597,087	1,049,155	1,172,736	17,591	102,613
91253 DC - WW INGERSOLL	1	719,111	(1,172,249)	85,626	794,031	(1,827,208)	(1,098,579)
91254 DC - WW NORWICH	4,528,150	5,381,375	5,568,247	5,843,705	120,099	(29,612)	(29,968)
91255 DC - WW TAVISTOCK	370,328	954,506	34,026	642,453	(193,365)	(271,361)	674,045
91256 DC - WW PLATTSVILLE	1	(604,007)	(758,118)	(662,229)	(757,657)	(746,415)	(726,506)
91257 DC - WW THAMESFORD	-	(1,161,787)	(707,381)	(220,326)	(157,212)	(60,063)	70,900
91258 DC - WW DRUMBO	2	(6,101,281)	(5,840,094)	(5,060,186)	(4,210,347)	(3,335,784)	(2,392,295)
91259 DC - WW MT ELGIN	2	(88,711)	(474,814)	(971,067)	(870,351)	(746,926)	(600,173)
91261 DC - W WOODSTOCK	1,000,205	(9,982)	21,814	884,398	(136,015)	(239,071)	478,372
91262 DC - W TILLSONBURG	1,430,693	241,813	1,721,250	3,412,931	5,165,198	6,653,575	8,881,844
91263 DC - W INGERSOLL	-	216,398	(1,301,611)	(538,733)	(530,914)	(127,150)	(629,639)
91264 DC - W NORWICH	210,612	508,225	726,251	852,467	421,920	(11,100)	261,316
91265 DC - W TAVISTOCK	839,877	880,026	1,032,716	1,438,204	1,328,984	(342,941)	(90,093)
91266 DC - W PLATTSVILLE	1	(197,573)	(198,352)	(355,789)	(489,122)	(536,113)	(431,010)
91267 DC - W THAMESFORD	1,383,487	1,466,854	1,590,076	1,519,860	1,652,021	1,792,370	1,939,232
91268 DC - W DRUMBO	1	(14,041)	40,469	112,274	144,667	210,386	142,347
91269 DC - W MT ELGIN	24,761	(22,629)	(48,306)	(58,224)	(61,328)	(62,175)	(51,560)
91270 DC - W EMBRO	2,722	37,970	(3,349)	829	7,627	17,259	39,213
91271 DC - W INNERKIP	756	(13,305)	(23,914)	(23,681)	(22,688)	(20,742)	(16,622)
TOTAL AREA-SPECIFIC	18,257,322	13,035,975	7,548,897	8,566,455	2,799,878	2,722,746	8,803,609
TOTAL DEVELOPMENT CHARGES	**22,686,294**	**13,294,408**	**9,781,831**	**13,857,173**	**12,594,343**	**14,220,335**	**23,830,246**
RESERVES AND RESERVE FUNDS							

	2026 OPENING BALANCE	2026 FORECAST BALANCE	2027 BUDGET BALANCE	2028 BUDGET BALANCE	2029 BUDGET BALANCE	2030 BUDGET BALANCE	2031 BUDGET BALANCE
STABILIZATION RESERVES							
92101 R - WSIB	2,262,042	2,262,042	2,252,042	2,252,042	2,252,042	2,252,042	2,252,042
92102 R - PAY EQUITY	979,514	1,117,549	1,260,049	1,212,049	1,212,049	1,205,049	1,155,049
92103 R - TRAINING	286,539	250,464	200,234	167,804	135,374	102,944	70,514
92130 R - CORPORATE GENERAL	6,813,788	4,325,468	4,049,040	3,576,040	3,703,040	3,850,040	4,010,040
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	244,536	244,536	244,536	244,536	244,536	244,536
92134 R - INSURANCE	2,022,362	2,037,807	1,956,279	2,062,779	2,172,279	2,284,879	2,400,679
92140 R - GROWTH - GENERAL	-	-	63,503	209,455	333,892	438,614	469,528
92141 R - GROWTH - LIBRARY	32,416	47,448	59,631	68,879	75,105	78,218	78,125
92240 R - WATER/WASTEWATER CSAP	2,015,531	2,002,268	1,802,670	1,802,670	1,802,670	1,291,245	1,291,245
92280 R - WASTE COLLECTION	970,753	1	1	1	1	1	1
TOTAL STABILIZATION RESERVES	21,685,481	18,387,583	17,987,985	17,696,255	18,030,988	17,847,568	18,071,759
GOVERNMENT FUNDED RESERVES							
92170 R - FEDERAL RESTART	650,001	1	1	1	1	1	1
92205 R - COMMUNITY-BUILDING FUND	1,968,794	739,654	700,885	52,516	55,047	402,478	865,309
92206 R - OCIF	4,131,323	100,685	31,421	30,157	4,493	3,429	1,365
TOTAL GOVERNMENT FUNDED RESERVES	6,750,118	840,340	732,307	82,674	59,541	405,908	866,675
PROGRAM SPECIFIC RESERVES							
92135 R - BROADBAND EXPANSION	1,584,388	1,333,738	1,333,738	1,333,738	1,333,738	1,333,738	1,333,738
92215 R - TREES RURAL	47,486	18,986	-	-	-	-	-
92301 R - CHILD CARE MITIGATION FUND	133,320	46,608	18,089	18,089	18,089	18,089	18,089
92302 R - HOUSING FOR ALL	13,810,760	1,110,897	1,095,897	1,095,897	1,095,897	1,095,897	1,095,897
92400 R - PLANNING	603,835	666,335	443,135	518,135	500,635	615,635	755,635
92600 R - LIBRARIES	975,563	1,166,453	866,453	866,453	866,453	866,453	866,453
TOTAL PROGRAM SPECIFIC RESERVES	17,155,352	4,343,017	3,757,312	3,832,312	3,814,812	3,929,812	4,069,812
CAPITAL RESERVES							
GENERAL							
92120 R - INFORMATION SYSTEMS	1,189,447	818,947	827,047	869,947	532,247	450,247	493,447
92210 R - CORP GENERAL FACILITIES	3,200,982	3,695,733	4,116,604	4,113,084	4,660,548	4,816,078	5,281,094
92220 R - FLEET	7,660,016	5,640,786	4,960,191	5,053,491	5,977,591	6,584,291	7,802,291
92230 R - ROADS	29,090,291	20,272,981	19,510,759	8,583,103	34,968	348,897	1,193,366
92232 R - STORMWATER	1,559,019	1,528,148	996,863	339,280	837,501	2,919,115	2,373,196
92235 R - BRIDGES & STR CULVERTS	15,376,959	9,282,614	5,258,214	4,421,614	3,069,014	1,170,814	844,814
92300 R - SOCIAL HOUSING	3,730,362	1,787,072	1,560,172	1,526,002	1,666,622	1,334,287	731,142
92335 R - WOODINGFORD LODGE CAPITAL	2,418,259	785,988	617	248,455	135,438	28,061	561,874
92340 R - LTC FUTURE CAPITAL	1,531,752	2,291,752	1,911,752	2,291,752	2,291,752	2,291,752	2,291,752
92511 R - PARAMEDIC SERVICES CAPITAL	1,066,933	721,294	1,276,244	2,022,544	2,437,704	1,850,205	2,229,200

	2026 OPENING BALANCE	2026 FORECAST BALANCE	2027 BUDGET BALANCE	2028 BUDGET BALANCE	2029 BUDGET BALANCE	2030 BUDGET BALANCE	2031 BUDGET BALANCE
93270 RF - LANDFILL AND WASTE DIV.	18,233,097	15,450,964	13,239,564	9,488,764	9,656,619	3,537,289	4,268,229
TOTAL GENERAL	85,057,117	62,276,279	53,658,027	38,958,036	31,300,004	25,331,036	28,070,405
LIBRARY							
92602 R - OCL NORWICH CAPITAL	40,466	40,466	40,466	40,466	40,466	40,466	40,466
92605 R - LIBRARIES - CAPITAL	809,404	754,589	371,289	383,229	549,853	719,370	730,870
TOTAL LIBRARY	849,870	795,055	411,755	423,695	590,319	759,836	771,336
WATER AND WASTEWATER							
92249 R-WW EMBRO	1,400,225	1,479,668	1,059,744	1,205,094	1,364,845	1,536,527	1,664,352
92250 R - WW INNERKIP	1,396,677	1,154,374	1,302,415	1,405,889	1,575,334	1,757,073	1,930,715
92251 R - WW WOODSTOCK	10,691,569	7,780,869	1,928,255	433,505	7,029	2,451	1,926
92252 R - WW TILLSONBURG	14,123,842	12,627,950	11,436,156	10,925,523	9,777,718	7,435,190	11,031,633
92253 R - WW INGERSOLL	12,827,157	12,936,550	11,620,635	11,401,412	11,040,627	8,733,983	7,684,766
92254 R - WW NORWICH	4,167,309	3,757,754	3,974,320	3,304,859	9,090	5,963	479,373
92255 R - WW TAVISTOCK	7,534,072	6,651,255	2,326,465	47,911	39,945	55,372	174,146
92256 R - WW PLATTSVILLE	2,030,848	2,415,691	18,208	14,759	239,762	498,173	798,049
92257 R - WW THAMESFORD	4,205,784	1,194,596	20,054	3,043	2,775	320,018	781,088
92258 R - WW DRUMBO	-	-	-	-	-	-	-
92259 R - WW MT ELGIN	813,276	606,023	530	554	416	85,124	286,396
92261 R - W WOODSTOCK	22,197,075	19,497,704	8,957,664	2,361,919	30,170	217	779,503
92262 R - W TILLSONBURG	9,604,616	7,511,360	7,465,415	9,105,907	9,918,285	10,641,584	11,411,426
92263 R - W INGERSOLL	4,647,268	3,072,122	2,148,051	2,044,269	1,901,952	451,198	449,781
92264 R - W TOWNSHIP	11,650,687	6,663,866	4,683,867	412,061	220,342	210,611	217,984
TOTAL WATER AND WASTEWATER	107,290,405	87,349,782	56,941,779	42,666,705	36,128,290	31,733,484	37,691,138
TOTAL CAPITAL RESERVES	193,197,392	150,421,116	111,011,561	82,048,436	68,018,613	57,824,356	66,532,879
TOTAL RESERVES AND RESERVE FUNDS	**238,788,343**	**173,992,056**	**133,489,165**	**103,659,677**	**89,923,954**	**80,007,644**	**89,541,125**
TOTAL RESERVES	**261,474,637**	**187,286,464**	**143,270,996**	**117,516,850**	**102,518,297**	**94,227,979**	**113,371,371**

Ten Year Capital Reserve Balance Projection

	2026 OPENING BALANCE	2026 FORECAST BALANCE	2027 BUDGET BALANCE	2028 BUDGET BALANCE	2029 BUDGET BALANCE	2030 BUDGET BALANCE	2031 BUDGET BALANCE	2032 BUDGET BALANCE	2033 BUDGET BALANCE	2034 BUDGET BALANCE	2035 BUDGET BALANCE	2036 BUDGET BALANCE
RESERVES AND RESERVE FUNDS												
GENERAL												
92120 R - INFORMATION SYSTEMS	1,189,447	818,947	827,047	869,947	532,247	450,247	493,447	743,547	815,747	655,547	789,647	1,120,247
92210 R - CORP GENERAL FACILITIES	3,200,982	3,695,733	4,116,604	4,113,084	4,660,548	4,816,078	5,281,094	6,188,118	7,028,774	7,479,085	6,973,276	8,307,837
92220 R - FLEET	7,660,016	5,640,786	4,960,191	5,053,491	5,977,591	6,584,291	7,802,291	9,326,041	11,038,241	9,746,541	11,018,741	11,624,541
92230 R - ROADS	29,090,291	20,272,981	19,510,759	8,583,103	34,968	348,897	1,193,366	631,973	290,511	1,987,774	4,151,280	3,121,931
92232 R - STORMWATER	1,559,019	1,528,148	996,863	339,280	837,501	2,919,115	2,373,196	3,824,139	6,540,739	6,813,339	6,580,539	9,302,739
92235 R - BRIDGES & STR CULVERTS	15,376,959	9,282,614	5,258,214	4,421,614	3,069,014	1,170,814	844,814	360,314	1,955,214	3,440,414	5,388,314	6,183,714
92300 R - SOCIAL HOUSING	3,730,362	1,787,072	1,560,172	1,526,002	1,666,622	1,334,287	731,142	697,937	558,777	407,942	329,002	318,437
92335 R - WOODINGFORD LODGE CAPITAL	2,418,259	785,988	617	248,455	135,438	28,061	561,874	614,412	1,416,690	1,436,048	743,401	635,029
92340 R - LTC FUTURE CAPITAL	1,531,752	2,291,752	1,911,752	2,291,752	2,291,752	2,291,752	2,291,752	2,291,752	2,291,752	2,291,752	2,291,752	2,291,752
92511 R - PARAMEDIC SERVICES CAPITAL	1,066,933	721,294	1,276,244	2,022,544	2,437,704	1,850,205	2,229,200	1,024,310	619,240	1,801,711	1,722,846	2,714,346
93270 RF - LANDFILL AND WASTE DIV.	18,233,097	15,450,964	13,239,564	9,488,764	9,656,619	3,537,289	4,268,229	5,057,504	5,111,564	6,043,894	918,804	2,023,079
TOTAL GENERAL	85,057,117	62,276,279	53,658,027	38,958,036	31,300,004	25,331,036	28,070,405	30,760,047	37,667,249	42,104,047	40,907,602	47,643,652
LIBRARY												
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	809,404	754,589	371,289	383,229	549,853	719,370	730,870	722,521	995,821	1,283,756	1,567,964	1,859,092
TOTAL LIBRARY	849,870	795,055	411,755	423,695	590,319	759,836	771,336	762,987	1,036,287	1,324,222	1,608,430	1,899,558
WATER AND WASTEWATER												
92249 R-WW EMBRO	1,400,225	1,479,668	1,059,744	1,205,094	1,364,845	1,536,527	1,664,352	1,860,946	1,972,640	2,202,434	2,447,828	2,709,422
92250 R - WW INNERKIP	1,396,677	1,154,374	1,302,415	1,405,889	1,575,334	1,757,073	1,930,715	2,124,720	2,337,425	2,383,804	18,725	205,930
92251 R - WW WOODSTOCK	10,691,569	7,780,869	1,928,255	433,505	7,029	2,451	1,926	1,351,331	543,886	9,369	36,557	630,513
92252 R - WW TILLSONBURG	14,123,842	12,627,950	11,436,156	10,925,523	9,777,718	7,435,190	11,031,633	11,631,043	13,636,793	16,053,557	16,811,307	19,002,147
92253 R - WW INGERSOLL	12,827,157	12,936,550	11,620,635	11,401,412	11,040,627	8,733,983	7,684,766	6,952,593	1,319,647	1,159,301	949,960	936,819
92254 R - WW NORWICH	4,167,309	3,757,754	3,974,320	3,304,859	9,090	5,963	479,373	578,187	53,911	234,120	388,394	837,358
92255 R - WW TAVISTOCK	7,534,072	6,651,255	2,326,465	47,911	39,945	55,372	174,146	521,890	781,533	899,818	1,337,373	2,045,028
92256 R - WW PLATTSVILLE	2,030,848	2,415,691	18,208	14,759	239,762	498,173	798,049	1,076,537	1,015,785	1,330,233	1,647,981	2,034,029
92257 R - WW THAMESFORD	4,205,784	1,194,596	20,054	3,043	2,775	320,018	781,088	1,015,037	1,540,286	1,985,710	2,538,894	3,131,348
92258 R - WW DRUMBO	-	-	-	-	-	-	-	-	-	-	-	-
92259 R - WW MT ELGIN	813,276	606,023	530	554	416	85,124	286,396	522,567	772,718	1,076,529	1,422,400	1,811,671
92261 R - W WOODSTOCK	22,197,075	19,497,704	8,957,664	2,361,919	30,170	217	779,503	10,794	2,196,658	6,360,412	10,659,018	14,190,814
92262 R - W TILLSONBURG	9,604,616	7,511,360	7,465,415	9,105,907	9,918,285	10,641,584	11,411,426	13,323,064	16,104,287	18,416,815	18,561,233	21,156,351
92263 R - W INGERSOLL	4,647,268	3,072,122	2,148,051	2,044,269	1,901,952	451,198	449,781	544,544	457,592	485,910	521,878	454,906
92264 R - W TOWNSHIP	11,650,687	6,663,866	4,683,867	412,061	220,342	210,611	217,984	213,739	153,511	375,152	641,448	193,306
TOTAL WATER AND WASTEWATER	107,290,405	87,349,782	56,941,779	42,666,705	36,128,290	31,733,484	37,691,138	41,726,992	42,886,672	52,973,164	57,982,996	69,339,642
TOTAL RESERVES AND RESERVE FUNDS	**193,197,392**	**150,421,116**	**111,011,561**	**82,048,436**	**68,018,613**	**57,824,356**	**66,532,879**	**73,250,026**	**81,590,208**	**96,401,433**	**100,499,028**	**118,882,852**

2027 BUDGET

Capital Budget Summary

3



Capital Budget

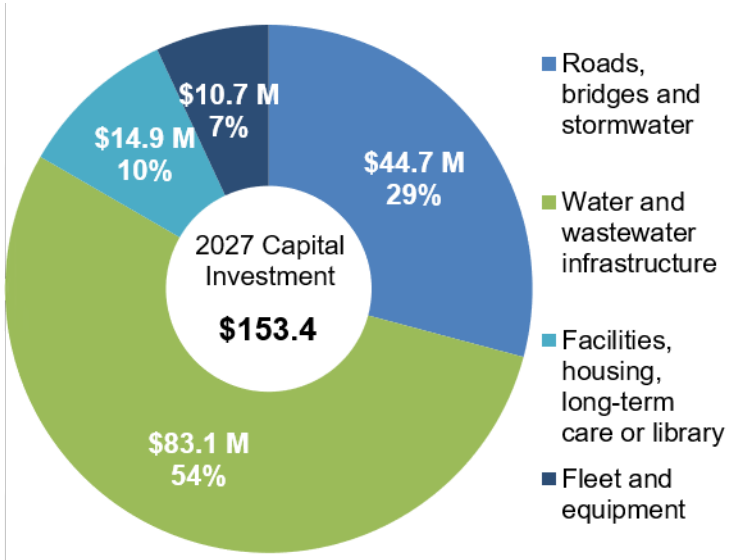
The 2027 capital budget totals $153.4 million. The capital program includes $25.3 million in projects carried forward from 2026 and $128.1 million in new 2027 budget requests.

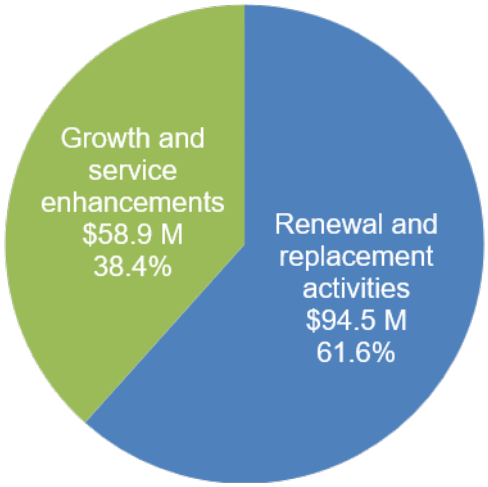
The gross capital budget is supported by the following funding areas:

- **$65.5 million** General Levy Budget
- **$1.3 million** Library Levy Budget
- **$86.6 million** Water and Wastewater Rates Budget

The 2027 capital budget invests across the County's core infrastructure and service areas. Water and wastewater infrastructure represents the largest investment at $83.1 million, followed by $44.7 million directed to roads, bridges and stormwater infrastructure.

The capital budget also includes $14.9 million for facilities, housing, long-term care and library assets, and $10.7 million for fleet and equipment, supporting the infrastructure and resources required for ongoing service delivery.





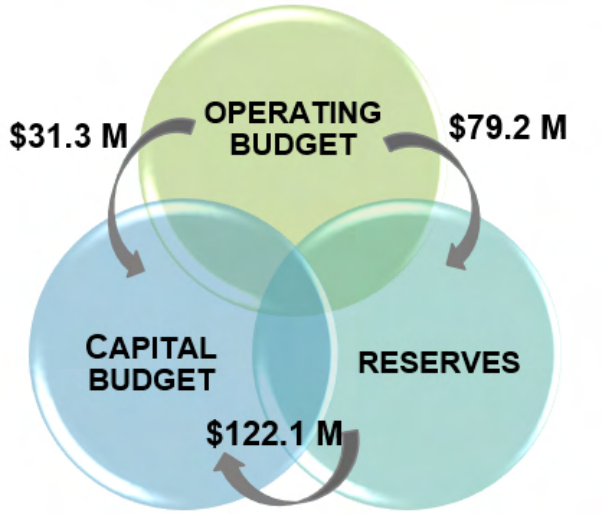
What the Capital Plan Supports

The County's capital plan balances two key priorities: supporting growth and renewing existing assets. Of the planned investment, $58.9 million supports growth-related projects, including infrastructure needed to service new development and respond to increasing demand for housing and County services.

A further $94.5 million is dedicated to asset renewal, including the rehabilitation and replacement of existing roads, water and wastewater infrastructure, facilities, vehicles and other assets used to deliver County services. These investments help maintain service reliability, extend asset life and address priorities identified through the County's asset management planning process. Further information on renewal needs is provided in the Asset Management section on page 53.

Capital Revenues

The 2027 capital budget is financed by reserves, development charges, grants, debt financing, and property taxes to fund capital projects while balancing affordability and sustainability. Included in the gross operating budget are transfers to capital reserves to support the infrastructure programs.



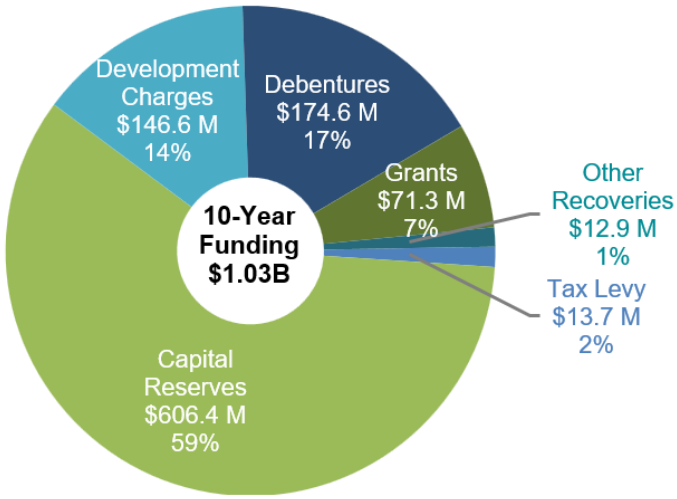
2027 Budget	Sources	Description
$88.6M	Reserves transfers	Transfers from the County's reserves/reserve funds to fund capital projects. Reserves are funded from operating budget through taxation or water and wastewater rates.
$25.7M	Development charges	Funded from development charge revenues recovered in accordance with the County's development charge by-laws.
$22.6M	Debentures	A form of unsecured debt financing with debt repayments being funded through annual taxation, water/wastewater rates or development charges.
$8.4M	Grants and government transfers	Funds received from the provincial or federal government, or other grants to fund capital projects.
$6.4M	Other recoveries	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.
$1.7M	Property taxes	Funding raised through tax support from the operating budget.
$154.4 M	**Total Capital Revenues**	

10-Year Capital Outlook

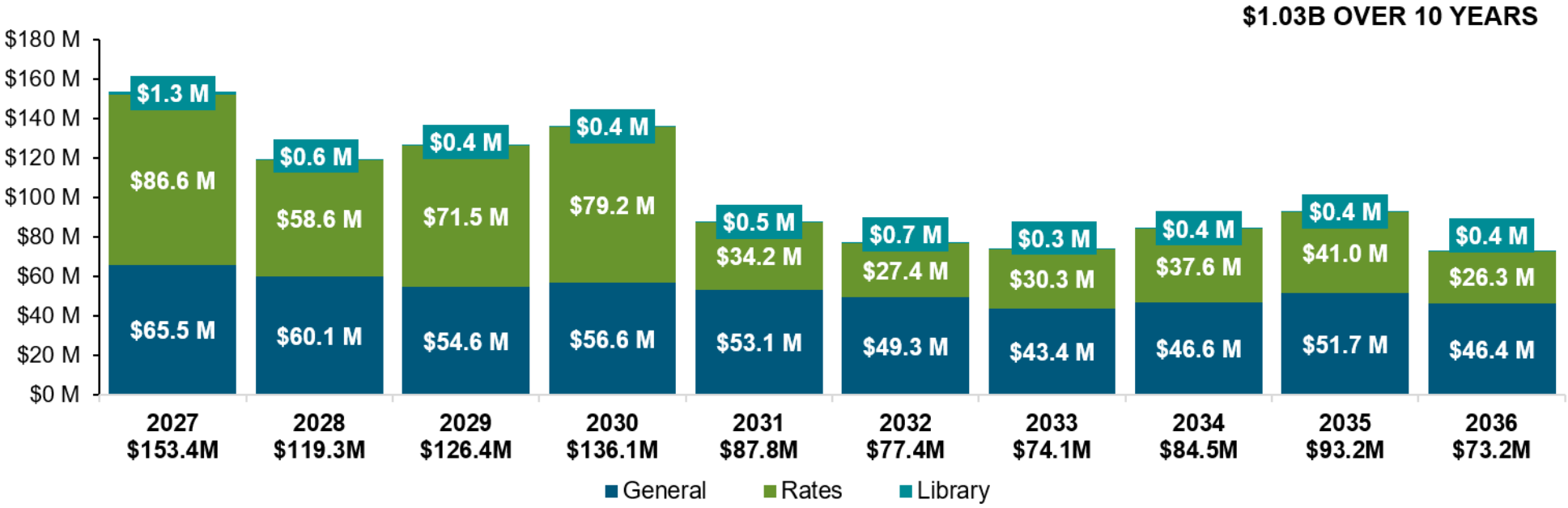
The 10-year Capital budget represents significant ongoing investments in renewing existing assets and planning for growth. Total anticipated expenditures over the 10-year period is over $1.0 billion. Future year expenditure estimates and project timing is refined and approved with each annual budget cycle. Collection of Development Charges revenue is critical for the successful expansion of infrastructure to support growth.

Additional details on the County's long-term capital financing and asset renewal strategy are provided throughout the budget, including capital reserve balances (page 39), debenture requirements (page 70), and the long-term capital plan (page 381).

10-YEAR CAPITAL FUNDING



10-YEAR CAPITAL PLAN



2027 Budget Project Highlights

Of the $153.4 million in gross capital expenditures included in the 2027 budget 30.8% replacement projects, 29.3% renewal projects, 1.5% maintenance projects and 38.4% growth and service enhancement projects. All Capital project details are described in each individual department's business plan.

Notable tax supported capital projects in the 2027 budget include:

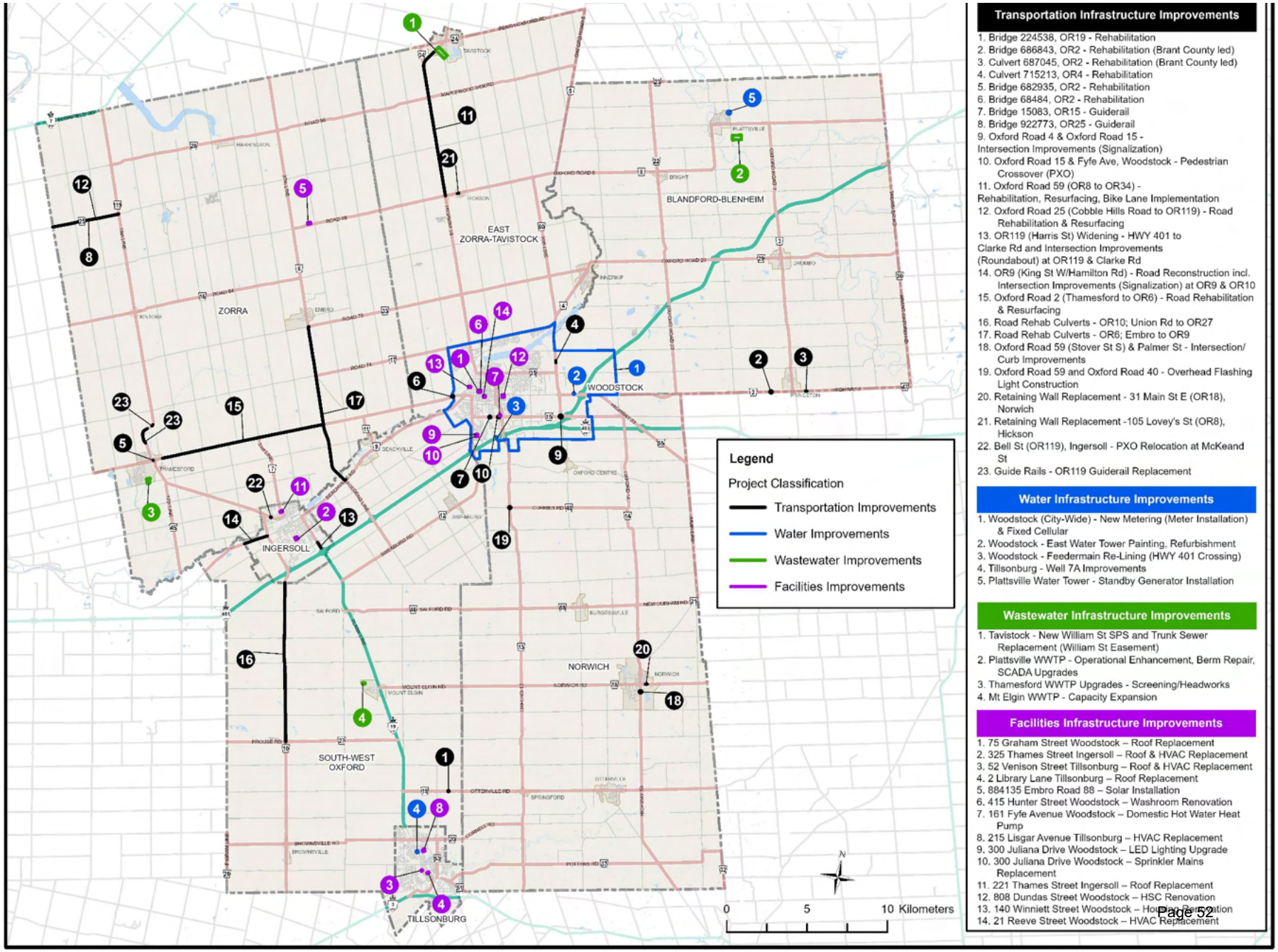
Project Description	Asset Activity	Carry Forward[1] $	2027 Request $	Total 2027 $
Paramedic Services (page 318)				
Vehicles and equipment	Replacement	260,028	642,450	902,478
Woodingford Lodge (page 220)				
Equipment and furnishings	Renewal / Replacement	21,800	577,290	599,090
Buildings	Renewal / Replacement	-	2,315,220	2,315,220
Facilities (page 82)				
Buildings	Renewal / Replacement	-	1,279,900	1,279,900
Fleet (page 86)				
Vehicles	Replacement	60,000	4,153,730	4,213,730
Transportation Services (page 95)				
Various County Road and Intersection improvements	Renewal / Replacement	2,576,025	26,384,000	28,960,025
Bridge and Culvert rehabilitation / replacement	Renewal / Replacement	-	9,094,000	9,094,000
Waste Management (page 129)				
Dredging of Stormwater Ponds	Maintenance	475,000	1,300,000	1,775,000
Housing and Homelessness Services (page 208)				
Housing / Shelter buildings	Renewal / Replacement	-	2,055,400	2,055,400

Notable rate supported capital projects in the 2027 budget include:

Project Description	Asset Activity	Carry Forward[1] $	2027 Request $	Total 2027 $
Wastewater (page 155)				
Woodstock-Southeast Services Pattullo Realignment	Expansion	-	6,000,000	6,000,000
Tillsonburg-Wastewater Treatment Plant	Expansion	-	500,000	500,000
Ingersoll-Southwest Industrial Park	Expansion	572,108	3,628,000	4,200,108
Norwich-Lagoon Expansion	Expansion	-	500,000	500,000
Tavistock-William St Sanitary Pumping Station	Expansion	200,000	3,500,000	3,700,000
Thamesford-Wastewater Treatment Plant process enhancements	Renewal	-	5,815,746	5,815,746
Mount Elgin-Wastewater Treatment Plant Capacity Expansion	Expansion	4,133,000	750,000	4,883,000
Water (page 146)				
Woodstock-City projects	Replacement	-	2,403,000	2,403,000
Woodstock-Water Meter Installation	Replacement /Expansion	-	5,668,126	5,668,126
Tillsonburg-Town projects	Replacement	-	684,000	684,000
Ingersoll-Town projects	Replacement	-	961,000	961,000
Ingersoll-Wallace Line Trunk	Expansion	250,000	3,060,000	3,310,000
Tavistock-Well 4	Replacement	171,000	500,000	671,000

[1] Carry forward includes prior years approved budget not spent

Oxford County 2027 Construction Projects



Transportation Infrastructure Improvements

1. Bridge 224538, OR19 - Rehabilitation
2. Bridge 686843, OR2 - Rehabilitation (Brant County led)
3. Culvert 687045, OR2 - Rehabilitation (Brant County led)
4. Culvert 715213, OR4 - Rehabilitation
5. Bridge 682935, OR2 - Rehabilitation
6. Bridge 68484, OR2 - Rehabilitation
7. Bridge 15083, OR15 - Guiderail
8. Bridge 922773, OR25 - Guiderail
9. Oxford Road 4 & Oxford Road 15 - Intersection Improvements (Signalization)
10. Oxford Road 15 & Fyfe Ave, Woodstock - Pedestrian Crossover (PXO)
11. Oxford Road 59 (OR8 to OR34) - Rehabilitation, Resurfacing, Bike Lane Implementation
12. Oxford Road 25 (Cobble Hills Road to OR119) - Road Rehabilitation & Resurfacing
13. OR119 (Harris St) Widening - HWY 401 to Clarke Rd and Intersection Improvements (Roundabout) at OR119 & Clarke Rd
14. OR9 (King St W/Hamilton Rd) - Road Reconstruction incl. Intersection Improvements (Signalization) at OR9 & OR10
15. Oxford Road 2 (Thamesford to OR6) - Road Rehabilitation & Resurfacing
16. Road Rehab Culverts - OR10; Union Rd to OR27
17. Road Rehab Culverts - OR6; Embro to OR9
18. Oxford Road 59 (Stover St S) & Palmer St - Intersection/ Curb Improvements
19. Oxford Road 59 and Oxford Road 40 - Overhead Flashing Light Construction
20. Retaining Wall Replacement - 31 Main St E (OR18), Norwich
21. Retaining Wall Replacement -105 Lovey's St (OR8), Hickson
22. Bell St (OR119), Ingersoll - PXO Relocation at McKeand St
23. Guide Rails - OR119 Guiderail Replacement

Water Infrastructure Improvements

1. Woodstock (City-Wide) - New Metering (Meter Installation) & Fixed Cellular
2. Woodstock - East Water Tower Painting, Refurbishment
3. Woodstock - Feedermain Re-Lining (HWY 401 Crossing)
4. Tillsonburg - Well 7A Improvements
5. Plattsville Water Tower - Standby Generator Installation

Wastewater Infrastructure Improvements

1. Tavistock - New William St SPS and Trunk Sewer Replacement (William St Easement)
2. Plattsville WWTP - Operational Enhancement, Berm Repair, SCADA Upgrades
3. Thamesford WWTP Upgrades - Screening/Headworks
4. Mt Elgin WWTP - Capacity Expansion

Facilities Infrastructure Improvements

1. 75 Graham Street Woodstock – Roof Replacement
2. 325 Thames Street Ingersoll – Roof & HVAC Replacement
3. 52 Venison Street Tillsonburg – Roof & HVAC Replacement
4. 2 Library Lane Tillsonburg – Roof Replacement
5. 884135 Embro Road 88 – Solar Installation
6. 415 Hunter Street Woodstock – Washroom Renovation
7. 161 Fyfe Avenue Woodstock – Domestic Hot Water Heat Pump
8. 215 Lisgar Avenue Tillsonburg – HVAC Replacement
9. 300 Juliana Drive Woodstock – LED Lighting Upgrade
10. 300 Juliana Drive Woodstock – Sprinkler Mains Replacement
11. 221 Thames Street Ingersoll – Roof Replacement
12. 808 Dundas Street Woodstock – HSC Renovation
13. 140 Winniett Street Woodstock – Ho[illegible]ation
14. 21 Reeve Street Woodstock – HVAC Replacement

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.



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 2027 Budget investment in capital assets consists of:

2027 Budget Capital (in millions)	Library Levy	County Levy	Water and Wastewater	Total Investment
Reserve Interest	$0.02	$1.60	$1.96	**$3.58**
Capital Contributions to Reserve	0.47	24.82	18.06	**$43.35**
Capital Grants	-	6.94	-	**$6.94**
Total Capital Investments	**$0.49**	**$33.36**	**$20.02**	**$53.87**

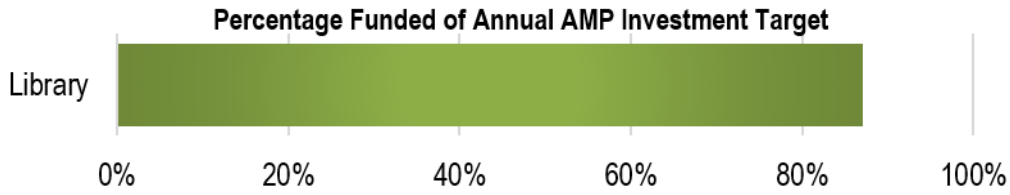
Closing the Funding Gap

The 2027 Budget takes steps towards closing the funding gaps identified in the County's 2025 AMP through a review of factors including updated replacement costs, updated annual requirements, interest rates, inflation, impact to the overall levy or rates, and risks to the delivery of the asset management program, bringing the County to 80% funded overall.

Library Levy

The 2027 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 percentage funded decreased slightly over the prior year to 87% funded (88% funded in 2026), reflecting increased replacement costs due to high inflationary rates, and reduced interest revenue resulting from declining rates. The total investment increase is $42,000, representing a 0.67% increase over the 2026 Library Levy.

AMP Area $Millions	AMP Investment Target	2027 Budget Investment	Surplus/ (Deficit)	% Funded
Library	0.55	0.48	(0.07)	87%
Total	**$0.55**	**$0.48**	**($0.07)**	**87%**

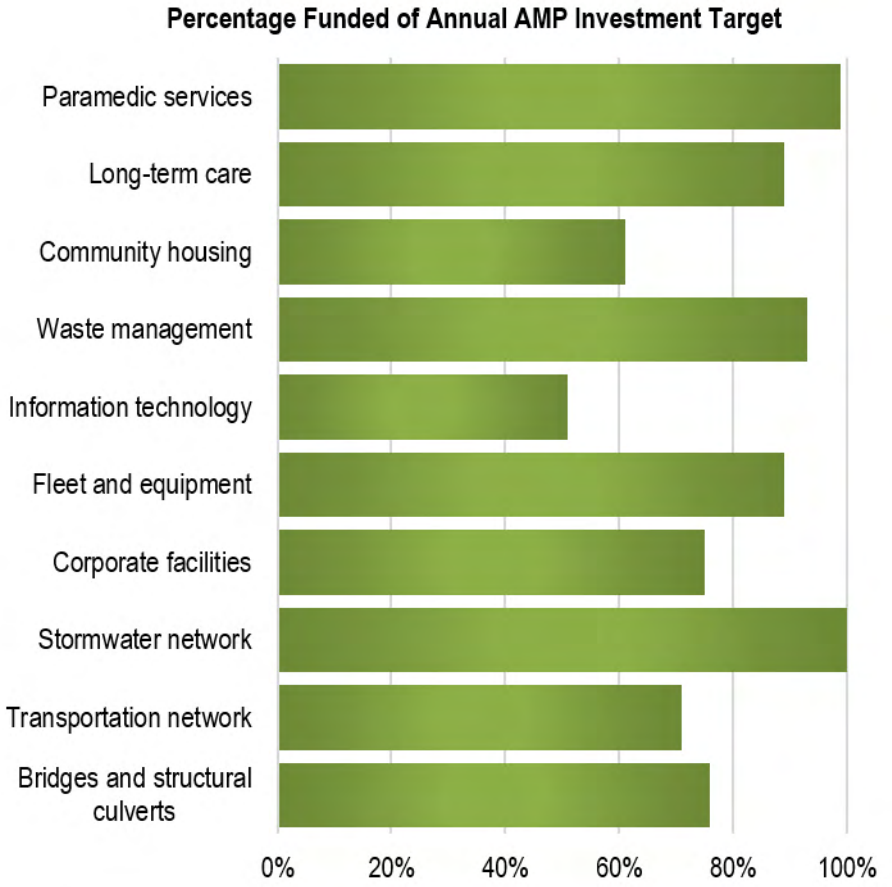


General Levy

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 2027. 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 2027 Budget includes an inflationary increase, along with additional investments aimed at progressing toward the funding targets identified in the 2025 AMP. The percentage funded decreased slightly over the prior year to 77% funded (78% funded in 2026). This reflects significant increased replacement costs for some AMP areas due to high inflationary rates and tariff impacts. The 2027 budget investment also reflects a nearly $2.8 million reduction due to the scheduled end of the doubling of Ontario Community Infrastructure Funding (OCIF).

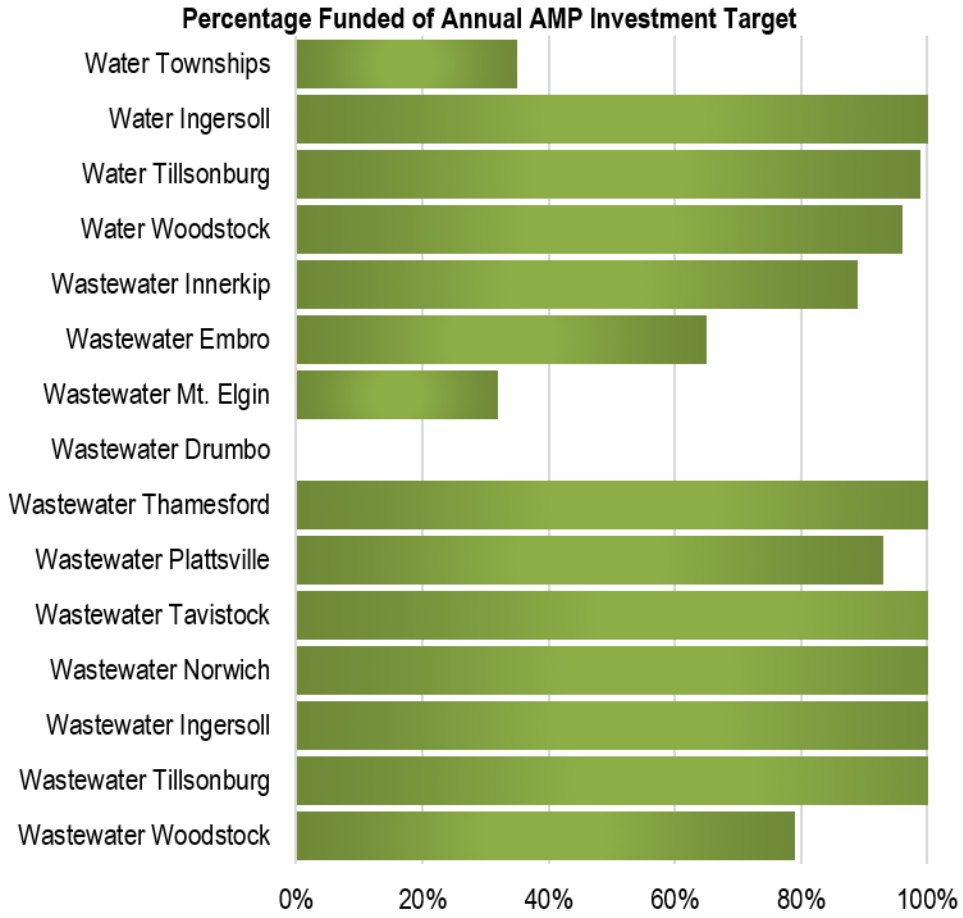
AMP Area $Millions	AMP Investment Target	2027 Budget Investment	Surplus/ (Deficit)	% Funded
Bridges and culverts	$7.05	$5.35	($1.70)	76%
Transportation network	19.58	13.88	(5.70)	71%
Stormwater network	3.17	3.17	-	100%
Corporate facilities	1.67	1.26	(0.41)	75%
Fleet and equipment	3.92	3.50	(0.42)	89%
Information technology	0.55	0.28	(0.27)	51%
Waste management	1.07	1.00	(0.07)	93%
Community housing	2.51	1.53	(0.98)	61%
Long-term care	2.13	1.90	(0.23)	89%
Paramedic Services	1.38	1.37	(0.01)	99%
Total	**$43.03**	**$33.24**	**($9.79)**	**77%**



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 2027 Budget investments continue progressing toward the investment targets identified in the 2025 AMP.

AMP Area $Millions	AMP Investment Target	2027 Budget Investment	Surplus/ (Deficit)	% Funded
Wastewater - Woodstock	$4.24	$3.34	($0.90)	79%
Wastewater – Tillsonburg	1.75	2.05	0.30	117%
Wastewater – Ingersoll	1.58	1.70	0.12	108%
Wastewater – Norwich	0.46	0.51	0.05	111%
Wastewater – Tavistock	0.66	0.83	0.17	126%
Wastewater – Plattsville	0.30	0.28	(0.02)	93%
Wastewater – Thamesford	0.42	0.45	0.03	107%
Wastewater – Drumbo	0.27	-	(0.27)	0%
Wastewater – Mt Elgin	0.38	0.12	(0.26)	32%
Wastewater – Embro	0.23	0.15	(0.08)	65%
Wastewater – Innerkip	0.18	0.16	(0.02)	89%
Water – Woodstock	5.15	4.92	(0.23)	96%
Water – Tillsonburg	2.41	2.39	(0.02)	99%
Water – Ingersoll	1.74	1.81	0.07	104%
Water - Townships	3.77	1.31	(2.46)	35%
Total	**$23.54**	**$20.02**	**($3.52)**	**85%**



DESCRIPTION	CARRY FORWARD BUDGET (1)	2027 REQUESTED BUDGET (2)	2027 CAPITAL BUDGET	TAXATION	W/WW RATES & RESERVES	RESERVES	DC	GRANTS	DC DEBT (3)	DEBT (3)	OTHER SOURCES
STRATEGIC COMM & ENGAGEMENT											
FURNISHINGS AND EQUIPMENT											
113000 STRATEGIC COMM. & ENGAGEMENT	-	3,000	**3,000**	3,000	-	-	-	-	-	-	-
TOTAL FURNISHINGS AND EQUIPMENT	-	3,000	**3,000**	3,000	-	-	-	-	-	-	-
TOTAL STRATEGIC COMM & ENGAGEMENT	**-**	**3,000**	**3,000**	**3,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
CLERKS											
FURNISHINGS AND EQUIPMENT											
122000 CLERK OFFICE	-	5,500	**5,500**	5,500	-	-	-	-	-	-	-
TOTAL FURNISHINGS AND EQUIPMENT	-	5,500	**5,500**	5,500	-	-	-	-	-	-	-
TOTAL CLERKS	**-**	**5,500**	**5,500**	**5,500**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
FINANCE											
FURNISHINGS AND EQUIPMENT											
120000 FINANCE	-	5,500	**5,500**	5,500	-	-	-	-	-	-	-
TOTAL FURNISHINGS AND EQUIPMENT	-	5,500	**5,500**	5,500	-	-	-	-	-	-	-
TOTAL FINANCE	**-**	**5,500**	**5,500**	**5,500**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
INFORMATION TECHNOLOGY											
FURNISHINGS AND EQUIPMENT											
123000 INFORMATION TECHNOLOGY	-	277,500	**277,500**	5,500	-	272,000	-	-	-	-	-
TOTAL FURNISHINGS AND EQUIPMENT	-	277,500	**277,500**	5,500	-	272,000	-	-	-	-	-
TOTAL INFORMATION TECHNOLOGY	**-**	**277,500**	**277,500**	**5,500**	**-**	**272,000**	**-**	**-**	**-**	**-**	**-**
INFORMATION SERVICES											
FURNISHINGS AND EQUIPMENT											
124000 INFORMATION SERVICES	-	3,000	**3,000**	3,000	-	-	-	-	-	-	-
TOTAL FURNISHINGS AND EQUIPMENT	-	3,000	**3,000**	3,000	-	-	-	-	-	-	-
TOTAL INFORMATION SERVICES	**-**	**3,000**	**3,000**	**3,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
HUMAN RESOURCES											
FURNISHINGS AND EQUIPMENT											
112000 HUMAN RESOURCES	-	2,500	**2,500**	2,500	-	-	-	-	-	-	-
TOTAL FURNISHINGS AND EQUIPMENT	-	2,500	**2,500**	2,500	-	-	-	-	-	-	-
TOTAL HUMAN RESOURCES	**-**	**2,500**	**2,500**	**2,500**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
FACILITIES											
FURNISHINGS AND EQUIPMENT											
C0236E FACILITIES - EQUIPMENT	-	32,500	**32,500**	-	-	32,500	-	-	-	-	-
TOTAL FURNISHINGS AND EQUIPMENT	-	32,500	**32,500**	-	-	32,500	-	-	-	-	-
FACILITIES											

DESCRIPTION	CARRY FORWARD BUDGET (1)	2027 REQUESTED BUDGET (2)	2027 CAPITAL BUDGET	TAXATION	W/WW RATES & RESERVES	RESERVES	DC	GRANTS	DC DEBT (3)	DEBT (3)	OTHER SOURCES
911006 ENERGY CONSERVATION FACILITIES	-	225,000	225,000	-	-	225,000	-	-	-	-	-
911900 FACILITIES RENEWABLE ENERGY	3,004,419	239,600	3,244,019	-	-	130,000	411,450	400,000	-	2,302,569	-
C0085E RENEWABLES - INGERSOLL WWTP	-	50,000	50,000	-	-	-	-	-	-	50,000	-
C0092E FAC - ENERGY CONSERV	-	358,500	358,500	-	-	358,500	-	-	-	-	-
C0238E SOLAR - 82 FINKLE	-	20,000	20,000	-	-	-	-	-	-	20,000	-
C0239E SOLAR - SPRINGFORD YARD	-	20,000	20,000	-	-	-	-	-	-	20,000	-
C0240E SOLAR - WOODSTOCK YARD	-	20,000	20,000	-	-	-	-	-	-	20,000	-
C0241E SOLAR - DRUMBO YARD	-	20,000	20,000	-	-	-	-	-	-	20,000	-
C0244E SOLAR - 70 MARIA	-	30,000	30,000	-	-	-	-	-	-	30,000	-
C0245E SOLAR - 221 THAMES	-	20,000	20,000	-	-	-	-	-	-	20,000	-
C0418D COURTHOUSE 415 HUNTER FACILITY	-	154,500	154,500	-	-	154,500	-	-	-	-	-
C0421D 75 GRAHAM - FACILITY	-	232,000	232,000	-	-	232,000	-	-	-	-	-
C0422D 410 BULLER - FACILITY	-	35,000	35,000	-	-	35,000	-	-	-	-	-
C0617E ADMIN BLDG (21 REEVE) FACILITY	-	270,400	270,400	-	-	270,400	-	-	-	-	-
C0694D ARCHIVES (82 LIGHT) FACILITY	-	4,500	4,500	-	-	4,500	-	-	-	-	-
TOTAL FACILITIES	3,004,419	1,699,500	4,703,919	-	-	1,409,900	411,450	400,000	-	2,482,569	-
TOTAL FACILITIES	**3,004,419**	**1,732,000**	4,736,419	**-**	**-**	**1,442,400**	**411,450**	**400,000**	**-**	**2,482,569**	**-**
FLEET											
FLEET											
220371 R - W - SINGLE DUMP	-	495,500	495,500	-	-	495,500	-	-	-	-	-
220375 R- W - TANDEM	-	495,000	495,000	-	-	495,000	-	-	-	-	-
220404 R - H - ASPHALT ROLLER	-	120,000	120,000	-	-	120,000	-	-	-	-	-
220427 R - W - TRACTOR	-	15,000	15,000	-	-	15,000	-	-	-	-	-
220505 WW - LOADER	-	265,000	265,000	-	-	265,000	-	-	-	-	-
220525 WW - PICKUP	-	90,000	90,000	-	-	90,000	-	-	-	-	-
220529 WW - PICKUP	-	90,000	90,000	-	-	90,000	-	-	-	-	-
220542 WW - ROLLOFF BIN TRUCK	-	400,000	400,000	-	-	400,000	-	-	-	-	-
220692 W - GENSET TRAILER	60,000	150,000	210,000	-	-	210,000	-	-	-	-	-
220701 L - UTV	-	25,500	25,500	-	-	25,500	-	-	-	-	-
220702 L - UTV	-	38,000	38,000	-	-	38,000	-	-	-	-	-
220741 L - TRACTOR	-	575,000	575,000	-	-	575,000	-	-	-	-	-
220742 L - TRACTOR DOZER	-	1,394,730	1,394,730	-	-	1,394,730	-	-	-	-	-
TOTAL FLEET	60,000	4,153,730	4,213,730	-	-	4,213,730	-	-	-	-	-
TOTAL FLEET	**60,000**	**4,153,730**	4,213,730	**-**	**-**	**4,213,730**	**-**	**-**	**-**	**-**	**-**
TRANSPORTATION SERVICES											

DESCRIPTION	CARRY FORWARD BUDGET (1)	2027 REQUESTED BUDGET (2)	2027 CAPITAL BUDGET	TAXATION	W/WW RATES & RESERVES	RESERVES	DC	GRANTS	DC DEBT (3)	DEBT (3)	OTHER SOURCES
FLEET											
C0476B RDS GRADER ATTACH (NI 2027-01)	-	106,000	**106,000**	106,000	-	-	-	-	-	-	-
C0664B RDS - NEW PICKUP (NI 2027-03)	-	152,000	**152,000**	152,000	-	-	-	-	-	-	-
TOTAL FLEET	-	258,000	**258,000**	258,000	-	-	-	-	-	-	-
FACILITIES											
C0415D RDS - DRUMBO YARD FACILITY	-	29,000	**29,000**	-	-	29,000	-	-	-	-	-
C0432B ENERGY CONSERVATION ROADS	-	9,500	**9,500**	-	-	9,500	-	-	-	-	-
C0666B RDS - WORKS YARD PARKING EXP	-	60,000	**60,000**	60,000	-	-	-	-	-	-	-
C0673D RDS - SPRINGFORD YARD FACILITY	-	70,000	**70,000**	30,000	-	40,000	-	-	-	-	-
C0674D RDS - WOODSTOCK YARD FACILITY	-	10,000	**10,000**	-	-	10,000	-	-	-	-	-
TOTAL FACILITIES	-	178,500	**178,500**	90,000	-	88,500	-	-	-	-	-
TRANSPORTATION NETWORK											
930004 CR 4	2,491,025	1,400,000	**3,891,025**	-	-	909,722	2,981,303	-	-	-	-
930035 CR 35	85,000	-	**85,000**	-	-	70,528	14,472	-	-	-	-
930078 INTERSECTION ILLUMINATION	100,000	-	**100,000**	-	-	50,000	-	-	-	-	50,000
C0003A WDSTK-OR35 (OR54 to LANSDOWNE)	-	150,000	**150,000**	-	-	124,460	25,540	-	-	-	-
C0003B WDSTK-OR35 (ST MICHEALS) PXO	-	25,000	**25,000**	20,000	-	-	5,000	-	-	-	-
C0005A OR4 & OR17 INTERSECTION	-	100,000	**100,000**	-	-	23,383	76,617	-	-	-	-
C0006A OR18 (OR 13 to Hwy 19)	-	200,000	**200,000**	-	-	165,947	34,053	-	-	-	-
C0007A OR19 (Hwy 19 to Norfolk)	-	700,000	**700,000**	-	-	580,817	119,183	-	-	-	-
C0010A OR59 (WILSON to NORWICH)	-	150,000	**150,000**	-	-	124,460	25,540	-	-	-	-
C0011A OR59 (CEDAR to PARKINSON)	-	150,000	**150,000**	-	-	124,461	25,539	-	-	-	-
C0012A OR59 (WOODSTOCK ST S)	-	100,000	**100,000**	-	-	100,000	-	-	-	-	-
C0013B PED CROSS OR15 - FYFE	-	150,000	**150,000**	120,000	-	-	30,000	-	-	-	-
C0015B PED CROSS OR24 - ELIZABETH	-	25,000	**25,000**	20,000	-	-	5,000	-	-	-	-
C0017B PED CROSS OR15 - ST PATRICKS	-	25,000	**25,000**	20,000	-	-	5,000	-	-	-	-
C0019A INT UPGRADE - OR 59/OR13/OR46	-	300,000	**300,000**	-	-	300,000	-	-	-	-	-
C0020A OR59 (OR8 to OR 34)	-	3,545,000	**3,545,000**	-	-	3,545,000	-	-	-	-	-
C0020V OR59 (OR8 to OR 34) BIKE	-	750,000	**750,000**	430,731	-	-	319,269	-	-	-	-
C0021A OR119 (OR2 to OR 16)	-	108,000	**108,000**	-	-	108,000	-	-	-	-	-
C0021V OR119 (OR2 to OR 16) BIKE	-	15,000	**15,000**	15,000	-	-	-	-	-	-	-
C0024A OR 2 (PRINCETON)	-	30,000	**30,000**	-	-	15,000	-	-	-	-	15,000
C0025A OR 25 (COBBLE HILLS to OR119)	-	1,070,000	**1,070,000**	-	-	53,000	-	1,017,000	-	-	-
C0026W SIGNALS - OR2 at OR7	-	100,000	**100,000**	-	-	100,000	-	-	-	-	-
C0029B RETAINING WALLS - REPLACEMENT	-	275,000	**275,000**	-	-	275,000	-	-	-	-	-

DESCRIPTION	CARRY FORWARD BUDGET (1)	2027 REQUESTED BUDGET (2)	2027 CAPITAL BUDGET	TAXATION	W/WW RATES & RESERVES	RESERVES	DC	GRANTS	DC DEBT (3)	DEBT (3)	OTHER SOURCES
C0030A OR119 (401 to CLARKE)	-	1,700,000	1,700,000	-	-	542,200	1,157,800	-	-	-	-
C0031A URBANIZATION - BRIGHT	-	300,000	300,000	-	-	172,311	127,689	-	-	-	-
C0086A CRACK SEALING - 2027	-	350,000	350,000	-	-	250,000	-	-	-	-	100,000
C0110B INT ILLUMINATION	-	30,000	30,000	24,000	-	-	6,000	-	-	-	-
C0234A TRAFFIC - TRAFFIC CALMING	-	150,000	150,000	120,000	-	-	30,000	-	-	-	-
C0479A OR2 (21ST LINE to OR6)	-	3,350,000	3,350,000	-	-	167,000	-	3,183,000	-	-	-
C0480A HOT MIX ASPHALT PADDING	-	300,000	300,000	-	-	300,000	-	-	-	-	-
C0481A OR10 (OR27 to PRESSY RD)	-	68,000	68,000	-	-	68,000	-	-	-	-	-
C0481V OR10 (OR27 to PRESSY RD) BIKE	-	35,000	35,000	20,106	-	-	14,894	-	-	-	-
C0482A OR8 (LOVEYS ST E, HICKSON)	-	18,000	18,000	-	-	18,000	-	-	-	-	-
C0483A OR8 (HICKSON to BRIGHT)	-	108,000	108,000	-	-	108,000	-	-	-	-	-
C0484A OR8 (BRIGHT W of OR22)	-	7,000	7,000	-	-	7,000	-	-	-	-	-
C0494A OR33 (OR6 to OR59)	-	15,000	15,000	-	-	15,000	-	-	-	-	-
C0611S TRAIL (SPRINGFORD to TBURG)	-	463,000	463,000	181,500	-	-	-	231,500	-	-	50,000
C0623B OR119 GUIDERAIL REPL	-	640,000	640,000	-	-	640,000	-	-	-	-	-
C0645A OR119 (CLARKE RD INTERSECTION)	-	11,900,000	11,900,000	-	-	1,379,633	17	-	4,520,350	-	6,000,000
C0662A INTERSECTION SAFETY REVIEW	-	100,000	100,000	-	-	100,000	-	-	-	-	-
TOTAL TRANSPORTATION NETWORK	2,676,025	28,902,000	31,578,025	971,337	-	10,436,922	5,002,916	4,431,500	4,520,350	-	6,215,000
STORMWATER											
930198 URBAN STORM SEWER	300,000	-	300,000	-	-	300,000	-	-	-	-	-
C0007G OR19 (Hwy 19 to Norfolk)	-	60,000	60,000	-	-	49,785	10,215	-	-	-	-
C0030F OR119 (401 to CLARKE) STORM	-	250,000	250,000	-	-	250,000	-	-	-	-	-
C0032G CULVERT REPL. - UNANTICIPATED	-	340,000	340,000	-	-	340,000	-	-	-	-	-
C0087G DRAIN IMPROVEMENTS - 2027	-	220,000	220,000	-	-	220,000	-	-	-	-	-
C0097G OR14 (OR21 to OR15) STORM	-	24,000	24,000	-	-	24,000	-	-	-	-	-
C0482G OR8 (LOVEYS ST E, HICKSON) STM	-	25,000	25,000	-	-	25,000	-	-	-	-	-
C0485G OR10 (OR27 to INGERSOLL) STORM	-	1,660,000	1,660,000	-	-	1,660,000	-	-	-	-	-
C0486G OR45 (OR119 to BOUNDARY) STORM	-	28,000	28,000	-	-	28,000	-	-	-	-	-
C0487G OR47 (OR2 to OR36) STORM	-	10,000	10,000	-	-	5,000	-	-	-	-	5,000
C0489G OR60 (OR8 to OR33) STORM	-	30,000	30,000	-	-	30,000	-	-	-	-	-
C0492G OR6 (EMBRO to OR9) STORM	-	835,000	835,000	-	-	435,000	-	400,000	-	-	-
TOTAL STORMWATER	300,000	3,482,000	3,782,000	-	-	3,366,785	10,215	400,000	-	-	5,000
BRIDGES AND CULVERTS											
C0001C BRIDGE 224538 (OR19)	-	1,200,000	1,200,000	-	-	1,200,000	-	-	-	-	-
C0033C BRIDGE 686843 (OR2) - BNDRY	-	1,200,000	1,200,000	-	-	1,200,000	-	-	-	-	-

DESCRIPTION	CARRY FORWARD BUDGET (1)	2027 REQUESTED BUDGET (2)	2027 CAPITAL BUDGET	TAXATION	W/WW RATES & RESERVES	RESERVES	DC	GRANTS	DC DEBT (3)	DEBT (3)	OTHER SOURCES
C0034C CULVERT 687045 (OR2) - BNDRY	-	375,000	375,000	-	-	375,000	-	-	-	-	-
C0035C CULVERT 715213 (OR4)	-	1,200,000	1,200,000	-	-	1,200,000	-	-	-	-	-
C0037C BRIDGE 682935 (OR2)	-	2,600,000	2,600,000	-	-	130,000	-	2,470,000	-	-	-
C0038C BRIDGE 684847	-	1,350,000	1,350,000	-	-	1,350,000	-	-	-	-	-
C0039C MISC OSIM REPAIRS	-	250,000	250,000	-	-	250,000	-	-	-	-	-
C0370C BRIDGE 856645 (OR8)	-	100,000	100,000	-	-	100,000	-	-	-	-	-
C0371C CULVERT 963929 (OR28)	-	100,000	100,000	-	-	100,000	-	-	-	-	-
C0372C CULVERT 842608 (OR16)	-	100,000	100,000	-	-	100,000	-	-	-	-	-
C0373C BRIDGE 434825 (OR11)	-	100,000	100,000	-	-	100,000	-	-	-	-	-
C0374C BRIDGE 843927 (OR16)	-	91,000	91,000	-	-	91,000	-	-	-	-	-
C0375C BRIDGE 816765 (OR22)	-	91,000	91,000	-	-	91,000	-	-	-	-	-
C0376C BRIDGE 324873 (OR18)	-	115,000	115,000	-	-	115,000	-	-	-	-	-
C0377C BRIDGE 884114 (OR8)	-	102,000	102,000	-	-	102,000	-	-	-	-	-
C0378C BRIDGE 374673 (OR6)	-	120,000	120,000	-	-	120,000	-	-	-	-	-
C0624C BRIDGE 15083/922773 GUIDRAILS	-	280,000	280,000	-	-	280,000	-	-	-	-	-
TOTAL BRIDGES AND CULVERTS	-	9,374,000	9,374,000	-	-	6,904,000	-	2,470,000	-	-	-
TOTAL TRANSPORTATION SERVICES	**2,976,025**	**42,194,500**	45,170,525	**1,319,337**	**-**	**20,796,207**	**5,013,131**	**7,301,500**	**4,520,350**	**-**	**6,220,000**
WASTE MANAGEMENT											
FLEET											
C0473L WM MULTIUSE TRUCK (NI 2027-06)	-	587,000	587,000	-	-	587,000	-	-	-	-	-
C0474L WM TRAILER	-	10,500	10,500	-	-	10,500	-	-	-	-	-
TOTAL FLEET	-	597,500	597,500	-	-	597,500	-	-	-	-	-
FURNISHINGS AND EQUIPMENT											
280000 WASTE MGMT	-	40,000	40,000	-	-	40,000	-	-	-	-	-
900032 LANDFILL GAS COLLECTION SYSTEM	-	50,000	50,000	-	-	50,000	-	-	-	-	-
C0630L OCWMF MOBILE LITTER FENCING	-	300,000	300,000	-	-	300,000	-	-	-	-	-
TOTAL FURNISHINGS AND EQUIPMENT	-	390,000	390,000	-	-	390,000	-	-	-	-	-
FACILITIES											
C0601L LANDFILL TRANSFER STATION	-	10,000	10,000	-	-	10,000	-	-	-	-	-
C0646L CLOSED LANDFILLS	-	175,000	175,000	-	-	175,000	-	-	-	-	-
C0650L OCWMF - SWM DREDGING	475,000	1,300,000	1,775,000	-	-	1,775,000	-	-	-	-	-
C0660L OCWMF - COVER	-	168,000	168,000	-	-	168,000	-	-	-	-	-
C0669L OCWMF - SALFORD FACILITY	-	54,000	54,000	-	-	54,000	-	-	-	-	-
TOTAL FACILITIES	475,000	1,707,000	2,182,000	-	-	2,182,000	-	-	-	-	-
TOTAL WASTE MANAGEMENT	**475,000**	**2,694,500**	3,169,500	**-**	**-**	**3,169,500**	**-**	**-**	**-**	**-**	**-**

DESCRIPTION	CARRY FORWARD BUDGET (1)	2027 REQUESTED BUDGET (2)	2027 CAPITAL BUDGET	TAXATION	W/WW RATES & RESERVES	RESERVES	DC	GRANTS	DC DEBT (3)	DEBT (3)	OTHER SOURCES
WOODINGFORD LODGE											
FURNISHINGS AND EQUIPMENT											
391000 WFL - WOODSTOCK	5,800	405,140	**410,940**	3,850	-	377,090	-	-	-	-	30,000
392000 WFL - INGERSOLL	8,000	61,125	**69,125**	825	-	68,300	-	-	-	-	-
393000 WFL - TILLSONBURG	8,000	116,525	**124,525**	825	-	123,700	-	-	-	-	-
TOTAL FURNISHINGS AND EQUIPMENT	21,800	582,790	**604,590**	5,500	-	569,090	-	-	-	-	30,000
FACILITIES											
C0423P WFL - INGERSOLL ROOFING	-	483,500	**483,500**	-	-	483,500	-	-	-	-	-
C0424P WFL - INGERSOLL ROOF TOP UNITS	-	518,000	**518,000**	-	-	518,000	-	-	-	-	-
C0568P WFL - INGERSOLL - FACILITY	-	12,000	**12,000**	-	-	12,000	-	-	-	-	-
C0569P WFL - WOODSTOCK - FACILITY	-	187,000	**187,000**	-	-	142,000	-	-	-	-	45,000
C0586P WFL - TBURG - ROOFING	-	509,720	**509,720**	-	-	509,720	-	-	-	-	-
C0587P WFL - TBURG - FACILITY	-	50,000	**50,000**	-	-	50,000	-	-	-	-	-
C0667P WFL - TBURG - ROOF TOP UNITS	-	555,000	**555,000**	-	-	555,000	-	-	-	-	-
TOTAL FACILITIES	-	2,315,220	**2,315,220**	-	-	2,270,220	-	-	-	-	45,000
TOTAL WOODINGFORD LODGE	**21,800**	**2,898,010**	**2,919,810**	**5,500**	**-**	**2,839,310**	**-**	**-**	**-**	**-**	**75,000**
PARAMEDIC SERVICES											
FLEET											
510000 PARAMEDIC SERVICES	260,028	740,000	**1,000,028**	346,395	-	630,028	23,605	-	-	-	-
TOTAL FLEET	260,028	740,000	**1,000,028**	346,395	-	630,028	23,605	-	-	-	-
FURNISHINGS AND EQUIPMENT											
C0658O EMS - EQUIPMENT	-	277,950	**277,950**	5,500	-	272,450	-	-	-	-	-
TOTAL FURNISHINGS AND EQUIPMENT	-	277,950	**277,950**	5,500	-	272,450	-	-	-	-	-
FACILITIES											
C0675O EMS - WDSTK - MILL FACILITY	-	3,000	**3,000**	-	-	3,000	-	-	-	-	-
C0676O EMS - WDSTK - BYSHAM FACILITY	-	10,000	**10,000**	-	-	10,000	-	-	-	-	-
C0680O EMS - NORWICH - TIDEY FACILITY	-	78,000	**78,000**	-	-	78,000	-	-	-	-	-
TOTAL FACILITIES	-	91,000	**91,000**	-	-	91,000	-	-	-	-	-
TOTAL PARAMEDIC SERVICES	**260,028**	**1,108,950**	**1,368,978**	**351,895**	**-**	**993,478**	**23,605**	**-**	**-**	**-**	**-**
HOUSING											
FURNISHINGS AND EQUIPMENT											
360000 H.S.I. SHELTER	-	45,900	**45,900**	-	-	45,900	-	-	-	-	-
TOTAL FURNISHINGS AND EQUIPMENT	-	45,900	**45,900**	-	-	45,900	-	-	-	-	-
FACILITIES											
360425 HSG - 16 GEORGE	-	7,500	**7,500**	-	-	7,500	-	-	-	-	-

DESCRIPTION	CARRY FORWARD BUDGET (1)	2027 REQUESTED BUDGET (2)	2027 CAPITAL BUDGET	TAXATION	W/WW RATES & RESERVES	RESERVES	DC	GRANTS	DC DEBT (3)	DEBT (3)	OTHER SOURCES
360435 HSG - 70 MARIA	-	35,000	35,000	-	-	35,000	-	-	-	-	-
360440 HSG - 111 BROCK	-	105,500	105,500	-	-	105,500	-	-	-	-	-
360451 HSG - 235 THAMES	-	50,000	50,000	-	-	50,000	-	-	-	-	-
360452 HSG - 221 THAMES	-	337,500	337,500	-	-	337,500	-	-	-	-	-
360453 HSG - 272 HARRIS	-	6,000	6,000	-	-	6,000	-	-	-	-	-
360454 HSG - 178 EARL	-	62,500	62,500	-	-	62,500	-	-	-	-	-
360455 HSG - 135 CARROLL	-	32,500	32,500	-	-	32,500	-	-	-	-	-
360456 HSG - 329 TUNIS	-	6,000	6,000	-	-	6,000	-	-	-	-	-
360461 HSG - 57 ROLPH	-	82,500	82,500	-	-	82,500	-	-	-	-	-
360462 HSG - 174 LISGAR	-	15,500	15,500	-	-	15,500	-	-	-	-	-
360463 HSG - 215 LISGAR	-	125,500	125,500	10,000	-	115,500	-	-	-	-	-
360465 HSG - VERNA	-	160,000	160,000	-	-	160,000	-	-	-	-	-
360471 HSG - JAMES	-	93,000	93,000	-	-	93,000	-	-	-	-	-
360472 HSG - 816 ALICE	-	7,500	7,500	-	-	7,500	-	-	-	-	-
360474 HSG - KARN	-	30,000	30,000	-	-	30,000	-	-	-	-	-
360475 HSG - 742 PAVEY	-	81,500	81,500	10,000	-	71,500	-	-	-	-	-
360476 HSG - 82 FINKLE	-	43,400	43,400	-	-	33,400	-	10,000	-	-	-
360477 HSG - 161 FYFE	-	31,500	31,500	10,000	-	21,500	-	-	-	-	-
360478 HSG - 738 PARKINSON	-	32,500	32,500	-	-	32,500	-	-	-	-	-
360486 HSG - 140 WINNIETT	-	10,000	10,000	-	-	10,000	-	-	-	-	-
366000 HOMELESSNESS SUPPORT CENTRE	-	1,540,000	1,540,000	-	-	1,540,000	-	-	-	-	-
C0544Q HSG - 140 WINNIETT RENOVATIONS	-	700,000	700,000	-	-	-	-	700,000	-	-	-
C0598E SOLAR - 808 DUNDAS	-	15,000	15,000	-	-	-	-	-	-	15,000	-
TOTAL FACILITIES	-	3,610,400	3,610,400	30,000	-	2,855,400	-	710,000	-	15,000	-
TOTAL HOUSING	**-**	**3,656,300**	3,656,300	**30,000**	**-**	**2,901,300**	**-**	**710,000**	**-**	**15,000**	**-**
COMMUNITY & SOCIAL SERVICES											
FURNISHINGS AND EQUIPMENT											
300000 COMMUNITY & SOCIAL SERVICES	-	2,500	2,500	1,250	-	-	-	1,250	-	-	-
TOTAL FURNISHINGS AND EQUIPMENT	-	2,500	2,500	1,250	-	-	-	1,250	-	-	-
TOTAL COMMUNITY & SOCIAL SERVICES	**-**	**2,500**	2,500	**1,250**	**-**	**-**	**-**	**1,250**	**-**	**-**	**-**
LIBRARY											
FURNISHINGS AND EQUIPMENT											
610000 SPECIAL PROGRAMS	300,000	-	300,000	-	-	300,000	-	-	-	-	-
C0659T MT ELGIN NEW LIBRARY	-	150,000	150,000	-	-	60,000	90,000	-	-	-	-
C0670T LIBRARY - EQUIPMENT	-	57,500	57,500	2,500	-	55,000	-	-	-	-	-

DESCRIPTION	CARRY FORWARD BUDGET (1)	2027 REQUESTED BUDGET (2)	2027 CAPITAL BUDGET	TAXATION	W/WW RATES & RESERVES	RESERVES	DC	GRANTS	DC DEBT (3)	DEBT (3)	OTHER SOURCES
C0671T LIBRARY - COLLECTION MATERIAL	-	268,000	268,000	-	-	268,000	-	-	-	-	-
TOTAL FURNISHINGS AND EQUIPMENT	300,000	475,500	775,500	2,500	-	683,000	90,000	-	-	-	-
FACILITIES											
C0426T OCL - INGERSOLL FACILITY	-	21,500	21,500	-	-	21,500	-	-	-	-	-
C0427T OCL - THAMESFORD FACILITY	-	98,000	98,000	-	-	58,800	-	-	-	-	39,200
C0429T OCL - TILLSONBURG FACILITY	-	402,500	402,500	-	-	402,500	-	-	-	-	-
TOTAL FACILITIES	-	522,000	522,000	-	-	482,800	-	-	-	-	39,200
TOTAL LIBRARY	**300,000**	**997,500**	1,297,500	**2,500**	**-**	**1,165,800**	**90,000**	**-**	**-**	**-**	**39,200**
WASTEWATER											
FLEET											
C0470H WW OPS PICKUP (FTE 2027-04)	-	90,675	90,675	-	90,675	-	-	-	-	-	-
TOTAL FLEET	-	90,675	90,675	-	90,675	-	-	-	-	-	-
FURNISHINGS AND EQUIPMENT											
C0438H WDSTK - WWT - EQUIPMENT	-	293,000	293,000	-	293,000	-	-	-	-	-	-
C0438I WDSTK - WWC - EQUIPMENT	-	40,000	40,000	-	40,000	-	-	-	-	-	-
C0439H TBURG - WWT - EQUIPMENT	-	86,500	86,500	-	86,500	-	-	-	-	-	-
C0439I TBURG - WWC - EQUIPMENT	-	12,000	12,000	-	12,000	-	-	-	-	-	-
C0440H ING - WWT - EQUIPMENT	-	72,000	72,000	-	72,000	-	-	-	-	-	-
C0441I NOR - WWC - EQUIPMENT	-	60,000	60,000	-	60,000	-	-	-	-	-	-
C0636H TAV - WWT - EQUIPMENT	-	45,000	45,000	-	45,000	-	-	-	-	-	-
C0637H PLAT - WWT - EQUIPMENT	-	42,000	42,000	-	42,000	-	-	-	-	-	-
C0637I PLAT - WWC - EQUIPMENT	-	95,000	95,000	-	95,000	-	-	-	-	-	-
C0638H THAMES - WWT - EQUIPMENT	-	22,000	22,000	-	22,000	-	-	-	-	-	-
C0638I THAMES - WWC - EQUIPMENT	-	30,000	30,000	-	30,000	-	-	-	-	-	-
C0639H DRUMBO - WWT - EQUIPMENT	-	2,000	2,000	-	2,000	-	-	-	-	-	-
C0639I DRUMBO - WWC - EQUIPMENT	-	50,000	50,000	-	50,000	-	-	-	-	-	-
C0640H MT ELGIN - WWT - EQUIPMENT	-	24,000	24,000	-	24,000	-	-	-	-	-	-
C0641I EMBRO - WWC - EQUIPMENT	-	10,000	10,000	-	10,000	-	-	-	-	-	-
TOTAL FURNISHINGS AND EQUIPMENT	-	883,500	883,500	-	883,500	-	-	-	-	-	-
FACILITIES											
C0599H WDSTK - WW FACILITIES - T	-	58,000	58,000	-	58,000	-	-	-	-	-	-
C0604D THAMES - WW ENERGY CONSERV	-	22,800	22,800	-	22,800	-	-	-	-	-	-
C0606D ING - WW ENERGY CONSERV	-	29,200	29,200	-	29,200	-	-	-	-	-	-
C0688H THAMES - WW FACILITIES - T	-	58,600	58,600	-	58,600	-	-	-	-	-	-
C0689I PLATTS - WW FACILITIES - C	-	8,000	8,000	-	8,000	-	-	-	-	-	-

DESCRIPTION	CARRY FORWARD BUDGET (1)	2027 REQUESTED BUDGET (2)	2027 CAPITAL BUDGET	TAXATION	W/WW RATES & RESERVES	RESERVES	DC	GRANTS	DC DEBT (3)	DEBT (3)	OTHER SOURCES
C0690I TAV - WW FACILITIES - C	-	2,220	2,220	-	2,220	-	-	-	-	-	-
C0691I NOR - WW FACILITIES - C	-	3,300	3,300	-	3,300	-	-	-	-	-	-
C0692H ING - WW FACILITIES - T	-	62,000	62,000	-	62,000	-	-	-	-	-	-
C0693H TBURG - WW FACILITIES - T	-	143,160	143,160	-	143,160	-	-	-	-	-	-
TOTAL FACILITIES	-	387,280	387,280	-	387,280	-	-	-	-	-	-
WASTEWATER											
950608 PLAT - BERM REPAIR	100,000	450,000	550,000	-	550,000	-	-	-	-	-	-
950718 THAMES - WWTP UPGRADE	-	5,815,746	5,815,746	-	1,470,985	-	-	-	2,907,892	1,436,869	-
950810 DRUMBO - WWTP CAPACITY EXP	600,000	-	600,000	-	274,368	-	325,632	-	-	-	-
950905 MT ELGIN - WWTP CAPACITY EXP	4,133,000	750,000	4,883,000	-	722,668	-	740,907	-	3,419,425	-	-
C0030I ING CLARKE RD WW OVERSIZING	-	140,000	140,000	-	140,000	-	-	-	-	-	-
C0040I WDSTK PROJ - WW REPL-BAYSWATER	-	315,000	315,000	-	315,000	-	-	-	-	-	-
C0041I WDSTK PROJ-WW REPL-KENSINGTON	-	347,000	347,000	-	347,000	-	-	-	-	-	-
C0042I WDSTK PROJ-WW REPL-KNIGHTSBRDG	-	259,000	259,000	-	259,000	-	-	-	-	-	-
C0043I WDSTK PROJ-WW REPL-WELLINGTON	-	204,000	204,000	-	204,000	-	-	-	-	-	-
C0044I WDSTK PROJ - WW REPL - GEORGE	-	153,000	153,000	-	153,000	-	-	-	-	-	-
C0045I WDSTK PROJ - WW REPL-PRINCESS	-	158,000	158,000	-	158,000	-	-	-	-	-	-
C0049I WDSTK PROJ - WW REPL - HUNTER	-	325,000	325,000	-	325,000	-	-	-	-	-	-
C0056I TBURG PROJ-WW REPL-CHARLOTTE	-	903,000	903,000	-	903,000	-	-	-	-	-	-
C0057H TBURG - WWTP EXPANSION PHASE 2	-	500,000	500,000	-	309,806	-	190,194	-	-	-	-
C0058I TBURG - JOHN POUND SPS	50,000	200,000	250,000	-	-	-	250,000	-	-	-	-
C0059I TBURG - JOHN POUND FORCEMAIN	-	100,000	100,000	-	50,004	-	49,996	-	-	-	-
C0060I TBURG - WW OVERSIZE - LORRAINE	-	1,460,000	1,460,000	-	1,460,000	-	-	-	-	-	-
C0061I ING - THAMES RIVER TRUNK	200,000	100,000	300,000	-	196,121	-	103,879	-	-	-	-
C0062I ING PROJ-WW REPL - CHARLES ST	-	540,000	540,000	-	540,000	-	-	-	-	-	-
C0063I ING PROJ-WW REPL - UNION ST	-	307,000	307,000	-	307,000	-	-	-	-	-	-
C0064I ING - RELINING MILL + CHARLES	-	250,000	250,000	-	250,000	-	-	-	-	-	-
C0066H NOR - LAGOON EXPANSION	-	500,000	500,000	-	183,537	-	316,463	-	-	-	-
C0067I NOR - WW REPL - PALMER	-	20,000	20,000	-	20,000	-	-	-	-	-	-
C0068H TAV - WWTP EXPANSION/UPGRADE	559,000	1,000,000	1,559,000	-	978,583	-	580,417	-	-	-	-
C0069I TAV - WILLIAM ST SEWAGE PUMPING STATION	200,000	3,500,000	3,700,000	-	2,364,160	-	1,335,840	-	-	-	-
C0070I TAV - EZT PROJ - ELIZABETH SAN	-	662,000	662,000	-	662,000	-	-	-	-	-	-
C0071I TAV - WILLIAM ST EASEMENT SAN	-	2,000,000	2,000,000	-	1,086,332	-	913,668	-	-	-	-
C0072H PLAT - WWTP OPERATION ENHANCE	-	4,000,000	4,000,000	-	1,540,000	-	216,650	-	583,350	1,660,000	-
C0089I WDSTK - SE TRUNK SEWER RELINE	-	600,000	600,000	-	390,371	-	209,629	-	-	-	-

DESCRIPTION	CARRY FORWARD BUDGET (1)	2027 REQUESTED BUDGET (2)	2027 CAPITAL BUDGET	TAXATION	W/WW RATES & RESERVES	RESERVES	DC	GRANTS	DC DEBT (3)	DEBT (3)	OTHER SOURCES
C0252I WDSTK - SANITARY OVERSIZING	-	67,000	67,000	-	67,000	-	-	-	-	-	-
C0259I WDSTK-SE TRUNK UPG 4b,5,19,20	122,000	140,000	262,000	-	115,546	-	146,454	-	-	-	-
C0264I WDSTK - SE TRUNK UPG 11,12,13	-	520,000	520,000	-	229,331	-	290,669	-	-	-	-
C0271I WDSTK - NE FM - OR2 (DUNDAS)	2,580,000	404,000	2,984,000	-	898,932	-	2,085,068	-	-	-	-
C0272I WDSTK - NE FM - W TOWER SITE	1,080,000	169,000	1,249,000	-	376,144	-	872,856	-	-	-	-
C0273I WDSTK - NE FM - 401 CROSSING	1,568,000	246,000	1,814,000	-	546,664	-	1,267,336	-	-	-	-
C0274I WDSTK - NE FM - OR 2 TO ST A	808,000	127,000	935,000	-	281,639	-	653,361	-	-	-	-
C0291I ING - SW IND WW - WALLACE LN	572,108	3,628,000	4,200,108	-	1,291,303	-	2,908,805	-	-	-	-
C0293I ING - SW IND WW -CURRY-W LIM	-	100,000	100,000	-	30,748	-	69,252	-	-	-	-
C0338I ING PROJ-WW REPL-WELLINGTON ST	-	2,000	2,000	-	2,000	-	-	-	-	-	-
C0339I ING PROJ-WW REPL-WELLINGTON AV	-	2,000	2,000	-	2,000	-	-	-	-	-	-
C0340I ING PROJ-WW REPL - NELSON AVE	-	2,000	2,000	-	2,000	-	-	-	-	-	-
C0341I ING PROJ-WW REPL - COTTAGE	-	2,000	2,000	-	2,000	-	-	-	-	-	-
C0342I ING PROJ-WW REPL - CHURCH	-	2,000	2,000	-	2,000	-	-	-	-	-	-
C0453I EMBRO - WWC - SCADA UPGRADES	-	607,000	607,000	-	554,797	-	52,203	-	-	-	-
C0454H WDSTK - WWT - SCADA UPGRADES	-	1,086,726	1,086,726	-	1,010,803	-	75,923	-	-	-	-
C0454I WDSTK - WWC - SCADA UPGRADES	-	198,000	198,000	-	184,167	-	13,833	-	-	-	-
C0455H PLAT - WWT - SCADA UPGRADES	-	300,000	300,000	-	269,970	-	30,030	-	-	-	-
C0455I PLAT - WWC - SCADA UPGRADES	-	183,000	183,000	-	164,682	-	18,318	-	-	-	-
C0460I ING - E401SC - SCADA UPGRADES	-	45,000	45,000	-	-	-	-	-	-	-	45,000
C0465I TBURG - VICTORIA ST WW EASEMNT	-	200,000	200,000	-	200,000	-	-	-	-	-	-
C0618I WDSTK PROJ - SAN RELINING	-	110,000	110,000	-	110,000	-	-	-	-	-	-
C0648I WDSTK - COUNTY SAN RELINING	-	113,000	113,000	-	113,000	-	-	-	-	-	-
C0649I WDSTK-SE SERV PATTULLO REALIGN	-	6,000,000	6,000,000	-	1,807,670	-	1,642,330	-	2,550,000	-	-
C0668I WDSTK PROJ-JACK ROSS SAN UPSIZ	-	700,000	700,000	-	700,000	-	-	-	-	-	-
TOTAL WASTEWATER	12,572,108	40,512,472	53,084,580	-	25,122,331	-	15,359,713	-	9,460,667	3,096,869	45,000
TOTAL WASTEWATER	**12,572,108**	**41,873,927**	54,446,035	**-**	**26,483,786**	**-**	**15,359,713**	**-**	**9,460,667**	**3,096,869**	**45,000**
WATER											
FURNISHINGS AND EQUIPMENT											
C0442J WDSTK - WT - EQUIPMENT	-	260,000	260,000	-	260,000	-	-	-	-	-	-
C0442K WDSTK - WD - EQUIPMENT	-	160,000	160,000	-	160,000	-	-	-	-	-	-
C0443J TBURG - WT - EQUIPMENT	-	155,000	155,000	-	155,000	-	-	-	-	-	-
C0444J ING - WT - EQUIPMENT	-	78,000	78,000	-	78,000	-	-	-	-	-	-
C0444K ING - WD - EQUIPMENT	-	50,000	50,000	-	50,000	-	-	-	-	-	-
C0445J TOWNSHIPS - WT - EQUIPMENT	-	380,000	380,000	-	380,000	-	-	-	-	-	-

DESCRIPTION	CARRY FORWARD BUDGET (1)	2027 REQUESTED BUDGET (2)	2027 CAPITAL BUDGET	TAXATION	W/WW RATES & RESERVES	RESERVES	DC	GRANTS	DC DEBT (3)	DEBT (3)	OTHER SOURCES
C0445K TOWNSHIPS - WD - EQUIPMENT	-	50,000	50,000	-	50,000	-	-	-	-	-	-
TOTAL FURNISHINGS AND EQUIPMENT	-	1,133,000	1,133,000	-	1,133,000	-	-	-	-	-	-
FACILITIES											
911261 WDSTK - WATER FAC - T	245,000	75,000	320,000	-	320,000	-	-	-	-	-	-
C0602D WDSTK - W - ENERGY CONSERV	-	10,000	10,000	-	10,000	-	-	-	-	-	-
C0603D ING - W - ENERGY CONSERV	-	7,500	7,500	-	7,500	-	-	-	-	-	-
C0682J TBURG - WATER FACILITIES - T	-	46,500	46,500	-	46,500	-	-	-	-	-	-
C0682K TBURG - WATER FACILITIES - D	-	45,000	45,000	-	45,000	-	-	-	-	-	-
C0683J WDSTK - WATER FACILITIES - T	-	210,920	210,920	-	210,920	-	-	-	-	-	-
C0683K WDSTK - WATER FACILITIES - D	-	33,200	33,200	-	33,200	-	-	-	-	-	-
C0684J ING - WATER FACILITIES - T	-	109,600	109,600	-	109,600	-	-	-	-	-	-
C0684K ING - WATER FACILITIES - D	-	66,800	66,800	-	66,800	-	-	-	-	-	-
C0685J TWNSHP - WATER FACILITIES - T	-	50,720	50,720	-	50,720	-	-	-	-	-	-
C0685K TWNSHP - WATER FACILITIES - D	-	1,110	1,110	-	1,110	-	-	-	-	-	-
TOTAL FACILITIES	245,000	656,350	901,350	-	901,350	-	-	-	-	-	-
WATER											
960200 TBURG - WELL 7A	946,000	150,000	1,096,000	-	876,823	-	219,177	-	-	-	-
960251 TBURG - VICTORIA WOOD WM	-	12,000	12,000	-	-	-	12,000	-	-	-	-
960338 ING - WALLACE LN IND PARK	250,000	3,060,000	3,310,000	-	1,062,949	-	2,247,051	-	-	-	-
C0030K ING CLARKE RD WATER OVERSIZING	-	75,000	75,000	-	75,000	-	-	-	-	-	-
C0040K WDSTK PROJ - WM REPL-BAYSWATER	-	341,000	341,000	-	341,000	-	-	-	-	-	-
C0041K WDSTK PROJ-WM REPL-KENSINGTON	-	375,000	375,000	-	375,000	-	-	-	-	-	-
C0042K WDSTK PROJ-WM REPL-KNIGHTSBRDG	-	180,000	180,000	-	180,000	-	-	-	-	-	-
C0043K WDSTK PROJ-WM REPL-WELLINGTON	-	349,000	349,000	-	349,000	-	-	-	-	-	-
C0044K WDSTK PROJ - WM REPL - GEORGE	-	166,000	166,000	-	166,000	-	-	-	-	-	-
C0045K WDSTK PROJ - WM REPL-PRINCESS	-	179,000	179,000	-	179,000	-	-	-	-	-	-
C0049K WDSTK PROJ - WM REPL - HUNTER	-	813,000	813,000	-	813,000	-	-	-	-	-	-
C0050K WDSTK - METER INSTALLATION	-	5,668,126	5,668,126	-	5,668,126	-	-	-	-	-	-
C0051K WDSTK - EAST WATER TOWER	-	2,600,000	2,600,000	-	2,600,000	-	-	-	-	-	-
C0053K WDSTK - THORNTON FEEDERMN REPL	150,000	350,000	500,000	-	151,018	-	348,982	-	-	-	-
C0054K WDSTK - THORNTON FEEDMN RELINE	-	2,500,000	2,500,000	-	1,626,244	-	873,756	-	-	-	-
C0056K TBURG PROJ-WM REPL-CHARLOTTE	-	684,000	684,000	-	684,000	-	-	-	-	-	-
C0062K ING PROJ-WM REPL - CHARLES ST	-	743,000	743,000	-	743,000	-	-	-	-	-	-
C0063K ING PROJ-WM REPL - UNION ST	-	218,000	218,000	-	218,000	-	-	-	-	-	-
C0065K ING - WM RELINING BEHIND WWTP	-	200,000	200,000	-	200,000	-	-	-	-	-	-

DESCRIPTION	CARRY FORWARD BUDGET (1)	2027 REQUESTED BUDGET (2)	2027 CAPITAL BUDGET	TAXATION	W/WW RATES & RESERVES	RESERVES	DC	GRANTS	DC DEBT (3)	DEBT (3)	OTHER SOURCES
C0067K NOR - WM REPL - PALMER	-	16,000	16,000	-	16,000	-	-	-	-	-	-
C0076K NOR - WM REPL - EMILY STOWE	-	200,000	200,000	-	200,000	-	-	-	-	-	-
C0077K PRINCETON SUPPLY REDUNDANCY	-	100,000	100,000	-	100,000	-	-	-	-	-	-
C0078J PLAT - WT - MANGANESE FILT	-	315,000	315,000	-	252,000	-	63,000	-	-	-	-
C0079J TAV - WELL 4	171,000	500,000	671,000	-	368,898	-	302,102	-	-	-	-
C0080J EMBRO - CT ENHANCEMENT	30,000	400,000	430,000	-	66,846	-	47,679	-	315,475	-	-
C0081J PLATTSVILLE - NEW WELL	-	200,000	200,000	-	200,000	-	-	-	-	-	-
C0082J BEACHVILLE - NEW WELL	-	175,000	175,000	-	175,000	-	-	-	-	-	-
C0090K WDSTK - CITY PROJ OVERSIZING	-	514,000	514,000	-	154,761	-	359,239	-	-	-	-
C0091K TBURG - BOOSTED PRESSURE	-	199,000	199,000	-	199,000	-	-	-	-	-	-
C0227K WDSTK - NE WM - TOWER SITE	908,000	143,000	1,051,000	-	316,451	-	4,549	-	730,000	-	-
C0228K WDSTK - NE WM - 401 CROSSING	1,748,000	275,000	2,023,000	-	609,076	-	3,924	-	1,410,000	-	-
C0229K WDSTK - NE WM - EASEMENT	137,000	22,000	159,000	-	47,885	-	1,115	-	110,000	-	-
C0230K WDSTK - NE WM - ROW TO E LIMIT	580,000	90,000	670,000	-	201,545	-	3,455	-	465,000	-	-
C0232K WDSTK - NE WM - ADDITIONAL	26,000	4,000	30,000	-	9,026	-	20,974	-	-	-	-
C0279J TBURG - WELL 2A	-	300,000	300,000	-	300,000	-	-	-	-	-	-
C0289K ING - SW TRUNK - CURRY RD	-	100,000	100,000	-	32,114	-	67,886	-	-	-	-
C0337K ING PROJ-WM REPL - THAMES ST	-	2,000	2,000	-	2,000	-	-	-	-	-	-
C0338K ING PROJ-WM REPL-WELLINGTON ST	-	2,000	2,000	-	2,000	-	-	-	-	-	-
C0339K ING PROJ-WM REPL-WELLINGTON AV	-	1,000	1,000	-	1,000	-	-	-	-	-	-
C0340K ING PROJ-WM REPL - NELSON AVE	-	1,000	1,000	-	1,000	-	-	-	-	-	-
C0341K ING PROJ-WM REPL - COTTAGE	-	1,000	1,000	-	1,000	-	-	-	-	-	-
C0342K ING PROJ-WM REPL - CHURCH	-	2,000	2,000	-	2,000	-	-	-	-	-	-
C0453J EMBRO - WT - SCADA UPGRADES	-	380,000	380,000	-	347,872	-	32,128	-	-	-	-
C0454J WDSTK - WT - SCADA UPGRADES	-	548,000	548,000	-	509,686	-	38,314	-	-	-	-
C0455J PLAT - WT - SCADA UPGRADES	-	313,000	313,000	-	281,718	-	31,282	-	-	-	-
C0456J BRIGHT - WT - SCADA UPGRADES	-	474,000	474,000	-	474,000	-	-	-	-	-	-
C0457J INNERKIP - WT - SCADA UPGRADES	-	202,000	202,000	-	191,108	-	10,892	-	-	-	-
C0464K ING - WONHAM - ANN CI REPLACE	-	25,000	25,000	-	25,000	-	-	-	-	-	-
C0647J TBURG - WELLS 9 AND 10	-	50,000	50,000	-	50,000	-	-	-	-	-	-
C0651K TBURG - WM OVERSIZING	-	66,000	66,000	-	6,600	-	59,400	-	-	-	-
C0665J EMBRO - STORAGE EXPANSION	50,000	-	50,000	-	50,000	-	-	-	-	-	-
TOTAL WATER	4,996,000	24,283,126	29,279,126	-	21,501,746	-	4,746,905	-	3,030,475	-	-
TOTAL WATER	**5,241,000**	**26,072,476**	31,313,476	**-**	**23,536,096**	**-**	**4,746,905**	**-**	**3,030,475**	**-**	**-**
WATER & WASTEWATER GENERAL											
FURNISHINGS AND EQUIPMENT											

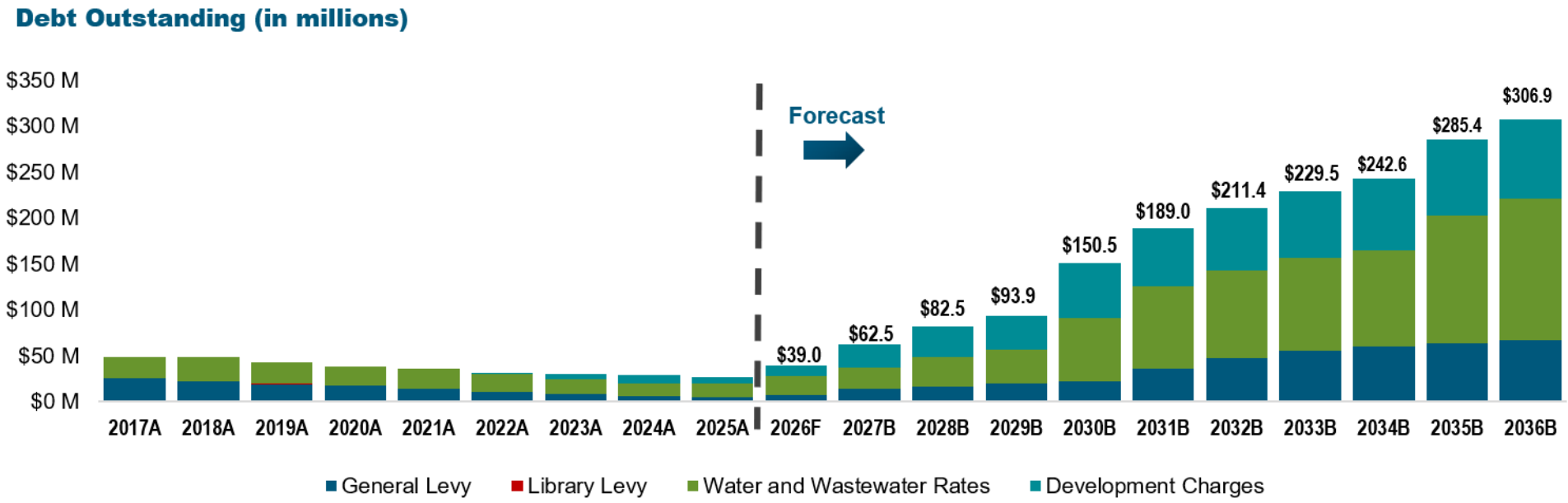
DESCRIPTION	CARRY FORWARD BUDGET (1)	2027 REQUESTED BUDGET (2)	2027 CAPITAL BUDGET	TAXATION	W/WW RATES & RESERVES	RESERVES	DC	GRANTS	DC DEBT (3)	DEBT (3)	OTHER SOURCES
C0653I WWC - EQUIPMENT COUNTY-WIDE	-	50,000	50,000	-	50,000	-	-	-	-	-	-
C0655K WD - EQUIPMENT COUNTY-WIDE	-	20,500	20,500	-	20,500	-	-	-	-	-	-
TOTAL FURNISHINGS AND EQUIPMENT	-	70,500	70,500	-	70,500	-	-	-	-	-	-
WASTEWATER											
C0654H W+WW SCADA UPG COUNTY-WIDE	387,000	362,000	749,000	-	692,061	-	56,939	-	-	-	-
TOTAL WASTEWATER	387,000	362,000	749,000	-	692,061	-	56,939	-	-	-	-
TOTAL WATER & WASTEWATER GENERAL	**387,000**	**432,500**	819,500	**-**	**762,561**	**-**	**56,939**	**-**	**-**	**-**	**-**
TOTAL	25,297,380	128,113,893	153,411,273	1,735,482	50,782,443	37,793,725	25,701,743	8,412,750	17,011,492	5,594,438	6,379,200

1. Carry Forward Budget: Prior year's approved budget not spent.
2. New Requested Budget: Additional or new project budget requested.
3. Debt: To be issued on project completion.

Debt Summary

Debt is funding the County has borrowed to complete major capital projects. It allows the cost of long-term infrastructure to be shared over the years the assets will be used. While the County's debt has declined over the past decade, it is expected to increase as the County invests in growth-related water, wastewater, transportation and other infrastructure.

The chart below presents the County debt balance for the last 10 years and projected debt balance over the next ten years, organized by funding source. Debt repayments are funded through the revenue source associated with each project, including development charges, water and wastewater rates, or the levy.



Borrowing will generally occur following the substantial completion of each project, when project costs and final financing requirements can be confirmed. Further information on the budgeted debt by budget year is included in the appendix beginning on page 406. The following pages provide additional details on actual planned borrowing timing and the associated debt repayment obligations. All future borrowing is subject to Council approval and will be considered as part of the County's annual budget and capital planning process.

Projected Debenture Proceeds Timing

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	10-YEAR
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
DEVELOPMENT CHARGE FUNDED											
TRANSPORTATION SERVICES	(4,520,350)	-	-	-	-	-	-	-	-	-	(4,520,350)
WOODSTOCK WASTEWATER	(2,550,000)	-	-	-	-	-	-	-	-	-	(2,550,000)
TILLSONBURG WASTEWATER	-	-	-	(2,626,040)	-	-	-	-	-	-	(2,626,040)
NORWICH WASTEWATER	-	-	-	(5,699,610)	-	-	-	-	-	-	(5,699,610)
TAVISTOCK WASTEWATER	-	-	-	(6,358,045)	-	-	-	-	-	-	(6,358,045)
PLATTSVILLE WASTEWATER	-	(983,350)	-	-	-	-	-	-	-	-	(983,350)
THAMESFORD WASTEWATER	-	(5,870,878)	-	-	-	-	-	-	-	-	(5,870,878)
MT ELGIN WASTEWATER	(3,495,000)	-	-	-	-	-	-	-	-	-	(3,495,000)
WOODSTOCK WATER	(2,715,000)	-	-	(4,645,000)	-	-	-	-	-	-	(7,360,000)
TOWNSHIP WATER	(315,475)	-	-	-	-	-	-	-	-	-	(315,475)
TOTAL DEVELOPMENT CHARGE FUNDED	(13,595,825)	(6,854,228)	-	(19,328,695)	-	-	-	-	-	-	(39,778,748)
LEVY FUNDED											
FACILITIES	-	-	-	-	-	(9,100,000)	-	-	-	-	(9,100,000)
RENEWABLE ENERGY	(5,429,912)	(1,260,000)	(1,660,000)	(150,000)	(2,490,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(15,989,912)
TRANSPORTATION SERVICES	-	-	-	-	(7,129,710)	-	-	-	-	-	(7,129,710)
WASTE MANAGEMENT	-	-	-	-	-	-	(4,866,700)	-	-	-	(4,866,700)
HOUSING	-	-	(1,050,000)	(1,540,000)	(3,132,246)	-	-	-	-	-	(5,722,246)
PARAMEDIC SERVICES	(850,313)	-	-	-	-	-	-	-	-	-	(850,313)
TOTAL LEVY FUNDED	(6,280,225)	(1,260,000)	(2,710,000)	(1,690,000)	(12,751,956)	(10,100,000)	(5,866,700)	(1,000,000)	(1,000,000)	(1,000,000)	(43,658,881)
RATES FUNDED DEBT											
WOODSTOCK WASTEWATER	-	(2,160,000)	(1,222,000)	(410,000)	(2,405,000)	-	-	-	(6,200,000)	-	(12,397,000)
INGERSOLL WASTEWATER	-	-	-	-	-	-	-	-	(16,450,000)	-	(16,450,000)
NORWICH WASTEWATER	-	-	-	(3,220,000)	-	-	-	-	-	-	(3,220,000)
TAVISTOCK WASTEWATER	-	-	-	(19,555,000)	-	-	-	-	-	-	(19,555,000)
PLATTSVILLE WASTEWATER	-	(3,225,000)	-	-	-	-	-	-	-	-	(3,225,000)
THAMESFORD WASTEWATER	-	(2,053,737)	-	-	-	-	-	-	-	-	(2,053,737)
INNERKIP WASTEWATER	-	-	-	-	-	-	-	-	(2,790,000)	-	(2,790,000)
WOODSTOCK WATER	-	-	-	(2,960,000)	(1,730,000)	-	-	-	-	-	(4,690,000)
INGERSOLL WATER	-	-	-	-	(5,680,000)	-	(560,000)	-	-	(4,780,000)	(11,020,000)
TOWNSHIP WATER	-	-	(2,000,000)	(3,465,000)	(6,551,000)	(1,115,000)	-	-	(4,510,000)	(3,500,000)	(21,141,000)
TOTAL RATES FUNDED DEBT	-	(7,438,737)	(3,222,000)	(29,610,000)	(16,366,000)	(1,115,000)	(560,000)	-	(29,950,000)	(8,280,000)	(96,541,737)
TOTAL	**(19,876,050)**	**(15,552,965)**	**(5,932,000)**	**(50,628,695)**	**(29,117,956)**	**(11,215,000)**	**(6,426,700)**	**(1,000,000)**	**(30,950,000)**	**(9,280,000)**	**(179,979,366)**

Detailed Debt Repayment Schedule

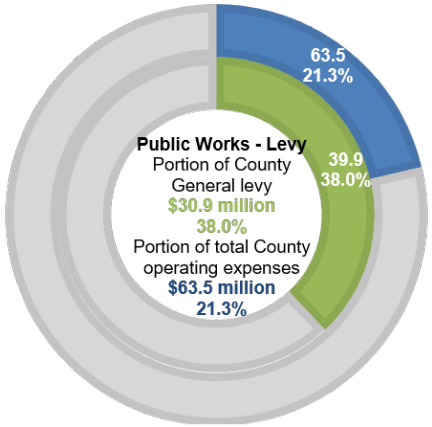
	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL
DEVELOPMENT CHARGES										
TRANSPORTATION SERVICES	-	638,534	618,936	599,860	580,784	562,022	542,632	523,556	504,481	485,509
WOODSTOCK WASTEWATER	356,934	706,717	684,726	663,293	641,859	620,749	598,992	577,559	556,126	534,781
TILLSONBURG WASTEWATER	-	-	-	-	370,630	359,821	348,466	337,384	326,302	315,372
INGERSOLL WASTEWATER	400,451	388,772	376,503	364,530	352,556	340,747	328,609	316,636	304,662	292,721
NORWICH WASTEWATER	-	-	-	-	506,142	495,641	483,663	472,423	461,183	450,559
TAVISTOCK WASTEWATER	-	-	-	-	1,501,035	1,453,244	1,404,393	1,356,072	1,307,751	-
PLATTSVILLE WASTEWATER	-	-	138,786	134,637	130,487	126,417	122,187	118,038	113,888	109,772
THAMESFORD WASTEWATER	-	-	570,056	556,054	542,052	528,702	514,047	500,045	486,043	472,540
MT ELGIN WASTEWATER	-	339,817	331,025	322,689	314,354	306,384	297,683	289,347	281,011	272,950
WOODSTOCK WATER	641,797	1,009,237	979,896	951,624	1,578,930	1,532,299	1,483,182	1,435,310	1,387,435	1,340,278
TOWNSHIP WATER	127,402	159,313	154,799	150,463	146,126	141,921	137,455	133,119	128,782	124,530
TOTAL DEVELOPMENT CHARGES	1,526,584	3,242,390	3,854,727	3,743,150	6,664,955	6,467,947	6,261,309	6,059,489	5,857,664	4,399,012
WATER AND WASTEWATER										
WOODSTOCK WASTEWATER	287,275	271,409	553,923	708,041	738,345	1,053,066	1,016,331	980,943	752,676	1,329,603
TILLSONBURG WASTEWATER	75,418	73,334	64,900	63,993	63,082	29,636	22,387	19,911	-	-
INGERSOLL WASTEWATER	640,623	575,287	559,464	544,052	528,641	507,665	492,012	378,454	367,015	1,955,094
NORWICH WASTEWATER	-	-	-	-	358,399	349,026	338,907	329,161	319,415	309,936
TAVISTOCK WASTEWATER	431,491	422,541	413,384	404,330	1,969,838	1,767,730	1,724,129	1,620,854	1,582,292	1,545,842
PLATTSVILLE WASTEWATER	-	-	358,955	349,194	339,433	329,993	319,911	310,150	300,389	290,842
THAMESFORD WASTEWATER	57,385	55,437	343,282	332,628	321,976	311,505	300,669	290,016	237,868	229,273
DRUMBO WASTEWATER	203,426	199,192	194,403	189,890	185,380	181,097	176,356	171,845	167,333	163,001
MT ELGIN WASTEWATER	39,052	5,313	5,313	5,312	5,313	-	-	-	-	-
INNERKIP WASTEWATER	-	-	-	-	-	-	-	-	-	394,093
WOODSTOCK WATER	252,861	244,454	235,720	224,954	634,147	857,827	828,886	798,385	590,063	570,562
TILLSONBURG WATER	4,504	4,504	4,503	4,503	4,505	2,405	1,598	-	-	-
INGERSOLL WATER	177,916	173,062	167,990	163,027	158,063	705,419	686,112	746,638	725,765	639,540
TOWNSHIP WATER	-	-	-	222,607	602,222	1,316,264	1,402,565	1,362,823	1,323,081	1,787,023
TOTAL WATER AND WASTEWATER	2,169,951	2,024,533	2,901,837	3,212,531	5,909,344	7,411,633	7,309,863	7,009,180	6,365,897	9,214,809
GENERAL LEVY										
FACILITIES	530,480	1,033,869	1,126,600	1,192,546	1,149,699	1,365,533	2,311,231	2,350,800	2,387,986	2,425,468
TRANSPORTATION SERVICES	-	-	-	-	-	693,242	675,306	658,302	641,297	625,038
WASTE MANAGEMENT	-	-	-	-	-	-	-	686,868	666,331	646,243
WOODINGFORD LODGE	671,177	-	-	-	-	-	-	-	-	-
HOUSING	-	-	-	148,199	143,768	581,888	563,780	546,131	528,482	511,099
PARAMEDIC SERVICES	-	120,108	116,421	112,833	109,245	105,715	102,068	98,480	94,892	91,323
TOTAL GENERAL LEVY	1,201,657	1,153,977	1,243,021	1,453,578	1,402,712	2,746,378	3,652,385	4,340,581	4,318,988	4,299,171
TOTAL COUNTY PAYMENTS	**4,898,192**	**6,420,900**	**7,999,585**	**8,409,259**	**13,977,011**	**16,625,958**	**17,223,557**	**17,409,250**	**16,542,549**	**17,912,992**

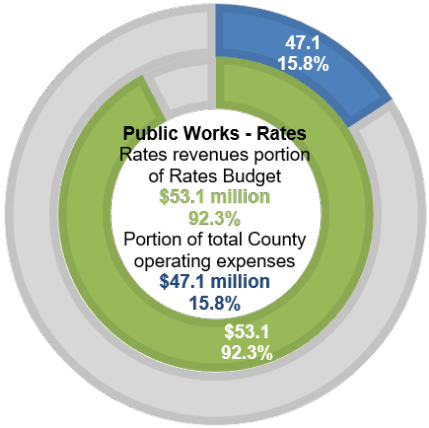
2027 BUDGET

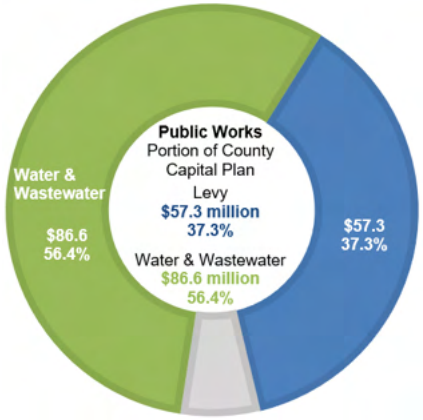
4 Public Works



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	2027 FTE Base	2027 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	-
	Fleet, Facilities and Energy Management	Oversee safe and effective management of County facilities, fleet/equipment, and 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, and 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	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	41.6	-
	Waste Management	Responsible for waste curbside collection and processing services, County landfill and drop-off depot operations, and waste diversion promotion/circular economy initiatives.	▪ Curbside Waste Collection ▪ Waste Diversion and Disposal	18.4	0.6
	Total Tax Supported			**106.3**	**1.4**

	Division	Division Description	Services	2027 FTE Base	2027 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	68.3	-
Total				**174.6**	**1.4**

Services Overview

Full-Time Equivalents **2.0** FTE → 0.0 Base

Service	Service Description	2025 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

			LESS: 2026	2027	2027		$ OVER	% OVER
	2026	2026	NON-	BASE	BUDGET	2027	2026	2026
	FORECAST	BUDGET*	RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET	BUDGET
OPERATING								
REVENUES								
INTERDEPARTMENTAL RECOVERIES	(635,566)	**(638,778)**	-	(16,967)	-	**(655,745)**	(16,967)	2.7%
TOTAL REVENUES	**(635,566)**	**(638,778)**	**-**	**(16,967)**	**-**	**(655,745)**	**(16,967)**	**2.7%**
EXPENSES								
SALARIES AND BENEFITS	375,932	**375,932**	-	16,540	-	**392,472**	16,540	4.4%
OPERATING EXPENSES	28,908	**30,620**	-	(2,645)	-	**27,975**	(2,645)	(8.6%)
CONTRACTED SERVICES	-	**1,500**	-	-	-	**1,500**	-	-
FLEET AND FACILITY CHARGES	230,726	**230,726**	-	3,072	-	**233,798**	3,072	1.3%
TOTAL EXPENSES	**635,566**	**638,778**	**-**	**16,967**	**-**	**655,745**	**16,967**	**2.7%**
NET OPERATING	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
SUMMARY								
TOTAL REVENUES	*(635,566)*	**(638,778)**	-	*(16,967)*	-	**(655,745)**	*(16,967)*	*2.7%*
TOTAL EXPENSES	*635,566*	**638,778**	-	*16,967*	-	**655,745**	*16,967*	*2.7%*
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 → 0.0 Base | +0.8 Temporary

Service	Service Description	2025 Service Level	Service Type
Property, Facility, and Energy Management	An internal service that manages energy programs and property and facility operations for Oxford County.	**18,925,072** Square meters of property managed **121,302** Square meters of facility buildings maintained **301** Facility buildings operated and maintained **12** Facility service contracts maintained **14,357** 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.	**220** Corporate Fleet vehicles and equipment operated and maintained **1,472** Fleet maintenance work orders completed **3,033,023** 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 **$12,000** of Commercial Tree Harvesting revenue	Environment

- **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

	2023 Actual	2024 Actual	2025 Actual	2026 Forecast	2027 Budget	Target
% of Corporate fleet using alternative fuels	31%	32%	34%	35%	35%	90%
Average Fleet Asset Condition Rating (0 = excellent, 20 = end of life)	6.9	7.2	7.8	7.5	8.0	8.5
Equivalent kilowatt-hours of annual renewable energy generated	4,147,000	5,562,045	5,354,000	5,544,000	7,616,000	22,922,000
% Energy generated vs energy consumed	7.6%	9.9%	8.9%	9.2%	12.7%	100.0%
% Facility work order completion in 5 business days	61%	61%	60%	62%	65%	75%
% of Planned work orders vs total work orders	40%	38%	46%	42%	48%	75%
Cost per square meter – Facilities Operations	$98.75	$99.36	$105.88	$111.84	$115.62	$101.13*
Cost per square meter – Repair and Maintenance	$52.12	$56.82	$60.64	$64.04	$52.46	$56.30*
Number of Notices of Intent (harvesting)	35	40	35	35	35	N/A
Annual tree plantings	16,000	13,200	9,200	14,680	12,000	↑
Number of general tree and weed inquiries	72	70	64	60	65	N/A
Invasive species control coverage area (acreage)	141	81	115	91	90	↑

*Adjusted annually for inflation

Goals and Objectives

Description	2027	2028	2029	Strategic Plan	Other Plan Alignment
2027 Renewable Energy Action Plan Implementation 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 2027 include the design of solar energy systems at 6 different sites, construction of a solar system at the Highland Patrol Yard, and ongoing construction of the Woodstock Wastewater Treatment Plant biogas utilization project.	●			*Goal 2.1: Climate change mitigation and adaption*	100% Renewable Energy Plan Renewable Energy Action Plan
2027 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 2027 include the installation of a domestic hot water heat pump at 161 Fyfe Avenue, continued installation of LED lighting at Woodingford Lodge in Woodstock, additional retro building commissioning activities, and completion of additional energy assessments.	●			*Goal 2.1: Climate change mitigation and adaption*	100% Renewable Energy Plan Energy Management Plan
2027 Forestry Management Plan Implementation Forestry Management Plan implementation will continue with invasive species control work at various sites, as well as tree planting at the Thames River Wetland and Thornton Wellfield properties. Additional wetland construction is planned along the Thames River Wetland with funding assistance from a private donation. 2027 tree harvests are planned for the McBeth Tract as well as some additional harvesting at the Thornton Wellfield site continuing from 2026. Funds are also included in 2027 for data collection to support the next iteration of the Forestry Management Plan.	●			*Goal 2.2: Preserve and enhance our natural environment*	Forestry Management Plan
Thornton Wellfield Project The 2027 budget includes further funding for the next phase of naturalization at the Thornton Wellfield site. This next phase includes mixed hardwood tree planting in 2027 and 2028. In addition, it is anticipated that the solar energy installation will be fully complete in early 2027.	●	●		*Goal 2.1: Climate change mitigation and adaption*	100% Renewable Energy Plan Forestry Management Plan
Paramedic Services Transportation Hub In support of the Paramedic Services Master Plan, the 2027 budget includes funds for conceptual design of a new centralized ambulance hub facility. This conceptual design work will be used as the basis for property acquisition and detailed design in 2028, and eventual construction in 2029.	●	●	●	*Goal 1.2: Sustainable infrastructure and development*	2026 Paramedic Services Master Plan

Budget – Facilities

			LESS: 2026	2027	2027		$ OVER	% OVER
	2026	2026	NON-	BASE	BUDGET	2027	2026	2026
	FORECAST	BUDGET*	RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET	BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES	(2,475,501)	**(2,355,013)**	(27,000)	(154,330)	(118,850)	**(2,655,193)**	(300,180)	12.7%
RESERVE REVENUES	(89,111)	**(89,111)**	28,500	(33,347)	-	**(93,958)**	(4,847)	5.4%
INTERDEPARTMENTAL RECOVERIES	(10,536,469)	**(10,369,248)**	21,000	(137,875)	(72,546)	**(10,558,669)**	(189,421)	1.8%
TOTAL REVENUES	**(13,101,081)**	**(12,813,372)**	**22,500**	**(325,552)**	**(191,396)**	**(13,307,820)**	**(494,448)**	**3.9%**
EXPENSES								
SALARIES AND BENEFITS	2,133,844	**2,213,069**	(72,901)	27,489	76,025	**2,243,682**	30,613	1.4%
OPERATING EXPENSES	6,615,957	**6,589,143**	-	275,188	47,620	**6,911,951**	322,808	4.9%
CONTRACTED SERVICES	3,035,234	**2,714,378**	(37,000)	(52,201)	70,400	**2,695,577**	(18,801)	(0.7%)
DEBT REPAYMENT	619,691	**642,298**	-	(111,818)	-	**530,480**	(111,818)	(17.4%)
CAPITAL RESERVE TRANSFERS	1,210,001	**1,189,217**	-	-	52,526	**1,241,743**	52,526	4.4%
FLEET AND FACILITY CHARGES	167,369	**169,000**	5,400	2,580	-	**176,980**	7,980	4.7%
INTERDEPARTMENTAL CHARGES	517,445	**517,702**	48,501	(21,787)	-	**544,416**	26,714	5.2%
TOTAL EXPENSES	**14,299,541**	**14,034,807**	**(56,000)**	**119,451**	**246,571**	**14,344,829**	**310,022**	**2.2%**
PROGRAM SURPLUS/(DEFICIT)								
OPERATING SURPLUS/(DEFICIT)	81,934	**-**	-	-	-	**-**	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	**81,934**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
NET OPERATING	**1,280,394**	**1,221,435**	**(33,500)**	**(206,101)**	**55,175**	**1,037,009**	**(184,426)**	**(15.1%)**
CAPITAL								
CAPITAL REVENUES	(7,278,325)	**(11,149,286)**	5,568,920	1,263,547	(419,600)	**(4,736,419)**	6,412,867	(57.5%)
CAPITAL EXPENSES	7,344,897	**11,226,286**	(5,645,920)	(1,263,547)	419,600	**4,736,419**	(6,489,867)	(57.8%)
NET CAPITAL	**66,572**	**77,000**	**(77,000)**	**-**	**-**	**-**	**(77,000)**	**(100.0%)**
SUMMARY								
TOTAL REVENUES	*(20,379,406)*	**(23,962,658)**	*5,591,420*	*937,995*	*(610,996)*	**(18,044,239)**	*5,918,419*	*(24.7%)*
TOTAL EXPENSES	*21,644,438*	**25,261,093**	*(5,701,920)*	*(1,144,096)*	*666,171*	**19,081,248**	*(6,179,845)*	*(24.5%)*
TOTAL PROGRAM SURPLUS/DEFICIT	*81,934*	**-**	-	-	-	**-**	-	-
TOTAL LEVY	**1,346,966**	**1,298,435**	**(110,500)**	**(206,101)**	**55,175**	**1,037,009**	**(261,426)**	**(20.1%)**
% BUDGET INCREASE (DECREASE)			***(8.5%)***	***(15.9%)***	***4.2%***	***(20.1%)***		

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

Budget Impact Details – Facilities

	CAPITAL #	OPERATING EXPENSES	CAPITAL EXPENSES	TOTAL EXPENSES	REVENUES	TAXATION	%	INTERDEPT RECOVERY	%
ONE-TIME ITEMS									
FAC-Boralex Land Use Agreement		-	-	-	6,250	**(6,250)**	(0.5%)	**-**	
FAC-Temporary Energy Analyst [FTE 2026-02]		76,025	-	76,025	77,300	**(1,275)**	(0.1%)	**-**	
FAC-Thames River Wetland Donation Project		40,000	-	40,000	20,000	**20,000**	1.5%	**-**	
FAC-Reforestation Thornton Wellfield		5,500	-	5,500	-	**5,500**	0.4%	**-**	
FAC-Tillsonburg Rail Trail Naturalization Project		7,500	-	7,500	-	**7,500**	0.6%	**-**	
FAC-Managed Forest Plan Data Collection Update		10,000	-	10,000	-	**10,000**	0.8%	**-**	
FAC-Tenant Advertising		10,000	-	10,000	-	**10,000**	0.8%	**-**	
FAC-EVAP Cell Service upgrade from 3G to LTE		25,000	-	25,000	-	**25,000**	1.9%	**-**	
		174,025	**-**	**174,025**	**103,550**	**70,475**	**5.4%**	**-**	
SERVICE LEVEL									
FAC-Boralex Easement		-	-	-	15,300	**(15,300)**	(1.2%)	**-**	
		-	**-**	**-**	**15,300**	**(15,300)**	**(1.2%)**	**-**	
CAPITAL RESERVE CONTRIBUTION									
FAC-Capital Contribution Change		52,526	-	52,526	-	**-**		**52,526**	0.5%
		52,526	**-**	**52,526**	**-**	**-**		**52,526**	**0.5%**
INTERDEPARTMENTAL INITIATIVES									
FAC-Tavistock Base Permanent Location Addition [PS 2026-01]		20,020	-	20,020	-	**-**		**20,020**	0.2%
		20,020	**-**	**20,020**	**-**	**-**		**20,020**	**0.2%**
NEW INFRASTRUCTURE									
FAC-Solar Photovoltaic	911900	-	254,600	254,600	254,600	**-**		**-**	
FAC-Renewables Project (Ingersoll WWTP)	C0085E	-	50,000	50,000	50,000	**-**		**-**	
FAC-Electrical Disconnect for EV Charger	911900	-	130,000	130,000	130,000	**-**		**-**	
		-	**434,600**	**434,600**	**434,600**	**-**		**-**	
TOTAL		**246,571**	**434,600**	**681,171**	**553,450**	**55,175**	**4.2%**	**72,546**	**0.7%**

Capital Plan Details - Facilities

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 CFWD	2027 REQUEST	2028	2029-2036
FACILITIES								
C0617E - Admin Building Facility	Various projects as identified from the Building Condition Assessments	Renewal	Poor	**$70,400**	-	70,400	-	-
C0617E - Admin Building Facility	Council Chambers HVAC System Re-Design and Replacement	Replacement	Poor	**$200,000**	-	200,000	-	-
C0418D - Court House (415 Hunter) Facility	Various projects as identified from the Building Condition Assessments	Renewal	Poor	**$154,500**	-	154,500	-	-
C0694D - Archives (82 Light) Facility	Various projects as identified from the Building Condition Assessments	Renewal	Poor	**$4,500**	-	4,500	-	-
C0421D - 75 Graham Facility	Various projects as identified from the Building Condition Assessments	Renewal	Poor	**$232,000**	-	232,000	-	-
C0422D - 410 Buller St	Various projects as identified from the Building Condition Assessments	Renewal	Poor	**$35,000**	-	35,000	-	-
911006 - Energy Conservation	WFL Woodstock LED Lighting Upgrade	Replacement	Fair	**$225,000**	-	225,000	-	-
911900 - Renewable Energy	Highland Patrol Solar PV (Construction) **Debt funding is required on project completion**	Expansion	N/A	**$170,000**	60,400	109,600	-	-
911900 - Renewable Energy	Woodstock WWTP biogas utilization (construction) **Debt funding is required on project completion**	Expansion	N/A	**$3,074,019**	2,944,019	130,000	-	-
C0085E - Renewables - Ingersoll WWTP	Ingersoll WWTP Heat Recovery 2027 Study, 2028 Design, 2029 Construction **Debt funding is required on project completion**	Expansion	N/A	**$1,660,000**	-	50,000	60,000	1,550,000
C0092E - Energy Conservation - Facilities	Various projects as identified in the 2024 Energy Management Plan **(PW 2024-25)**	Replacement	Fair	**$358,500**	-	358,500	-	-
C0238E - Solar - 82 Finkle	82 Finkle St Solar PV 2027 Design, 2031 Construction **Debt funding is required on project completion**	Expansion	N/A	**$170,000**	-	20,000	-	150,000

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 CFWD	2027 REQUEST	2028	2029-2036
C0239E - Solar - Springford Yard	Springford Patrol Yard Solar PV 2027 Design, 2028 Construction **Debt funding is required on project completion**	Expansion	N/A	**$195,000**	-	20,000	175,000	-
C0240E - Solar - Woodstock Yard	Woodstock Patrol Solar PV 2027 Design, 2028 Construction **Debt funding is required on project completion**	Expansion	N/A	**$220,000**	-	20,000	200,000	-
C0241E - Solar - Drumbo Yard	Drumbo Patrol Solar PV 2027 Design, 2028 Construction **Debt funding is required on project completion**	Expansion	N/A	**$195,000**	-	20,000	175,000	-
C0244E - Solar - 70 Maria	70 Maria St Solar PV 2027 Design, 2028 Construction **Debt funding is required on project completion**	Expansion	N/A	**$430,000**	-	30,000	400,000	-
C0245E - Solar - 221 Thames	221 Thames St Solar PV 2027 Design, 2028 Construction **Debt funding is required on project completion**	Expansion	N/A	**$220,000**	-	20,000	200,000	-
FURNISHINGS AND EQUIPMENT								
C0236E - Furnishings	Furnishings at the Oxford County Administration Building	Replacement	Poor	**$32,500**	-	32,500	-	-
				$7,646,419	**$3,004,419**	**$1,732,000**	**$1,210,000**	**$1,700,000**

Budget – Fleet

			LESS: 2026	2027	2027		$ OVER	% OVER
	2026	2026	NON-	BASE	BUDGET	2027	2026	2026
	FORECAST	BUDGET*	RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET	BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES	(325,583)	**(269,100)**	-	19,524	31,026	**(218,550)**	50,550	(18.8%)
INTERDEPARTMENTAL RECOVERIES	(5,965,797)	**(5,401,894)**	(47,210)	(310,658)	(85,331)	**(5,845,093)**	(443,199)	8.2%
TOTAL REVENUES	**(6,291,380)**	**(5,670,994)**	**(47,210)**	**(291,134)**	**(54,305)**	**(6,063,643)**	**(392,649)**	**6.9%**
EXPENSES								
SALARIES AND BENEFITS	226,665	**263,129**	-	19,942	-	**283,071**	19,942	7.6%
OPERATING EXPENSES	2,659,020	**2,051,654**	(22,190)	342,592	32,681	**2,404,737**	353,083	17.2%
CONTRACTED SERVICES	50,483	**-**	-	-	-	**-**	-	-
CAPITAL RESERVE TRANSFERS	3,347,111	**3,354,211**	71,400	(71,400)	21,624	**3,375,835**	21,624	0.6%
TOTAL EXPENSES	**6,283,279**	**5,668,994**	**49,210**	**291,134**	**54,305**	**6,063,643**	**394,649**	**7.0%**
PROGRAM SURPLUS/(DEFICIT)								
OPERATING SURPLUS/(DEFICIT)	6,101	**-**	-	-	-	**-**	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	**6,101**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
NET OPERATING	**(2,000)**	**(2,000)**	**2,000**	**-**	**-**	**-**	**2,000**	**(100.0%)**
CAPITAL								
CAPITAL REVENUES	(5,803,166)	**(6,180,914)**	271,863	1,695,321	-	**(4,213,730)**	1,967,184	(31.8%)
CAPITAL EXPENSES	5,805,166	**6,182,914**	(273,863)	(1,695,321)	-	**4,213,730**	(1,969,184)	(31.8%)
NET CAPITAL	**2,000**	**2,000**	**(2,000)**	**-**	**-**	**-**	**(2,000)**	**(100.0%)**
SUMMARY								
TOTAL REVENUES	*(12,094,546)*	**(11,851,908)**	*224,653*	*1,404,187*	*(54,305)*	**(10,277,373)**	*1,574,535*	*(13.3%)*
TOTAL EXPENSES	*12,088,445*	**11,851,908**	*(224,653)*	*(1,404,187)*	*54,305*	**10,277,373**	*(1,574,535)*	*(13.3%)*
TOTAL PROGRAM SURPLUS/DEFICIT	*6,101*	**-**	-	-	-	**-**	-	-
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

	CAPITAL #	OPERATING EXPENSES	REVENUES	INTERDEPT RECOVERY	%
CAPITAL RESERVE CONTRIBUTION					
FLT-Capital Contribution Change		(12,176)	(31,026)	**18,850**	0.3%
		(12,176)	**(31,026)**	**18,850**	**0.3%**
INTERDEPARTMENTAL INITIATIVES					
FLT-Wastewater Operator [FTE 2027-04]		9,415	-	**9,415**	0.2%
FLT-Waste Management Trailer		627	-	**627**	0.0%
FLT-Waste Management Tandem Truck with Tipping Frame [NI 2027-06]		18,324	-	**18,324**	0.3%
FLT-Woodingford Lodge Maintenance Vehicle		21,115	-	**21,115**	0.4%
FLT-Motor Grader Attachment Package [NI 2027-01]		5,300	-	**5,300**	0.1%
FLT- Roads Additional Pickup Trucks for Patrol Areas [NI 2027-03]		11,700	-	**11,700**	0.2%
		66,481	**-**	**66,481**	**1.2%**
TOTAL		**54,305**	**(31,026)**	**85,331**	**1.6%**

Capital Plan Details – Fleet

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 CFWD	2027 REQUEST	2028	2029-2036
VEHICLES								
Fleet - Transportation	**2026 Early Procurement for 2027 Delivery** Tandem Axle Truck (2) - Units 371 and 375	Replacement	Poor	**$990,500**	-	990,500	-	-
Fleet - Waste Management	**2026 Early Procurement for 2027 Delivery** Wheel Loader - Large High Lift (1) - Unit 741	Replacement	Poor	**$575,000**	-	575,000	-	-
Fleet - Waste Management	**2026 Early Procurement for 2027 Delivery** Tractor Dozer (1) **-** Unit 742	Replacement	Poor	**$1,394,730**	-	1,394,730	-	-
Fleet - Transportation	**2027 Early Procurement for 2028 Delivery - delivery time greater than 12 months** Tandem Axle Truck (2) - Unit 368 and 370	Replacement	Poor	**$1,016,000**	-	-	1,016,000	-
Fleet - Transportation	Roller (1) - Unit 404	Replacement	Fair	**$120,000**	-	120,000	-	-
Fleet - Transportation	Shoulder Grading Implement for Unit 427	Replacement	Poor	**$15,000**	-	15,000	-	-
Fleet - Wastewater	Telescopic Handler - Large (1) - Unit 505	Replacement	Fair	**$265,000**	-	265,000	-	-
Fleet - Wastewater	1/2 Ton Pickup (2) - Units 525 and 529	Replacement	Fair	**$180,000**	-	180,000	-	-
Fleet - Wastewater	Tandem - Roll off (1) - Unit 542	Replacement	Poor	**$400,000**	-	400,000	-	-
Fleet - Water	Trailer Generator (1) - Unit 692 Cost increase from 2026. Total replacement cost estimate $210,000	Replacement	Poor	**$210,000**	60,000	150,000	-	-
Fleet - Waste Management	Utility Terrain Vehicle (1) - Unit 701	Replacement	Fair	**$25,500**	-	25,500	-	-
Fleet - Waste Management	Crossover Utility Vehicle (1) - Unit 702	Replacement	Fair	**$38,000**	-	38,000	-	-
				$5,229,730	**$60,000**	**$4,153,730**	**$1,016,000**	**$0**

Services Overview

Full-Time Equivalents **25.3** FTE → 0.0 Base

Service	Service Description	2025 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.	**35** Construction contracts awarded (greater than $100,000) **21** Consulting assignments awarded **77%** Capital Funds Committed	Support
Development Review	An internal/external service that provides engineering review of planning applications submitted by the development community, in liaise with Area Municipalities, and includes the inspection of development sites to ensure compliance with approved plans and standards.	**90%** Planning applications reviewed prior to comment deadline	Support

Key Performance Indicators

	2023 Actual	2024 Actual	2025 Actual	2026 Forecast	2027 Budget	Target
% Design projects completed per year	74%	82%	85%	87%	85%	100%
% Construction projects completed per year over $100,000	66%	75%	82%	85%	85%	100%
Number of contracts > $1,000,000 awarded	8	9	7	10	11	→
Number of Consolidated Linear Infrastructure Environmental Compliance Approval application reviews (previously the Transfer of Review Program)	10	16	24	37	37	↑
Number of Planning Application file reviews (development review)	393	453	411	400	400	→

Goals and Objectives

Description	2027	2028	2029	Strategic Plan	Other Plan Alignment
Utility Coordination Committee (UCC) Meetings Establish regular Utility Coordination Committee (UCC) meetings with County staff, utility providers, and area municipal partners to improve communication and coordination of upcoming County capital projects. The meetings will provide an opportunity to share project status, identify upcoming construction activities, and proactively coordinate utility requirements and potential conflicts. Overall, the UCC process will strengthen project planning, improve relationships with external partners, and support more predictable and efficient delivery of the County's capital program.	●			*Goal 3.2: Collaborate with our partners and communities*	Asset Management Plan
Engineering Consultant Roster Implement an Engineering Consultant Roster to streamline the procurement and assignment of qualified consultants for capital project design, studies, and engineering services. The roster will provide the Engineering and Construction Group with a readily available pool of qualified consultants, reducing the time required to initiate assignments and move projects from planning into design and construction. All assignments will continue to comply with the County's Purchasing Policy and procurement requirements.	●			*Goal 3.1: Continuous improvement and results-driven solutions*	Asset Management Plan Transportation Master Plan Wastewater Master Plan Water Master Plan
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*	Asset Management Plan
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. Develop a common Public Works submission checklist and standardized library of technical review comments and conditions to improve consistency and streamline planning file reviews.	●			*Goal 3.2: Collaborate with our partners and communities*	Official Plan

Budget

OPERATING	2026 FORECAST	2026 BUDGET*	LESS: 2026 NON-RECURRING	2027 BASE BUDGET	2027 BUDGET IMPACTS	2027 BUDGET	$ OVER 2026 BUDGET	% OVER 2026 BUDGET
REVENUES								
GENERAL REVENUES	(406,900)	**(406,900)**	-	(72,330)	-	**(479,230)**	(72,330)	17.8%
INTERDEPARTMENTAL RECOVERIES	(125,000)	**(125,000)**	-	-	(50,000)	**(175,000)**	(50,000)	40.0%
TOTAL REVENUES	**(531,900)**	**(531,900)**	**-**	**(72,330)**	**(50,000)**	**(654,230)**	**(122,330)**	**23.0%**
EXPENSES								
SALARIES AND BENEFITS	1,670,000	**1,876,113**	4,500	90,988	50,000	**2,021,601**	145,488	7.8%
OPERATING EXPENSES	159,678	**121,640**	(2,250)	35,890	-	**155,280**	33,640	27.7%
FLEET AND FACILITY CHARGES	128,582	**131,136**	2,352	6,172	-	**139,660**	8,524	6.5%
INTERDEPARTMENTAL CHARGES	355,682	**356,180**	-	6,246	-	**362,426**	6,246	1.8%
TOTAL EXPENSES	**2,313,942**	**2,485,069**	**4,602**	**139,296**	**50,000**	**2,678,967**	**193,898**	**7.8%**
NET OPERATING	**1,782,042**	**1,953,169**	**4,602**	**66,966**	**-**	**2,024,737**	**71,568**	**3.7%**
CAPITAL								
CAPITAL REVENUES	(95,058)	**(95,058)**	-	95,058	-	**-**	95,058	(100.0%)
CAPITAL EXPENSES	188,671	**188,558**	(93,500)	(95,058)	-	**-**	(188,558)	(100.0%)
NET CAPITAL	**93,613**	**93,500**	**(93,500)**	**-**	**-**	**-**	**(93,500)**	**(100.0%)**
SUMMARY								
TOTAL REVENUES	*(626,958)*	**(626,958)**	*-*	*22,728*	*(50,000)*	**(654,230)**	*(27,272)*	*4.3%*
TOTAL EXPENSES	*2,502,613*	**2,673,627**	*(88,898)*	*44,238*	*50,000*	**2,678,967**	*5,340*	*0.2%*
TOTAL LEVY	**1,875,655**	**2,046,669**	**(88,898)**	**66,966**	**-**	**2,024,737**	**(21,932)**	**(1.1%)**
% BUDGET INCREASE (DECREASE)			***(4.3%)***	***3.3%***	***-***	***(1.1%)***		

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

Budget Impact Details

	CAPITAL #	OPERATING EXPENSES	REVENUES	TAXATION	%	INTERDEPT RECOVERY	%
INTERDEPARTMENTAL INITIATIVES							
ENG-Support for Master Plans		50,000	-	**-**		**50,000**	40.0%
		50,000	**-**	**-**		**50,000**	**40.0%**
TOTAL		**50,000**	**-**	**-**		**50,000**	**40.0%**

Services Overview

Full-Time Equivalents **41.6** FTE ↑ 3.9 Base

Service	Service Description	2025 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 **36** Kilometers of new road resurfacing / reconstruction **6** New traffic speed feedback signs installed **2** New controlled pedestrian crossings implemented **92** Snow plow responses to winter events (2025/2026 season)	Public Health & Safety

- **2.0 FTE Truck and Backhoe Operators Full-time -** to support annual road operations and provide staff resiliency from leaves of existing staff complement to ensure business continuity. **FTE 2027-01**
- **1.6 FTE Temporary Truck and Backhoe Operators Full-time -** to provide consistent level of service and staffing resiliency in the evenings and weekends during winter periods to ensure compliance with regulatory requirements. **FTE 2027-02**
- **0.3 FTE Permanent Transportation Services Co-op Student** - to convert one 4-month summer student position to an 8-month Co-op student position to support traffic management and road safety initiatives. **FTE 2027-03**

Key Performance Indicators

	2023 Actual	2024 Actual	2025 Actual	2026 Forecast	2027 Budget	Target
Average Pavement Condition Index (PCI) (Weighted by area)	73.4	71.3	69.1	76.6	75.0	70.0
Paved (hard top) road maintenance – cost/lane kilometer	$4,324	$6,072	$5,241	$4,672	$4,907	CPI
Bridges and culverts maintenance – cost/square meter of surface area	$7.61	$20.95	$21.55	$10.04	$10.10	CPI
Traffic operations and roadside maintenance – cost/lane kilometer	$3,889	$5,349	$5,311	$3,985	$3,925	CPI
Winter control operations – cost/lane kilometer	$1,999	$2,163	$3,048	$2,570	$2,792	CPI

Goals and Objectives

Description	2027	2028	2029	Strategic Plan	Other Plan Alignment
Development and Implementation of a Road Safety Strategy Program Building on the Road Safety Strategy (RSS) Framework completed in 2026 through consultation with the RSS Ad Hoc Committee, a road safety committee will be facilitated consisting of municipal partners and stakeholders to advance recommendations of the RSS framework and further develop road safety counter measures to achieve vision and goals identified by the RSS Ad Hoc Committee.	●	●		*Goal 1.3: Community health, safety and well-being*	Transportation Master Plan
Development of a Winter Operations and Maintenance Plan Implementation of the recommendations identified in the 2026 Winter Operations Review that will include establishing a winter Level of Service (LOS) for Council approval, developing standard operating procedures and policies to support staff decision making and consistent practices amongst all four Road Patrol areas that will be incorporated into a Winter Operations Plan and updated Salt Management Plan.	●	●		*Goal 3.1: Continuous improvement and results-driven solutions*	Transportation Master Plan
2027 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. Proposed 2027 work includes construction of cycling facilities (paved shoulders) on Oxford Road 59 from Hickson and Tavistock as part of road resurfacing, and detailed design for cycling facilities on Oxford Road 10 from Ingersoll to Brownsville and Oxford Road 119 from Thamesford to Kintore, for future construction.	●			*Goal 1.4: Connected people and places*	Transportation Master Plan
2027 Review and Implementation of Speed and Traffic Calming Measures Speed management and road safety reviews for 2027 are planned for the following locations: Oxford Road 5 (south approach to Punkeydoodles Corners), Oxford Road 9 (between Woodstock and Beachville), Oxford Road 29 (between Innerkip and Oxford Road 22), Oxford Road 27 (Springlake Trailer Park), east end of Oxford Road 35/Devonshire Avenue in Woodstock, Oxford Road 51/John Pound Road in Tillsonburg, and Oxford Road 119, Bell Street in Ingersoll. Speed monitoring is also planned in the following areas to evaluate the effectiveness of previously implemented traffic calming measures: Oxford Road 24/Hope Street East in Tavistock, Springford, Curries, Muir, Dereham Centre, Foldens, Culloden, Oxford Road 20/North Street East in Tillsonburg, Oxford Road 15/Parkinson Road (east of Beards Lane) in Woodstock, and Oxford Road 7 (north of Ingersoll).	●			*Goal 1.3: Community health, safety and well-being*	Transportation Master Plan

Budget

OPERATING	2026 FORECAST	2026 BUDGET*	LESS: 2026 NON-RECURRING	2027 BASE BUDGET	2027 BUDGET IMPACTS	2027 BUDGET	$ OVER 2026 BUDGET	% OVER 2026 BUDGET
REVENUES								
GENERAL REVENUES	(394,910)	(377,020)	-	(40,950)	-	(417,970)	(40,950)	10.9%
GRANTS AND GOVERNMENT TRANSFERS	-	-	-	-	-	-	-	-
RESERVE REVENUES	(50,000)	(50,000)	50,000	-	(187,500)	(187,500)	(137,500)	275.0%
TOTAL REVENUES	**(444,910)**	**(427,020)**	**50,000**	**(40,950)**	**(187,500)**	**(605,470)**	**(178,450)**	**41.8%**
EXPENSES								
SALARIES AND BENEFITS	4,033,584	4,120,389	-	258,466	187,328	4,566,183	445,794	10.8%
OPERATING EXPENSES	2,830,242	2,866,963	(7,500)	68,307	44,500	2,972,270	105,307	3.7%
CONTRACTED SERVICES	2,520,893	2,423,760	(230,000)	113,600	544,640	2,852,000	428,240	17.7%
EXTERNAL TRANSFERS	5,430	5,430	-	110	-	5,540	110	2.0%
DEBT REPAYMENT	33,773	33,773	-	(33,773)	-	-	(33,773)	(100.0%)
CAPITAL RESERVE TRANSFERS	13,609,017	13,600,000	-	-	1,025,000	14,625,000	1,025,000	7.5%
FLEET AND FACILITY CHARGES	3,716,127	3,280,496	11,753	232,113	17,000	3,541,362	260,866	8.0%
INTERDEPARTMENTAL CHARGES	729,216	729,698	-	112,744	25,000	867,442	137,744	18.9%
TOTAL EXPENSES	**27,478,282**	**27,060,509**	**(225,747)**	**751,567**	**1,843,468**	**29,429,797**	**2,369,288**	**8.8%**
NET OPERATING	**27,033,372**	**26,633,489**	**(175,747)**	**710,617**	**1,655,968**	**28,824,327**	**2,190,838**	**8.2%**
CAPITAL								
CAPITAL REVENUES	(57,588,819)	(65,599,064)	2,348,797	20,915,742	(1,516,663)	(43,851,188)	21,747,876	(33.2%)
CAPITAL EXPENSES	58,362,476	66,485,064	(3,234,797)	(20,915,742)	2,836,000	45,170,525	(21,314,539)	(32.1%)
NET CAPITAL	**773,657**	**886,000**	**(886,000)**	**-**	**1,319,337**	**1,319,337**	**433,337**	**48.9%**
SUMMARY								
TOTAL REVENUES	*(58,033,729)*	(66,026,084)	*2,398,797*	*20,874,792*	*(1,704,163)*	(44,456,658)	*21,569,426*	*(32.7%)*
TOTAL EXPENSES	*85,840,758*	93,545,573	*(3,460,544)*	*(20,164,175)*	*4,679,468*	74,600,322	*(18,945,251)*	*(20.3%)*
TOTAL PROGRAM SURPLUS/DEFICIT	-	-	-	-	-	-	-	-
TOTAL LEVY	**27,807,029**	**27,519,489**	**(1,061,747)**	**710,617**	**2,975,305**	**30,143,664**	**2,624,175**	**9.5%**
% BUDGET INCREASE (DECREASE)			***(3.9%)***	***2.6%***	***10.8%***	***9.5%***		

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

Budget Plan Details

	CAPITAL #	OPERATING EXPENSES	CAPITAL EXPENSES	TOTAL EXPENSES	REVENUES	TAXATION	%
ONE-TIME ITEMS							
RDS-Mobile Platform Ladder		2,500	-	2,500	-	**2,500**	0.0%
RDS-Engineering Support for Master Plans		25,000	-	25,000	-	**25,000**	0.1%
RDS-Roundabout Landscaping Refurbishment		50,000	-	50,000	-	**50,000**	0.2%
RDS-Winter Operations Plan [PW 2026-35]		50,000	-	50,000	-	**50,000**	0.2%
RDS-Transportation Master Plan		500,000	-	500,000	375,000	**125,000**	0.5%
RDS-Road Safety Strategy		150,000	-	150,000	-	**150,000**	0.5%
		777,500	**-**	**777,500**	**375,000**	**402,500**	**1.5%**
SERVICE LEVEL							
RDS-Transportation Services Co-op Student [FTE 2027-03]		25,043	-	25,043	-	**25,043**	0.1%
RDS-Temporary Truck and Backhoe Operators [FTE 2027-02]		137,400	-	137,400	-	**137,400**	0.5%
RDS-Truck and Backhoe Operators [FTE 2027-01]		201,917	-	201,917	-	**201,917**	0.7%
RDS-Speed Radar Signs Software		7,500	-	7,500	-	**7,500**	0.0%
		371,860	**-**	**371,860**	**-**	**371,860**	**1.4%**
NEW INITIATIVES							
RDS-Motor Grader Attachment Package [NI 2027-01]	**C0476B**	5,300	106,000	111,300	-	**111,300**	0.4%
RDS-Traffic Engineering Software (TES) Implementation [NI 2027-02]		31,500	-	31,500	-	**31,500**	0.1%
RDS-Additional Pickup Trucks for Patrol Areas [NI 2027-03]	**C0664B**	44,790	152,000	196,790	-	**196,790**	0.7%
		81,590	**258,000**	**339,590**	**-**	**339,590**	**1.2%**
CAPITAL RESERVE CONTRIBUTION							
RDS-Capital Contribution Change (Roads)		1,000,000	-	1,000,000	-	**1,000,000**	3.6%
RDS-End doubling of OCIF Grant		-	-	-	-	**-**	
		1,000,000	**-**	**1,000,000**	**-**	**1,000,000**	**3.6%**
INITIATIVE GAPPING							
RDS-Transportation Master Plan		(250,000)	-	(250,000)	(187,500)	**(62,500)**	(0.2%)
RDS-Temporary Truck and Backhoe Operators [FTE 2027-02]		(90,400)	-	(90,400)	-	**(90,400)**	(0.3%)
RDS-Truck and Backhoe Operators [FTE 2027-01]		(83,632)	-	(83,632)	-	**(83,632)**	(0.3%)
RDS-Additional Pickup Trucks for Patrol Areas [NI 2027-03]	**C0664B**	(33,090)	-	(33,090)	-	**(33,090)**	(0.1%)
		(457,122)	**-**	**(457,122)**	(187,500)	**(269,622)**	**(1.0%)**

	CAPITAL #	OPERATING EXPENSES	CAPITAL EXPENSES	TOTAL EXPENSES	REVENUES	TAXATION	%
COUNCIL-APPROVED COMMITMENTS							
RDS-Cobble Hills Road Rationalization [PW 2026-28]		69,640	-	69,640	-	**69,640**	0.3%
		69,640	**-**	**69,640**	**-**	**69,640**	**0.3%**
NEW INFRASTRUCTURE							
RDS-Works Yard Additional Parking	C0666B	-	60,000	60,000	-	**60,000**	0.2%
RDS-New Pedestrian Crossings Design OR35 Woodstock	C0003B	-	25,000	25,000	5,000	**20,000**	0.1%
RDS-Bike Lanes OR59	C0020V	-	750,000	750,000	319,269	**430,731**	1.6%
RDS-Intersection Illumination	C0110B	-	30,000	30,000	6,000	**24,000**	0.1%
RDS-Traffic Calming	C0234A	-	150,000	150,000	30,000	**120,000**	0.4%
RDS-New Bridge Guiderails	C0624C	-	280,000	280,000	280,000	**-**	
RDS-Intersection Upgrades	C0019A	-	300,000	300,000	300,000	**-**	
RDS-New Traffic Signals	C0026W	-	100,000	100,000	100,000	**-**	
RDS-Springford to Tillsonburg Trail	C0611S	-	463,000	463,000	281,500	**181,500**	0.7%
RDS-Intersection Safety Reviews	C0662A	-	100,000	100,000	100,000	**-**	
RDS-Springford Yard Lean-to Roof	C0673D	-	30,000	30,000	-	**30,000**	0.1%
RDS-Springford YardWaste Depot Concrete Pad	C0673D	-	40,000	40,000	40,000	**-**	
RDS-New Pedestrian Crossings OR15 Fyfe	C0013B	-	150,000	150,000	30,000	**120,000**	0.4%
RDS-New Pedestrian Crossings Design OR24 Elizabeth	C0015B	-	25,000	25,000	5,000	**20,000**	0.1%
RDS-New Pedestrian Crossings Design OR15 St Patricks	C0017B	-	25,000	25,000	5,000	**20,000**	0.1%
RDS-Bike Lanes OR119	C0021V	-	15,000	15,000	-	**15,000**	0.1%
RDS-Bike Lanes OR10	C0481V	-	35,000	35,000	14,894	**20,106**	0.1%
		-	**2,578,000**	**2,578,000**	**1,516,663**	**1,061,337**	**3.9%**
TOTAL		**1,843,468**	**2,836,000**	**4,679,468**	**1,704,163**	**2,975,305**	**10.8%**

Capital Project Details

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 CFWD	2027 REQUEST	2028	2029-2036
BRIDGES AND CULVERTS								
C0039C - Misc OSIM Repairs	Various repairs as identified in the Bridge Needs Study	Renewal	Fair	**$250,000**		250,000	-	-
C0001C - Bridge 224538 (OR19)	Rehabilitation of Bridge 224538 OR 19 - 2.8km E of Highway 19	Renewal	Fair	**$1,200,000**		1,200,000	-	-
C0033C - Bridge 686843 (OR2)	Rehabilitation of Bridge 686843 OR 2 - 1.3 km W of 3 - Main Street South, Princeton Boundary Road - Brant County Led	Renewal	Fair	**$1,200,000**		1,200,000	-	-
C0034C - Culvert 687045 (OR2)	Rehabilitation of Culvert 687045 OR 2 - 0.55 km E of 25 - Middle Townline Road Boundary Road - Brant County Led	Renewal	Fair	**$375,000**		375,000	-	-
C0035C - Culvert 715213 (OR4)	Rehabilitation of Culvert 715213 OR 4 - 0.75 km N of 35 - Oxford Road 35	Renewal	Fair	**$1,200,000**	-	1,200,000	-	-
C0037C - Bridge 682935 (OR2)	Rehabilitation of Bridge 682935 OR 2 - 0.15 km E of 119 - Allen Street	Renewal	Fair	**$2,600,000**	-	2,600,000	-	-
C0038C - Bridge 684847	Rehabilitation of Bridge 684847 OR 2 - 0.05 km E of 30 - 11th Line	Renewal	Fair	**$1,350,000**	-	1,350,000	-	-
C0370C - Bridge 856645 (OR8)	2026-2027 Design for 2028 Rehabilitation of Bridge 856645 OR 8 - 0.35 km S of 42 - Albert Street, Plattsville	Renewal	Fair	**$1,541,000**	-	100,000	1,441,000	-
C0371C - Culvert 963929 (OR28)	2026-2027 Design for 2028 Replacement of Culvert 963929 OR 28 - 1.75 km E of 33rd Line	Replacement	Fair	**$1,738,000**	-	100,000	1,638,000	-
C0372C - Culvert 842608 (OR16)	2026-2027 Design for 2028 Replacement of Culvert 842608 OR 16 - 0.50 km E of Cobble Hills Road	Replacement	Fair	**$1,291,000**	-	100,000	1,191,000	-
C0373C - Bridge 434825 (OR11)	2026-2027 Design for 2028 Rehabilitation of Bridge 434825 OR 11 - 0.32 km N of 9 - Beachville Road	Renewal	Fair	**$858,000**	-	100,000	758,000	-
C0374C - Bridge 843927 (OR16)	2027-2028 Design for 2029 Rehabilitation of Bridge 843927 OR 16 - 1.0 km W of 6 - 37th Line	Renewal	Fair	**$609,000**	-	91,000	-	518,000

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 CFWD	2027 REQUEST	2028	2029-2036
C0375C - Bridge 816765 (OR22)	2027-2028 Design for 2029 Rehabilitation of Bridge 816765 OR 22 - 0.9 km N of 42 - Oxford Road 42	Renewal	Fair	**$608,000**	-	91,000	-	517,000
C0376C - Bridge 324873 (OR18)	2027-2028 Design for 2029 Rehabilitation of Bridge 324873 OR 18 - 2.45 km E of Zenda Line	Renewal	Fair	**$769,000**	-	115,000	-	654,000
C0377C - Bridge 884114 (OR8)	2027-2028 Design for 2029 Rehabilitation of Bridge 884114 OR 8 - 0.85 km E of 6 - 37th Line	Renewal	Fair	**$679,000**	-	102,000	-	577,000
C0378C - Bridge 374673 (OR6)	2027-2028 Design for 2028 Rehabilitation of Bridge 374673 OR 6 - 0.60 km N of 9 - Beachville Road	Renewal	Fair	**$1,311,000**	-	120,000	-	1,191,000
C0624C - Bridge 15083/922773 Guiderails	Installation of new guiderails at: Bridge 15083 on OR 15 - 0.43 km E of Finkle Street Bridge 922773 on OR 25 - 2.2 km E of Cobble Hills Road	Expansion	N/A	**$280,000**	-	280,000	-	-
FACILITIES								
C0415D - Drumbo Yard Facility	Various projects as identified from the Building Condition Assessments	Renewal	Poor	**$29,000**	-	29,000	-	-
C0666B - Road - Works Yard Parking Expansion	Additional Parking Spaces (3 per site) 895939 Wilmot St Drumbo 884135 County Rd 8, Embro	Expansion	N/A	**$60,000**	-	60,000	-	-
C0673D - Springford Yard Facility	Lean-To Roof - North Side of New Barn	Expansion	N/A	**$30,000**	-	30,000	-	-
C0673D - Springford Yard Facility	Concrete Pad for Yard Waste Depot	Expansion	N/A	**$40,000**	-	40,000	-	-
C0674D - Woodstock Yard Facility	Secondary Distribution	Renewal	Poor	**$10,000**	-	10,000	-	-
C0432B - Energy Conservation Roads	Embro Energy Assessments	Renewal	Poor	**$9,500**	-	9,500	-	-
ROADS								
930004 - CR 4	OR 4 and OR 15 intersection improvements 2027 Infrastructure Planning and EA, Design, Construction	Replacement	Poor	**$3,891,025**	2,491,025	1,400,000	-	-
C0005A - OR4 And OR17 Intersection	OR 4 and OR 17 Intersection 2027-2029 Infrastructure Planning and EA and Design 2030-2032 Construction	Replacement	Poor	**$11,600,000**	-	100,000	750,000	10,750,000

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 CFWD	2027 REQUEST	2028	2029-2036
C0479A - OR2 (21ST Line To OR6)	Oxford Road 2 (21st Line to Oxford Road 6) 2027 Construction	Renewal	Poor	**$3,350,000**	-	3,350,000	-	-
C0006A - OR18 (OR 13 To Hwy 19)	OR18 (OR 13 to Hwy 19) 2027-2028 Infrastructure Planning and EA 2029-2030 Design and Property Acquisition 2031 Construction	Replacement	Poor	**$6,050,000**	-	200,000	100,000	5,750,000
C0007A - OR19 (Hwy 19 To Norfolk)	OR19 (Hwy 19 to Norfolk) 2027 Design and Utility Adjustments and Property Acquisition and Project Scoping 2028-2031 Construction **Debt funding is required on project completion**	Replacement	Poor	**$25,900,000**	-	700,000	6,300,000	18,900,000
C0494A - OR33 (OR6 To OR59)	OR 33 from 41st to 45th - Vertical Curve Review/Design	Renewal	Poor	**$12,415,000**	-	15,000	-	12,400,000
C0003A - Woodstock-OR 35 (OR 54 To Lansdowne)	OR 35 (Devonshire) - OR 54 to Lansdowne Ave 2027 Design, 2028-2029 Construction	Replacement	Poor	**$9,350,000**	-	150,000	4,600,000	4,600,000
C0003B - Woodstock-OR 35 (OR 54 To Lansdowne)	OR 35 (Devonshire) - OR 54 to Lansdowne Ave Pedestrian Crossing at St Micheal's School 2027 Design, 2028 Construction	Expansion	N/A	**$325,000**	-	25,000	300,000	-
C0010A - OR59 (Wilson To Norwich)	OR 59 Wilson to Norwich 2027 Design, 2028 Construction	Replacement	Poor	**$2,125,000**	-	150,000	1,975,000	-
C0011A - OR59 (Cedar To Parkinson)	OR 59 Cedar to Parkinson 2027 Design, 2028-2029 Construction	Replacement	Poor	**$2,050,000**	-	150,000	150,000	1,750,000
C0012A - OR59 (Woodstock St S)	OR 59 (Woodstock ST S) New Sidewalk and Asphalt Blvd William to Bauer 2027 Design, 2028 Construction	Replacement	Poor	**$950,000**	-	100,000	850,000	-
C0030A - OR119 (401 To Clarke)	OR 119 (Harris) Widening from 401 to Clarke 2027 Construction	Replacement	Poor	**$1,700,000**	-	1,700,000	-	-
C0645A - OR119 (Clarke Rd Intersection)	OR 119 (Harris) and Clarke Intersection **Project includes $6 million in work being completed on behalf of the Town of Ingersoll** **Debt funding is required on project completion**	Renewal	Poor	**$11,900,000**	-	11,900,000	-	-
C0013B - Pedestrian Crossing OR15 - Fyfe	OR 15 (Parkinson) at Fyfe Ave	Expansion	N/A	**$150,000**	-	150,000	-	-

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 CFWD	2027 REQUEST	2028	2029-2036
C0015B - Pedestrian Crossing OR35 - St Michaels	OR 24 (Hope St E) at Elizabeth St 2027 Design, 2028 Construction	Expansion	N/A	**$175,000**	-	25,000	150,000	-
C0017B - Pedestrian Crossing OR15 - St Patrick's	OR 15 (Parkinson Rd) at St. Patrick's School	Expansion	N/A	**$325,000**	-	25,000	300,000	-
C0019A - Intersection Upgrade - OR 59/OR13/OR46	OR 59/OR 13/OR 46 2027 Infrastructure Planning and EA 2028-2029 Design, 2030 Construction	Expansion	N/A	**$5,650,000**	-	300,000	250,000	5,100,000
C0110B - Intersection Illumination	OR59 / OR46 and OR59 / OR13 Intersection - Full Illumination OR119 / Road 64 Intersection - Partial Illumination	Expansion	N/A	**$30,000**	-	30,000	-	-
C0662A - Intersection Safety Review	Road Safety Intersection Reviews 39th Line at Oxford Road 6 and Oxford Road 17 Subway Line at Highway 53 and Subway Line at Towerline Road	Expansion	N/A	**$100,000**	-	100,000	-	-
C0020A - OR59 (OR8 To OR 34)	Resurfacing on OR 59 from OR 8 to Bauer St	Renewal	Poor	**$3,545,000**	-	3,545,000	-	-
C0020V - OR59 (OR8 To OR 34)	Bike Lanes on OR 59 from OR 8 to Bauer St	Expansion	N/A	**$750,000**	-	750,000	-	-
C0021A - OR119 (OR2 To OR 16)	Resurfacing on OR 119 from OR 2 to OR 16 2027 Design, 2028 Construction	Renewal	Poor	**$4,000,000**	-	108,000	3,892,000	-
C0021V - OR119 (OR2 To OR 16)	Bike Lanes on OR 119 from OR 2 to OR 16 2027 Design, 2028 Construction	Expansion	N/A	**$765,000**	-	15,000	750,000	-
C0024A - OR 2 (Princeton)	Resurfacing on OR 2 within Princeton 2027 Design, 2028 Construction Boundary Road	Renewal	Poor	**$560,000**	-	30,000	530,000	-
C0025A - OR 25 (Cobble Hills To OR119)	Resurfacing on OR 25 from Cobble Hills Rd to OR 119	Renewal	Poor	**$1,070,000**	-	1,070,000	-	-
C0480A - Hot Mix Asphalt Padding	Asphalt Padding on Various Surface Treated Roads	Renewal	Poor	**$300,000**	-	300,000	-	-
C0481A - OR10 (OR27 To Pressy Rd)	Resurfacing on OR 10 from OR27 to Pressy Rd 2027 Design, 2028 Construction	Renewal	Poor	**$2,000,000**	-	68,000	1,932,000	-
C0481V - OR10 (OR27 To Pressy Rd)	Bike Lanes on OR 10 from OR 27 to Pressy Rd	Expansion	N/A	**$485,000**	-	35,000	450,000	-

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 CFWD	2027 REQUEST	2028	2029-2036
C0482A - OR8 (Loveys St E, Hickson)	Resurfacing of OR 8 (Lovey's St E) within Hickson 2027 Design, 2028 Construction	Renewal	Poor	**$720,000**	-	18,000	702,000	-
C0483A - OR8 (Hickson To Bright)	Resurfacing of OR 8 from Hickson to Bright 2027 Design, 2028 Construction	Renewal	Poor	**$3,475,000**	-	108,000	3,367,000	-
C0484A - OR8 (Bright West Of OR22)	Resurfacing on OR 8 from West of OR22 within Bright 2027 Design, 2028 Construction	Renewal	Poor	**$275,000**	-	7,000	268,000	-
C0623B - OR119 Guiderail Replacement	Replacement of Guiderails on OR 119 from Municipal Number 260 to Municipal Number 195200	Replacement	Poor	**$640,000**	-	640,000	-	-
C0029B - Retaining Walls - Replacement	38, 44 and 46 Main St E (OR 18), Norwich 31 Main St E (OR 18), Norwich 105 Loveys St E (OR 8), Hickson	Replacement	Poor	**$275,000**	-	275,000	-	-
C0031A - Urbanization - Bright	Semi Urbanization of Bright 2027 Design, 2028 Construction	Replacement	Poor	**$2,600,000**	-	300,000	2,300,000	-
C0086A - Crack Sealing 2027	Various County roads Joint project with area municipalities	Maintenance	N/A	**$350,000**	-	350,000	-	-
C0026W - Signals - OR2 At OR7	Signals at OR 2 and OR 7 2027 Design, 2028 Construction	Expansion	N/A	**$600,000**	-	100,000	500,000	-
C0234A - Traffic Calming	Ongoing Traffic Calming/Speed Management Review and Implementation	Expansion	N/A	**$150,000**	-	150,000	-	-
C0611S - Trail (Springford to Tillsonburg)	Springford to Tillsonburg Trail	Expansion	N/A	**$463,000**	-	463,000	-	-
930035 CR 35	**CARRY FORWARD BUDGET:** Prior year's approved budget not spent. CR 35 (Devonshire Ave)	Replacement	Fair	**$85,000**	85,000	-	-	-
930078 Intersection Illumination	**CARRY FORWARD BUDGET:** Prior year's approved budget not spent. Illumination of Intersections at various locations:	Expansion	N/A	**$100,000**	100,000	-	-	-
STORMWATER								
C0030F - OR119 (401 To Clarke)	OR 119 (Harris) Widening from 401 to Clarke 2027 Construction	Renewal	Poor	**$250,000**	-	250,000	-	-
C0007G - OR19 (Hwy 19 To Norfolk)	OR19 (Hwy 19 to Norfolk) 2027 Design and Utility Adjustments and Property Acquisition and Project Scoping 2028-2031 Construction	Renewal	Poor	**$1,200,000**	-	60,000	285,000	855,000

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 CFWD	2027 REQUEST	2028	2029-2036
C0032G - Culvert Replacements - Unanticipated	Unanticipated Culvert Replacement	Replacement	Poor	**$340,000**	-	340,000	-	-
C0087G - Drain Improvements 2027	Municipal drain improvements - (as completed by Area Municipalities) Raymer-Zinn Drain - EZT Township	Renewal	Poor	**$220,000**	-	220,000	-	-
C0482G - OR8 (Loveys St E, Hickson)	Storm Repairs and Replacements on OR 8 (Lovey's St E) within Hickson 2027 Design, 2028 Construction	Replacement	Poor	**$135,000**	-	25,000	110,000	-
C0485G - OR10 (OR27 To Ingersoll)	Culvert replacement prior to resurfacing on OR 10 from OR27 to Ingersoll	Replacement	Poor	**$1,660,000**	-	1,660,000	-	-
C0486G - OR45 (OR119 To Boundary)	Reconstruction of OR 45 from OR 119 to the Thames River Bridge	Replacement	Poor	**$560,000**	-	28,000	532,000	-
C0487G - OR47 (OR2 To OR36)	Resurfacing on OR 47 from OR 2 to OR 36 Boundary Road	Renewal	Poor	**$180,000**	-	10,000	170,000	-
C0489G - OR60 (OR8 To OR33)	Resurfacing on OR 60 from OR 8 to OR 29	Renewal	Poor	**$620,000**	-	30,000	590,000	-
C0492G - OR6 (Embro To OR9)	Resurfacing on OR 6 from Embro to OR 9	Renewal	Poor	**$835,000**	-	835,000	-	-
C0097G - OR14 (OR21 To OR15)	OR 14 from OR 40 to OR 59	Renewal	Poor	**$470,000**	-	24,000	446,000	-
930198 Urban Storm Sewer	**CARRY FORWARD BUDGET:** Prior year's approved budget not spent. Storm sewer component for road projects in urban areas	Renewal	Poor	**$300,000**	300,000	-	-	-
VEHICLES								
C0476B - Motor Grader Attachment	Front Plow and Wing and Shoulder Retriever attachments for Grader - Unit 411 **(NI 2027-01)**	Expansion	N/A	**$106,000**	-	106,000	-	-
C0664B - Additional Pickup Trucks for Patrol Areas	1/2 Ton Pickup (2) - Unit 354 and 355 **(NI 2027-03)**	Expansion	N/A	**$152,000**	-	152,000	-	-
				$146,309,525	**$2,976,025**	**$42,194,500**	**$37,577,000**	**$63,562,000**

FTE – Truck and Backhoe Operators

FTE 2027-01

SUMMARY

Type of FTE request	Expand Service Level
Classification	Full-time - Permanent
Job Title	Truck and Backhoe Operators
FTE	2.0
Description	This proposal is for two permanent full-time Truck and Backhoe Operators to provide greater staffing resiliency as a result of planned and unplanned absences and support a consistent level of service during winter maintenance periods. The additional positions would also increase staffing capacity for weekend winter operations, support compliance with Hours-of-Service driving requirements and provide additional resources for road maintenance programs throughout the year. The positions are proposed to commence in June 2027, allowing the new Operators to gain experience with County roads, equipment and operations before the winter season.

STRATEGIC PLAN



Goal 3.1: Continuous improvement and results-driven solutions

REQUEST DETAILS

Background

Historical Staff Restructuring Initiatives

From 2019 until now, there have been numerous operations and staff restructuring initiatives undertaken by Transportation Services to improve maintenance operations and ensure the delivery of an efficient and effective year-round road maintenance service.

County staff completed a Snowplow Route Optimization review in 2019 that was presented to Council as a New Initiative with the 2020 Business Plan and Budget. The Business Plan and Budget was approved by Council and the following changes were implemented as a result.

REQUEST DETAILS

- Reduction of day shift snowplow routes from 20 to 17 routes
- Reduction of afternoon shift snowplow routes from 14 to 13 routes
- Reduction of three tandem snowplow trucks from 22 to 19 trucks (17 + 2 spares)
- Reduction of two permanent full-time Truck and Backhoe Operators through attrition (retirements)
- Reduction of three temporary full-time seasonal winter Truck and Backhoe Operators

In 2022, County staff completed an organizational restructuring of the Transportation Services road operations team within the existing FTE staff complement and approved budget to address a shortage of Truck and Backhoe Operators needed to meet the increased demands of road maintenance. This resulted in a realignment of existing staff to provide an optimized organizational structure, along with updated roles and responsibilities, to achieve a more efficient and cost-effective service delivery. As a result, the following changes were implemented to the road operations staff structure.

- Reduction of Road Patrol Forepersons from four to two positions
- Addition of two permanent full-time Truck and Backhoe Operators
- Implementation of four permanent full-time Assistant Patrol Foreperson positions within the current staffing complement, one per patrol area to assist Road Patrol Forepersons with road maintenance service delivery

The 2023 Business Plan and Budget included the Optimization of County Road Operations Organizational Structure as an identified Goal and Objective for Transportation Services. The plan was to address ongoing recruitment efforts of temporary full-time seasonal winter staff and summer students each fall and spring, respectively, within the existing Full-Time Equivalent staff complement. The change was also intended to address the ongoing annual training requirements of hiring new temporary full-time staff and students each year versus training permanent full-time staff once and then providing refresher training every so many years. The following changes were implemented in 2023.

- Reduction of Patrol Yard Students (Summer students) from twelve to eight positions
- Reduction of temporary full-time winter season Truck and Backhoe Operators from eight to six positions
- Addition of two permanent full-time Truck and Backhoe Operators

Winter Operations and Maintenance Plan

The development of a Winter Operations and Maintenance Plan was included in the County's 2026 Transportation Services Business Plan and Budget to evaluate current practices and support effective, efficient and sustainable winter road maintenance. The review identified limited staffing capacity and resiliency within the existing operating model and recommended the addition of two permanent full-time employees. The proposed positions would strengthen snowplow deployment, improve the County’s ability to manage planned and unplanned staff absences and support a more consistent level of maintenance service year-round.

REQUEST DETAILS

Oxford County operates four Patrol Yards with a front-line staffing complement of 26 permanent full-time employees. During the winter season, an afternoon shift is added that is supplemented with six temporary full-time employees. Both shifts operate Monday to Friday, providing combined coverage from 7:00 a.m. to 11:30 p.m., with weekend winter maintenance provided through call-ins as required. Maintaining sufficient operator availability across these scheduled and overtime periods is necessary to sustain snowplow deployment and respond effectively to road conditions during extended or consecutive winter events.

The four Assistant Patrol Forepersons support the two Patrol Forepersons in managing Road operations and maintenance responsibilities. During winter events these staff need to be available whenever possible to monitor road conditions, support snowplow operations, respond to emergency road closures, repair damaged or fallen signs and address other urgent operational matters. With the current permanent staff complement, two of the four Assistant Patrol Forepersons must operate snowplows during full winter maintenance deployment. This limits their ability to perform their primary patrol and operational support responsibilities. The additional Operators would allow all Assistant Patrol Forepersons to carry out these functions under normal staffing conditions while remaining available to operate a plow when an absence or operational need occurs.

Staffing Resiliency

The limited staff redundancy means that vacation, training, illness, overtime lieu, medical or WSIB leaves and recruitment have an immediate effect on Transportation Operations ability to effectively perform annual maintenance activities, such as roadside maintenance, ditching, tree maintenance, line painting, and asphalt patching. During winter maintenance months, when an Operator is unavailable, scheduled deployment may need to be reduced or the remaining Operators may be required to cover longer consolidated snowplow routes. The two positions would improve staff resiliency to maintain routine and emergency road operations activities, accommodate staffing absences and provide a more consistent level of maintenance service year-round.

A summary of 2025 available versus actual non-operational staff time is shown below in Table 1

Table 1: 2025 Non-operational Time for Permanent Staff

Planned/Unplanned Leave	Annual Allotment (hrs)	Actuals (hrs)
Vacation	3,832	3,750
Sick Leave	1,408	969
Banked OT Lieu	2,080	1,564
Short Term Medical Leave	N/A	1,385
Personal Leave	528	20

REQUEST DETAILS

These planned and unplanned staff leave provisions are not always fully utilized; however, it illustrates anticipated staffing pressures that must be accommodated. This excludes staff absences related to annual training and potential workplace injuries and does not include absences for temporary winter staff. The two proposed staff positions will offset allotted staff leave and ensure business continuity for critical road operation activities.

Weekend Operations and Hours of Service

Weekend winter operations create additional staffing pressures because there are no scheduled shifts and employees are called in as required. Extended winter events can also require employees to remain off duty to reset their driving cycle under Hours-of-Service requirements. The additional permanent full-time Truck and Backhoe Operator positions would increase the pool of qualified Operators available for weekend response and help maintain operational coverage when other employees require rest.

Growth Forecast

Unprecedented area growth and development over the past 25 years has contributed to increased road maintenance challenges. Changing traffic patterns and increased goods and people movement in this area has translated into increased travel demands beyond traditional peak periods during the week and on weekends. The 2024 Transportation Master Plan identified continued growth and increasing travel demands across the County road network and subsequent growth forecasts (Report CP 2026-08) identified substantial population, household, and employment growth over the 40-year forecast period (2021-2061).

2021 Road Rationalization

The County's road responsibilities have also increased. Through the 2021 road rationalization, the County assumed 22.1 kilometres of roadway, four bridges and two large culverts, representing a net increase of approximately 43.2 lane kilometres. These assets were incorporated into existing roads operations starting in 2022 and increased both winter and non-winter maintenance requirements.

Implications if not approved

Without the two additional permanent positions, there is insufficient staffing redundancy to accommodate planned and unplanned staff absences. This is specifically a concern during winter periods when there are extended winter events requiring staff to take mandatory rest periods and other staff absences that require Assistant Forepersons to operate snowplows in addition to their assigned duties.

Planned and unplanned absences would continue to reduce the overall level of service for road operations and potentially jeopardize public safety.

REQUEST DETAILS

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Expenses			
Salaries and benefits	$-	$200,717	$200,717
Safety clothing	-	1,200	1,200
Total expenses	**-**	**201,917**	**201,917**
County Levy	**$-**	**$201,917**	**$201,917**
Initiative Gapping – *position start June 2027*	-	*(83,632)*	*(83,632)*
2027 Budget Impact	**$-**	**$118,285**	**$118,285**
2028 Budget Impact	**$-**	**$201,917**	**$201,917**

FTE – Temporary Truck and Backhoe Operators

FTE 2027-02

SUMMARY

Type of FTE request	Expand Service Level
Classification	Full-time - Temporary
Job Title	Temporary Truck and Backhoe Operators
FTE	1.6
Description	This proposal is for four additional temporary full-time seasonal Truck and Backhoe Operators to support the afternoon winter shift. One position would be assigned to each of the four Patrol Yards. The positions would increase planned afternoon snowplow deployment from 13 to 17 routes, matching the day shift and providing a more consistent level of winter maintenance service. The additional operators would also strengthen staffing resiliency during absences, weekend winter events and extended operations affected by Hours-of-Service requirements. The positions would commence in November 2027 and work during the winter afternoon shift from the third Monday in November to the first Friday in April each winter season.

STRATEGIC PLAN

Goal 1.3: Community health, safety and well-being

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Background

Winter Operations and Maintenance Plan

Development of a Winter Operations and Maintenance Plan was included in the County's 2026 Transportation Business Plan and Budget to evaluate current practices and support effective, efficient and sustainable winter road maintenance. The review identified limited staffing

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capacity and resiliency, particularly during afternoon, evening and weekend operations, and recommended four additional temporary full-time seasonal Truck and Backhoe Operators.

Oxford County operates four road patrol areas located at Highland, Drumbo, Woodstock and Springford. During the winter season, the day shift operates Monday to Friday from 7:00 a.m. to 3:30 p.m with early morning overtime coverage occurring when required. The afternoon shift operates from 3:00 p.m. to 11:30 p.m., with overtime coverage extending later when required. The 30 minute overlap between shifts supports the transfer of information regarding road and weather conditions, vehicles, equipment and available staff resources.

There are 17 snowplow routes maintained during the day that are consolidated to a total of 13 routes for the afternoon winter shift that is currently supported by six temporary seasonal Truck and Backhoe Operators that are recruited for the winter season.

Current and Proposed Winter Snowplow Deployment

Currently, the 17 day shift snowplow routes have an average route length of 35 kilometres each (2.5 hour drive time), while the 13 afternoon shift routes have an average route length of 46 kilometres (3.5 hour drive time) each. The proposed four positions would provide one additional afternoon shift Truck and Backhoe Operator at each Patrol Yard, allowing the 17 routes and associated level of service to remain consistent between the day and afternoon shifts. This increase in staffing would also shorten afternoon snowplow routes, improve route coverage through increased circuit times and enhance operational resiliency during staff absences and/or equipment breakdowns.

The proposed FTE request would result in an afternoon winter shift complement as summarized in Table 1 below

Table 1 Proposed Afternoon Shift Winter Staff Complement

Patrol Area	Day Shift	Current Afternoon Shift	Proposed Afternoon Shift
Highland	5	4	5
Drumbo	4	3	4
Woodstock	4	3	4
Springford	4	3	4
Total Plow Routes	**17**	**13**	**17**

Staffing Resiliency

The existing afternoon shift staffing model provides little flexibility to accommodate planned or unplanned absences. When a Truck and Backhoe Operator is unavailable, the affected patrol may be required to reduce deployment from four routes to three in Highland or from three

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routes to two in Drumbo, Springford and Woodstock. The remaining operators must then cover longer routes, increasing the time required to complete a full snowplow circuit.

Absences may result from vacation, personal leave, WSIB leave, training, resignations, retirements and resulting recruitment gaps. Although temporary full-time seasonal employees have fewer leave entitlements than permanent employees, unexpected absences can affect snowplow deployment because there is no available afternoon staff redundancy.

The additional positions would establish a more resilient operating model by allowing deployment to be reduced toward the current 13 snowplow route configuration when staffing is unavailable, rather than a reduction that would exceed that amount.

Weekend and Extended Winter Operations

There are no weekend shift schedules. Employees are called in as required to respond to winter events and road conditions, placing additional pressure on the available pool of qualified operators.

Prolonged, severe and consecutive winter events can also limit employee availability to reset their driving hours under Hours-of-Service requirements. As a result, employees may need to remain off duty to reset their driving cycle before returning to work. The four additional seasonal full-time operators would increase the number of qualified employees available for weekend and extended winter response, improving the County's ability to maintain service while meeting regulatory requirements.

Implications if not approved

Without the additional temporary full-time positions, the afternoon shift will continue to operate 13 longer snowplow routes compared with 17 snowplow routes during the day. This will maintain a lower planned level of winter maintenance service during afternoon and evening periods.

The existing model will continue to provide little staffing flexibility. When a Truck and Backhoe Operator is unavailable, snowplow routes will need to be further consolidated, increasing route lengths and the time required to complete a snowplow circuit.

The County will also continue to have a smaller pool of qualified operators available for weekend winter events and extended operations which may affect operator driving hours under Hours-of-Service requirements. This increases the risk of reduced snowplow deployment during periods when sustained winter maintenance operations are required.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Expenses			
Salaries and benefits	$-	$135,600	$135,600
Safety clothing	-	1,800	1,800
Total expenses	**-**	**137,400**	**137,400**
County Levy	**$-**	**$137,400**	**$137,400**
Initiative Gapping – *position start Nov 2027*	-	*(90,400)*	*(90,400)*
2027 Budget Impact	**$-**	**$47,000**	**$47,000**
2028 Budget Impact	**$-**	**$137,400**	**$137,400**

FTE – Transportation Services Co-op Student

FTE 2027-03

SUMMARY

Type of FTE request	Expand Service Level
Classification	Student - Permanent
Job Title	Transportation Services 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 in the Public Works Transportation Services division to assist with transportation, operational and road safety initiatives.

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Goal 3.1: Continuous improvement and results-driven solutions

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Background

The current summer student complement for Transportation Services includes one four-month position from May to August each year to assist with traffic management initiatives (Speed Feedback Sign programming and downloading, pre and post monitoring speed reviews, traffic asset management, procedure documentation, site visits, etc.), operations and maintenance programs (line painting QA/QC, sign inventory, traffic signal cabinet inspections, roadside ditching coordinates, etc.) and other duties as required to assist with special projects. Summer positions are beneficial to regular operations while providing work experience and financial support for post-secondary students.

In response to growth and ongoing program expansion, particularly related to Road Safety initiatives, the Transportation Services division is requesting the conversion of the existing four-month Transportation Admin student position into an eight-month co-op position to provide additional support in the division. The position would support technical, operational and project-related objectives, enhance service delivery, and contribute to workforce development in a cost-effective manner.

The Transportation co-op student position would be intended for students enrolled in applicable post-secondary programs that require related job placements. The position would assist with a variety of technical and operational duties while gaining valuable practical experience in

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municipal transportation and operations. Work that aligns directly with a student's field of study often results in higher levels of engagement, initiative, and productivity, providing additional value to the division.

Co-op Student Responsibilities

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

- Assist with road safety reviews and field investigations.
- Perform inspections for corridor management items related to municipal consent, work in right-of-way, and entrance permits to ensure work is completed in accordance with approvals and restoration requirements.
- Conduct inspections of new pavement markings and sign installations associated with Capital projects and other roadway works.
- Assist with traffic volume and speed data collection and analysis.
- Assist with tracking of operations and maintenance programs.
- Review and analyze collision data.
- Update asset inventory related to traffic control devices such as traffic calming, signs, pavement markings, traffic signals and beacons.
- Respond to general customer inquiries that can be resolved without escalation.
- Assist with the preparation of reports and technical documents related to road safety and traffic management.
- Other duties as necessary.

By assuming these responsibilities, the co-op student would increase overall capacity in the division, enabling technical staff, supervisors and managers to focus on higher-priority work requiring more expertise and decision making.

Conclusion

Extending the existing four-month student position into an eight-month co-op placement offers a cost-effective approach to addressing increasing demands in the Transportation Services division. The additional support would enhance the division's capacity to deliver transportation and operational programs and road safety initiatives while creating opportunities to complete work internally that may otherwise require external resources, such as warrant analyses and speed management reviews. It also maximizes student contributions by using their specialized training and skills.

The position aligns with the division's objectives of delivering efficient and responsive transportation services while preparing for future staffing and operational needs. It also provides post-secondary students with meaningful practical experience directly related to their field of study.

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Implications if not approved

If the Transportation co-op student position is not approved, existing staff will continue to absorb routine but necessary tasks such as data analysis and management, minor traffic investigations, customer inquiries, and field inspections. This will reduce the division's capacity to focus on higher-priority strategic, operational, and project-related initiatives.

As service demands continue to grow, the division may experience reduced flexibility in responding to evolving transportation needs and road safety concerns. The division may also become more reliant on higher-cost resources, including external consultants. In addition, the opportunity to support succession planning, attract emerging transportation professionals, and benefit from new ideas and technical skills would be reduced.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Expenses			
Salaries and benefits (Co-op Student)	$-	$42,020	$42,020
Salaries and benefits (Summer Student)	-	(16,977)	(16,977)
Total expenses	**-**	**25,043**	**25,043**
County Levy	**$-**	**$25,043**	**$25,043**

New Initiative – Motor Grader Attachment Package

NI 2027-01

SUMMARY

Transportation Services is requesting funding for the purchase of a front plow harness and plow, hydraulic plow wing assembly and shoulder gravel retriever to equip an existing County motor grader. These attachments will expand the motor grader's capabilities, providing additional support for winter road maintenance needs and improving the efficiency of gravel shoulder maintenance during the non-winter season. When purchased together, these attachments transform the motor grader into a versatile, year-round maintenance asset, enabling a single piece of equipment to perform multiple critical functions. This approach maximizes utilization of the existing motor grader, improves operational flexibility, reduces reliance on additional equipment, and delivers greater value from the County's investment.

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Goal 1.3: Community health, safety and well-being

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Background

Transportation Services maintains Oxford County's arterial road network throughout the year using a variety of specialized fleet equipment. Motor graders are primarily used for road and shoulder maintenance but, when appropriately equipped, can also provide valuable support during winter maintenance operations.

The County's winter maintenance program relies predominantly on tandem plow trucks assigned to established plow routes. When multiple units are unavailable due to mechanical breakdowns or other circumstances, remaining trucks must divide coverage between routes, increasing the time required to complete snow clearing operations.

Equipping this motor grader with a front plow and hydraulic plow wing will provide an additional winter maintenance resource in the south half of the County that can be deployed when required. The County’s other motor grader stationed in the north end of the County is already equipped with similar attachments and has proven to be a valuable supplemental resource when tandem plow trucks are unavailable due to breakdowns. The motor grader with plow and wing also has additional reach over conventional plow trucks which is beneficial for pushing back large snowbanks or drifted snow until it becomes unmanageable in which case the snowblower is deployed. Providing the same capability on this grader will increase winter maintenance resiliency and provide additional capacity to restore roadway and shoulder width, increase snow storage and improve restricted sightlines at intersections, hills, curves and other priority locations.

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Outside of the winter season, the plow equipment will be removed, and the shoulder gravel retriever will be fitted to the motor grader for use in the maintenance of granular shoulders. Over time, granular shoulder material is displaced away from the pavement edge and becomes incorporated into roadside vegetation and berms. The retriever uses a series of discs to reclaim this material and return it to the shoulder, helping fill ruts, improve drainage and support the pavement edge.

Identified Needs and Supporting Rationale

The procurement of the motor grader attachments is necessary to:

- **Increase Winter Maintenance Resiliency** – Provide an additional snow clearing resource when plow trucks are unavailable, reducing the need for remaining trucks to divide coverage between snowplow routes, which would significantly increase circuit times.
- **Improve Snowbank and Drift Management** – Push accumulated snow farther from the roadway to restore roadway and shoulder width, increase snow storage capacity and improve restricted sightlines.
- **Improve Gravel Shoulder Maintenance** – Reclaim displaced granular material to fill ruts, maintain shoulder condition and support the pavement edge.
- **Improve Roadside Drainage** – Reduce roadside berms that restrict surface water from draining away from the roadway.
- **Maximize Existing Fleet Resources** – Equip the existing motor grader to perform multiple critical winter and non-winter maintenance functions, improving operational flexibility, reducing reliance on additional equipment and providing greater value on the County's investment.

Options Considered

Option 1: Maintain Current Equipment Configuration

Continue operating the motor grader without the proposed attachments. Winter maintenance would continue to rely primarily on the tandem plow truck fleet, with remaining trucks potentially required to divide route coverage when multiple units are unavailable. Gravel shoulder maintenance would continue using existing practices of grading granular material only without the ability to efficiently reclaim material that has migrated from the shoulder. Any shoulder edge berm removal work would need to be completed with the grader blade, requiring material to be picked up and disposed of.

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Option 2: Utilize Winter Maintenance Contractors or Rental Equipment as Required

Contractors could be considered to provide additional maintenance capacity to cover snowplow routes when required; however, availability during winter weather events is unlikely due to competing regional demands. Winter maintenance contractors with snowplows typically enter into seasonal contracts that include standby pay to ensure they're available at any time of the day or night throughout the winter season. With the significant investment required to procure winter maintenance equipment, finding a contractor that is willing to provide a dedicated unit for infrequent times of need only is highly unlikely.

The reliance on rentals is not an option, as snowplow equipment is not readily available for rent.

Option 3: Share Compatible Motor Grader Plow Attachments with Area Municipalities

Consideration was given to include borrowing or sharing these attachments with Oxford County Area Municipalities when required. However, if a borrowing or sharing agreement were established, each grader would still require the purchase and permanent installation of a front plow harness and wing mounting brackets. The hardware is permanently affixed to the graders, and transferring it between units is labour intensive, time consuming, and impractical. The cost of the plow and wing mounting hardware is estimated at approximately $30,000 - $40,000 per grader. Further consideration also needs to be given to the fact that Area Municipalities typically experience the same winter weather events at the same time. As a result, shared and borrowed winter maintenance attachments will not provide a reliable source of additional operational capacity for either municipality when demand is highest. It is anticipated that the grader mounted shoulder gravel retriever would have limited value outside of the County, as it is primarily intended for use on the gravel shoulders on the County road network.

Option 4: Purchase Motor Grader Attachments (Recommended Option)

Procure a front plow harness and plow, hydraulic wing assembly and shoulder gravel retriever for use on an existing County motor grader. This option provides additional winter maintenance capacity while improving gravel shoulder maintenance during the remainder of the year, maximizing the versatility and utilization of an existing fleet asset.

Expected Results

Implementing the recommended option will:

- Increase winter maintenance equipment redundancy when tandem plow trucks are unavailable.
- Improve the County's ability to manage accumulated snowbanks and drifted snow.
- Improve sightlines and increase roadside snow storage capacity.
- Improve gravel shoulder conditions by reclaiming and reusing displaced granular material.
- Improve roadside drainage and support along the pavement edge.

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- Reduce the quantity of new granular material required for shoulder maintenance.
- Increase the year-round utilization and versatility of an existing County motor grader.

The proposed attachments will provide Transportation Services with a flexible, multi-purpose equipment system supporting both winter and shoulder maintenance activities. Expanding the capabilities of an existing motor grader will improve operational resiliency and make more efficient use of existing fleet resources.

Implications if not approved

If this initiative is not approved, the motor grader will remain unavailable as a supplemental snow clearing unit, leaving the County dependent on its tandem plow truck fleet. When multiple trucks are unavailable, remaining units may be required to divide route coverage, increasing snowplow circuit times and the risk of snow accumulation and icy roadway conditions not being addressed within the timeframes prescribed in *O.Reg. 239/02 – Minimum Maintenance Standards for Municipal Highways* (MMS).

Failure to meet an applicable MMS could increase the County's exposure to property damage and personal injury claims and limit its ability to rely on the statutory defense available to municipalities that the prescribed standards provide. The County would also have less capacity to manage drifting snow, restore roadway width and address snowbanks that restrict sightlines. Outside of winter, shoulder maintenance would remain less efficient, with displaced granular material requiring removal.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Expenses			
Feet Reserve: Asset Renewal Contribution	$-	$5,300	$5,300
Equipment: One Way Plow	29,000	-	29,000
Equipment: Hydraulic Wing & Mounting Hardware	32,000	-	32,000
Equipment: Plow Harness & Controls	25,000	-	25,000
Equipment: Gravel Shoulder Retriever	20,000	-	20,000
Total expenses	**106,000**	**5,300**	**111,300**
County Levy	**$106,000**	**$5,300**	**$111,300**

New Initiative – Traffic Engineering Software (TES) Implementation

NI 2027-02

SUMMARY

This new initiative is for the implementation of a Traffic Engineering Software (TES) Cloud platform for the Transportation Services division to establish a centralized, GIS-based transportation data management system for Oxford County and potential integration with Area Municipalities. The system will consolidate traffic counts, speed study data, collision records, roadway inventory data, and safety analysis tools into a single platform, improving operational efficiency, supporting evidence-based decision making, and enhancing road safety management across the County.

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[Goal 3.1: Continuous improvement and results-driven solutions

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Background

Oxford County currently manages transportation related data through multiple files, databases, and reporting processes. This approach limits the ability to efficiently integrate traffic volume data, speed data, collision history, roadway inventory information, and network safety analysis.

TES Cloud is a transportation engineering software platform used by more than 70 agencies across North America. The proposed implementation includes the Infrastructure/GIS Module, Traffic Count and Study Module, Collision Module, and Safety Module. These modules will provide a centralized repository for transportation data and advanced analytical tools to support operational and capital planning decisions.

The implementation includes:

- Integration with Oxford County GIS data.
- Importing of five years of historical traffic count data.
- Importing and geocoding of collision data from the Ministry of Transportation ARIS system.
- Safety screening and collision analysis tools.
- Three virtual training sessions for staff.

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- Ongoing cloud hosting, support, maintenance, and software updates.

The annual TES subscription includes cloud hosting, software licensing, maintenance, software updates, technical support, annual safety performance function calibration, and network safety screening services.

The system will improve the County's ability to:

- Conduct road safety reviews and warrant analyses.
- Manage and analyze collision records.
- Identify high-risk locations for safety improvements and in-service road safety reviews.
- Support data-driven transportation planning.
- Reduce staff time spent locating and compiling information.

Expected Benefits

The TES Cloud system provides a number of benefits and efficiencies, including:

- Centralized transportation data management.
- Improved efficiency in transportation operations.
- Enhanced collision and safety analysis capabilities.
- Better support for capital planning and road safety initiatives.
- Improved reporting and visualization through GIS mapping and dashboards.
- Reduced municipal liability through proactive network screening and road safety management

It should also be noted that the modular design of the TES platform provides flexibility for future expansion, enabling the County to implement additional modules, such as sign and signal management, as requirements develop.

The platform also supports the potential integration of participating area municipalities into a single shared system, creating a more coordinated approach to transportation data management across the county. Oxford County currently has access to collision data for all roads within the county. As such, establishing a common data platform would create a strong foundation for future county-wide initiatives, including the implementation of a Road Safety Strategy, by improving access to consistent, reliable data needed to identify trends, prioritize improvements, monitor outcomes, and support evidence-based safety decisions across all participating municipalities.

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As needs evolve, area municipalities may also choose to obtain direct access to collision and other transportation management data through participation in the integrated platform, subject to applicable service agreements and fees.

Implications if not approved

If the TES Cloud implementation is not approved:

- Transportation data will continue to be managed through multiple disconnected systems and spreadsheets.
- Staff time spent compiling, validating, and analyzing data will remain high.
- Collision and safety analysis capabilities will remain limited.
- Opportunities to identify proactive safety improvements may be missed.
- Data-driven decision making for transportation reviews and projects and capital planning will be less efficient.
- The County will continue to rely on more manual processes rather than an integrated transportation management platform.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Expenses			
Computer software implementation	$19,500	$-	$19,500
Annual software support	-	12,000	12,000
Total expenses	**19,500**	**12,000**	**31,500**
County Levy	**$19,500**	**$12,000**	**$31,500**

New Initiative – Additional Pickup Trucks for Patrol Areas

NI 2027-03

SUMMARY

Transportation Services is requesting funding to purchase two new crew cab half-ton pickup trucks for use at Drumbo and Springford Patrols. The vehicles are required to address an existing shortage of appropriately sized transportation for routine and winter road patrolling and year-round maintenance activities. The proposed allocation would allow Highland Patrol to retain the crew cab pickup it currently shares with Drumbo, provide Springford with an additional crew cab pickup, and reduce the avoidable use of tandem dump trucks for employee transportation purposes.

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Goal 1.3: Community health, safety and well-being

REQUEST DETAILS

Background

Transportation Services operates four Roads Patrols located at Highland, Drumbo, Woodstock and Springford. Pickup trucks are used throughout the year for routine and winter road patrolling, transporting employees, tools and materials, responding to urgent roadway issues and supporting planned and reactive road maintenance activities.

Before 2022, each patrol area had two pickup trucks available for use by the Assistant Patrol Forepersons and Truck and Backhoe Operators: one half-ton flat-bed pickup and one one-ton dump-box pickup. In addition to these patrol vehicles, each of the four Patrol Forepersons was assigned a dedicated crew cab pickup for routine road patrolling, supervisory responsibilities and travel to work locations.

In 2022, the number of Patrol Forepersons was reduced from four to two, with each remaining Foreperson becoming responsible for two patrol areas. The two Forepersons retained the dedicated crew cab pickups from Drumbo and Springford to travel between their assigned patrol areas and carry out their supervisory and road patrolling responsibilities. The two crew cab pickups previously assigned to the former Foreperson positions remained within the Roads fleet for patrol staff use.

One of the former Foreperson pickups remained at Woodstock, while the other remained at Highland but is shared with Drumbo on a week-by-week basis. As the two remaining Patrol Forepersons assumed responsibility for larger service areas, which resulted in increased workload, Assistant Patrol Forepersons and Truck and Backhoe Operators assumed a greater share of routine and winter road patrolling which could no longer be completed by Patrol Forepersons. This increased the need for crew cab pickups available for general patrol staff use.

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Springford and either Highland or Drumbo, whichever does not have the shared crew cab pickup, must generally use their half-ton flat-bed pickup for routine road patrolling. This leaves only the one-ton dump-box pickup available for other patrol staff. When multiple employees or crews require transportation, tandem trucks may be used simply to move employees, tools and equipment to and from work sites in the absence of available pickups. Using larger specialized vehicles for basic transportation increases fuel consumption, emissions, wear and operating costs and can reduce their availability for other road maintenance activities.

The demand placed on the patrol fleet has also grown. Through the 2022 road rationalization, the County assumed an additional 22.1 kilometres of roadway, four bridges and two large culverts, representing a net increase of approximately 43.2 lane kilometres. The expansion of the County road network and continued community growth will increase the amount of routine patrolling, inspection and maintenance work required across the four patrol areas.

The two additional pickups would provide flexible year-round capacity for road patrols, inspections, emergency response, sign and roadside work, and planned maintenance programs. This capacity is increasingly important as the County's road network and associated maintenance demands continue to grow.

Options Considered

Option 1: Maintain Current Fleet Allocation

Continue sharing the former Highland Patrol Foreperson pickup between Highland and Drumbo and continue operating Springford without an additional crew cab pickup. Staff would continue using flat-bed, dump-box or tandem trucks when a suitable pickup is unavailable. This option has no immediate capital cost but does not address the existing vehicle shortage, resulting in operational inefficiencies or the delay in responding to emergency road closures or other urgent maintenance concerns.

Option 2: Lease Two Crew Cab Half-Ton Pickup Trucks

Lease two crew cab half-ton pickup trucks on a year-round basis for assignment to Drumbo and Springford. This would address the immediate shortage without an initial capital purchase; however, annual lease payments would continue indefinitely. Because the vehicles would be used as work trucks in active road maintenance operations, normal operational wear and tear or damage could also result in additional charges at the end of the lease. Over the expected service life of the vehicles, year-round leasing is anticipated to cost approximately $20,000 more per vehicle than owning the vehicles.

Option 3: Purchase Two New Crew Cab Half-Ton Pickup Trucks (Recommended Option)

Purchase one new crew cab half-ton pickup for Drumbo Patrol and one for Springford Patrol. Drumbo Patrol would receive dependable access to a pickup, allowing Highland to retain its existing vehicle rather than continue the weekly sharing arrangement. Springford Patrol would

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receive an additional pickup for routine and winter patrol and maintenance work. This option directly addresses the current shortage, provides consistent vehicle allocation across the affected patrols and offers the best long-term value.

Expected Results

- Provide dependable access to crew cab pickups for routine and winter patrolling and maintenance activities.
- End the week-by-week sharing arrangement between Highland and Drumbo Patrols.
- Provide Springford with an additional crew cab pickup for staff use.
- Reduce reliance on tandem trucks for routine transportation.
- Improve the efficient deployment of employees, tools and equipment to work sites.
- Reduce avoidable fuel use, emissions, wear and operating costs on larger fleet equipment.

Implications if not approved

If this initiative is not approved, Springford will continue to have no additional crew cab pickup for staff use, and Highland will continue sharing its former Patrol Foreperson pickup with Drumbo on a week-by-week basis. At Springford and at whichever Highland or Drumbo does not have the shared vehicle, staff will continue using tandem dump trucks for transportation when needed.

The existing shortage will continue to limit operational flexibility and will require the continued use of tandem trucks simply to transport employees to and from work sites. This is an inefficient use of specialized equipment and results in avoidable fuel consumption, emissions, wear and operating costs. It can also leave fewer appropriately configured vehicles available for their intended maintenance functions.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Expenses			
Vehicle Purchase ½ ton pick-up trucks (2)	$152,000	$-	$152,000
Vehicle operating costs	-	14,390	14,390
Feet Reserve: Asset Renewal Contribution	-	30,400	30,400
Total expenses	**152,000**	**44,790**	**196,790**

BUDGET REQUIREMENTS

County Levy	**$152,000**	**$44,790**	**$196,790**
Initiative Gapping – *anticipated vehicle arrival Oct 2027*	-	*(33,090)*	*(33,090)*
2027 Budget Impact	**$152,000**	**$11,700**	**$163,700**
2028 Budget Impact	**$-**	**$44,790**	**$44,790**

Services Overview

Full-Time Equivalents **18.4** FTE → 0.0 Base, +0.6 Temporary

Service	Service Description	2025 Service Level	Service Type
Curbside Waste Collection	An external service that provides curbside waste collection to residents and businesses in Oxford County.	**19,641** Tonnes of waste collected **8,058** Tonnes of recycling material collected	Environment
Waste Diversion and Disposal	An external service that diverts and disposes of waste for Oxford County.	**81,959** Tonnes of waste processed (disposed plus diverted) **36,882** Tonnes of waste diverted from landfill **13,169** Tonnes of finished compost marketed and diverted from landfill	Environment

- **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

	2023 Actual	2024 Actual	2025 Actual	2026 Forecast	2027 Budget	Target
Kilograms of curbside garbage and large items collected / household	360	377	372	372	372	↑
% Landfill waste diversion at the Oxford County Waste Management Facility[2]	41%	46%	47%	47%	48%	90%
Total residential (curbside) waste diversion rate	51%	52%	54%	48%[3]	49%[3]	60[3]
Kilograms of curbside organics (food waste) collected / household[4]	NA	NA	NA	22	40	↑
Organic waste residential diversion rate[5]	NA	NA	NA	13%	22%	50%
Business Recycling Participation Rate[6]	NA	NA	NA	39%	40%	70%
Tonnes of curbside business recycling collected	NA	NA	NA	556	557	↑
Average operating cost per tonne waste collection, disposal, and diversion	$130	$142	$153	$138	$150	CPI

[1] Recycling collection transitioned to Producer responsibility starting in 2026
[2] Includes all waste processed at the OCWMF, excludes Curbside Blue Box Program
[3] Excludes residential recycling material
[4] 2027 accounts for the addition of six Area Municipalities to the collection program
[5] Percent of curbside organics (food waste) collected compared to the total available organics
[6] Percent of eligible businesses participating in the business recycling program

Goals and Objectives

Description	2027	2028	2029	Strategic Plan	Other Plan Alignment
New Curbside Collection Services – Phase 2 Implementation of Phase 2 of the new curbside waste collection services starting May 2027 in the six remaining Area Municipalities to include a six-day collection cycle for garbage and source separated organics (green bin) through the County's contracted service and blue box recycling by Circular Materials Ontario on the same six-day collection cycle.	●			*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. Phase 1 construction was completed in 2026 with Phase 2 construction carrying over into 2027. Detailed design for Phase 3 will be completed in 2027 for construction in 2028.	●	●		*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 2032.	●	●	●	*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 Oxford County Waste Management Facility to provide capacity increases to support current and future growth to ensure ongoing safe and efficient operations. Detailed design and Ministry approvals will be completed in 2027 for construction in 2028.	●	●		*Goal 2.2: Preserve and enhance our natural environment*	Zero Waste Plan
Stormwater Management Ponds Sediment Removal Sediment removal at the Oxford County Waste Management Facility's 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. Construction will be completed in two phases due to the estimated quantity of sediment and associated costs.	●	●		*Goal 2.2: Preserve and enhance our natural environment*	Zero Waste Plan

Budget

OPERATING	2026 FORECAST	2026 BUDGET*	LESS: 2026 NON-RECURRING	2027 BASE BUDGET	2027 BUDGET IMPACTS	2027 BUDGET	$ OVER 2026 BUDGET	% OVER 2026 BUDGET
REVENUES								
GENERAL REVENUES	(10,140,429)	(11,507,340)	40,810	139,080	(46,090)	(11,373,540)	133,800	(1.2%)
RESERVE REVENUES	(484,159)	(484,159)	70,000	372,985	-	(41,174)	442,985	(91.5%)
TOTAL REVENUES	**(10,624,588)**	**(11,991,499)**	**110,810**	**512,065**	**(46,090)**	**(11,414,714)**	**576,785**	**(4.8%)**
EXPENSES								
SALARIES AND BENEFITS	2,098,480	2,078,480	(39,810)	114,027	45,590	2,198,287	119,807	5.8%
OPERATING EXPENSES	2,825,506	2,855,642	(52,500)	(28,587)	121,750	2,896,305	40,663	1.4%
CONTRACTED SERVICES	9,147,210	9,370,275	(73,500)	(36,818)	1,264,628	10,524,585	1,154,310	12.3%
CAPITAL RESERVE TRANSFERS	411,000	411,000	-	-	191,000	602,000	191,000	46.5%
FLEET AND FACILITY CHARGES	1,355,867	1,227,567	-	21,832	18,951	1,268,350	40,783	3.3%
INTERDEPARTMENTAL CHARGES	574,948	575,446	-	22,202	-	597,648	22,202	3.9%
TOTAL EXPENSES	**16,413,011**	**16,518,410**	**(165,810)**	**92,656**	**1,641,919**	**18,087,175**	**1,568,765**	**9.5%**
PROGRAM SURPLUS/(DEFICIT)								
OPERATING SURPLUS/(DEFICIT)	(655,478)	-	-	-	-	-	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	**(655,478)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
NET OPERATING	**5,132,945**	**4,526,911**	**(55,000)**	**604,721**	**1,595,829**	**6,672,461**	**2,145,550**	**47.4%**
CAPITAL								
CAPITAL REVENUES	(3,447,372)	(4,554,187)	1,600,000	917,187	(1,132,500)	(3,169,500)	1,384,687	(30.4%)
CAPITAL EXPENSES	3,536,643	4,633,387	(1,679,200)	(917,187)	1,132,500	3,169,500	(1,463,887)	(31.6%)
NET CAPITAL	**89,271**	**79,200**	**(79,200)**	**-**	**-**	**-**	**(79,200)**	**(100.0%)**
SUMMARY								
TOTAL REVENUES	*(14,071,960)*	(16,545,686)	*1,710,810*	*1,429,252*	*(1,178,590)*	(14,584,214)	*1,961,472*	*(11.9%)*
TOTAL EXPENSES	*19,949,654*	21,151,797	*(1,845,010)*	*(824,531)*	*2,774,419*	21,256,675	*104,878*	*0.5%*
TOTAL PROGRAM SURPLUS/DEFICIT	*(655,478)*	-	-	-	-	-	-	-
TOTAL LEVY	**5,222,216**	**4,606,111**	**(134,200)**	**604,721**	**1,595,829**	**6,672,461**	**2,066,350**	**44.9%**
% BUDGET INCREASE (DECREASE)			***(2.9%)***	***13.1%***	***34.6%***	***44.9%***		

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

Budget Impact Details

	CAPITAL #	OPERATING EXPENSES	CAPITAL EXPENSES	TOTAL EXPENSES	REVENUES	TAXATION	%
ONE-TIME ITEMS							
WM-Cartegraph Additional for ECA Compliance		10,000	-	10,000	-	**10,000**	0.2%
		10,000	**-**	**10,000**	**-**	**10,000**	**0.2%**
SERVICE LEVEL							
WM-Trailer	C0474L	1,182	10,500	11,682	10,500	**1,182**	0.0%
		1,182	**10,500**	**11,682**	**10,500**	**1,182**	**0.0%**
NEW INITIATIVES							
WM-Garbage User Fee Exemption for Medical Waste [NI 2027-04]		30,650	-	30,650	-	**30,650**	0.7%
WM-Portable Litter Fencing [NI 2027-05]	C0630L	-	300,000	300,000	300,000	**-**	
WM-Tandem Truck with Tipping Frame (Roll-off Truck) [NI 2027-06]	C0473L	(12,774)	587,000	574,226	587,000	**(12,774)**	(0.3%)
		17,876	**887,000**	**904,876**	**887,000**	**17,876**	**0.4%**
CAPITAL RESERVE CONTRIBUTION							
WM-Capital Contribution Change		191,000	-	191,000	-	**191,000**	4.1%
		191,000	**-**	**191,000**	**-**	**191,000**	**4.1%**
INITIATIVE GAPPING							
WM-Trailer	C0474L	(555)	-	(555)	-	**(555)**	(0.0%)
WM-Tandem Truck with Tipping Frame (Roll-off Truck) [NI 2027-06]	C0473L	31,098	-	31,098	-	**31,098**	0.7%
		30,543	**-**	**30,543**	-	**30,543**	**0.7%**
COUNCIL-APPROVED COMMITMENTS							
WM-Remaining County Organics Program Roll-out		1,345,228	-	1,345,228	-	**1,345,228**	29.2%
WM-Contract Landfill Labourer [FTE 2026-07]		46,090	-	46,090	46,090	**0**	0.0%
		1,391,318	**-**	**1,391,318**	**46,090**	**1,345,228**	**29.2%**
NEW INFRASTRUCTURE							
WM-Wellfield Expansion - Phase 2	900032	-	50,000	50,000	50,000	**-**	
WM-Transfer Station Expansion	C0601L	-	10,000	10,000	10,000	**-**	
WM-Closed Landfill Monitoring	C0646L	-	175,000	175,000	175,000	**-**	
		-	**235,000**	**235,000**	**235,000**	**-**	
TOTAL		**1,641,919**	**1,132,500**	**2,774,419**	**1,178,590**	**1,595,829**	**34.6%**

Capital Project Details

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 CFWD	2027 REQUEST	2028	2029-2036
FACILITIES								
900032 - OCWMF Gas Collection System	Wellfield Expansion - Phase 2-C of North Fill Area 2027 Design, 2028 Construction	Expansion	N/A	**$450,000**	-	50,000	400,000	-
C0646L - Closed Landfill	2027 Monitoring Wells and Design 2028 Construction	Expansion	N/A	**$400,000**	-	175,000	225,000	-
C0650L - OCWMF - Stormwater Dredging	2027 Dredging of Pond A 2028 Dredging of Pond B	Maintenance	N/A	**$3,075,000**	475,000	1,300,000	1,300,000	-
C0660L - OCWMF - Cover	Cover - Application and Seeding	Maintenance	N/A	**$168,000**	-	168,000	-	-
C0669L - OCWMF - Salford Facility	Various projects as identified from the Building Condition Assessments	Replacement	Poor	**$54,000**	-	54,000	-	-
C0601L - OCWMF Transfer Station	Transfer Station Expansion 2027 Infrastructure Planning and Environmental Compliance Approval Amendment 2028 Construction	Expansion	N/A	**$2,510,000**	-	10,000	2,500,000	-
FURNISHINGS AND EQUIPMENT								
C0630L - OCWMF Mobile Litter Fencing	Portable Litter Fencing **(NI 2027-05)**	Expansion	N/A	**$300,000**	-	300,000	-	-
280000 - Waste Management	Leachate Monitoring Probe and Analysis	Replacement	Poor	**$40,000**	-	40,000	-	-
VEHICLES								
C0474L - Waste Management Trailer	Trailer (1) - Unit 707	Expansion	N/A	**$10,500**	-	10,500	-	-
C0473L - Multi-Use Truck	Tandem Roll-Off (1) - Unit 710 **(NI 2027-06)**	Expansion	N/A	**$587,000**	-	587,000	-	-
				$7,594,500	**$475,000**	**$2,694,500**	**$4,425,000**	**$0**

Budget by Activity Report

	2026 FORECAST	2026 BUDGET*	2027 BUDGET	VARIANCE $	VARIANCE %
GENERAL					
SOLID WASTE DISPOSAL					
LANDFILL					
SALFORD LANDFILL OPERATIONS	(516,257)	(785,205)	(636,447)	148,758	(18.9%)
CLOSED LANDFILL MONITORING	127,127	99,374	95,918	(3,456)	(3.5)
CAPITAL RESERVE TRANSFERS	411,000	411,000	602,000	191,000	0.5
RESERVE REVENUES	(127,711)	(127,711)	-	127,711	(100.0)
TOTAL SOLID WASTE DISPOSAL	**(105,841)**	**(402,542)**	**61,471**	**464,013**	**(115.3)**
WASTE DIVERSION					
RECYCLING					
RECYCLING COLLECTION	-	19,580	-	(19,580)	(100.0%)
CURBSIDE PROCESSING	38,187	12,500	-	(12,500)	(100.0)
BUSINESS COMMERCIAL AND INDUSTRIAL	607,924	682,874	661,343	(21,531)	(3.2)
TOTAL RECYCLING	646,111	714,954	661,343	(53,611)	(7.5)
ORGANICS					
ORGANICS COLLECTION	1,324,095	1,342,323	2,526,533	1,184,210	88.2%
ORGANICS PROCESSING	214,000	397,100	319,560	(77,540)	(19.5)
ORGANICS ADMINISTRATION	296,766	285,566	314,639	29,073	10.2
TOTAL ORGANICS	1,834,861	2,024,989	3,160,732	1,135,743	56.1
SPECIAL DIVERSION ACTIVITIES					
DEPOTS	156,933	183,633	167,090	(16,543)	(9.0%)
WOODSTOCK BLUE BOX DEPOT	-	9,070	-	(9,070)	(100.0)
CONSTRUCTION AND DEMOLITION MATERIALS	26,925	(13,700)	(31,483)	(17,783)	129.8
AGRI PLASTIC	2,000	7,500	3,200	(4,300)	(57.3)
WM ADMIN ALLOCATION	95,573	95,255	101,523	6,268	6.6
TOTAL SPECIAL DIVERSION ACTIVITIES	281,431	281,758	240,330	(41,428)	(14.7)
COMPOST AND YARD WASTE					
MUNICIPAL YARD WASTE DEPOTS	572,802	543,900	657,802	113,902	20.9%
SALFORD COMPOST DEPOT	152,040	(16,000)	161,680	177,680	(1,110.5)
OTHER	1,904	1,300	1,210	(90)	(6.9)
WM ADMIN ALLOCATION	143,361	142,883	152,285	9,402	6.6
TOTAL COMPOST AND YARD WASTE	870,107	672,083	972,977	300,894	44.8
TOTAL WASTE DIVERSION	**3,632,510**	**3,693,784**	**5,035,382**	**1,341,598**	**36.3**
WASTE COLLECTION					
LARGE ARTICLE AND BULK DEPOTS					
LARGE ARTICLE COLLECTION	244,202	281,513	327,591	46,078	16.4%
WOODSTOCK ENVIRO DEPOT	701,084	738,040	808,563	70,523	9.6
TILLSONBURG TRANSFER STATION	112,609	115,700	98,680	(17,020)	(14.7)

	2026 FORECAST	2026 BUDGET*	2027 BUDGET	VARIANCE $	VARIANCE %
WM ADMIN ALLOCATION	47,787	47,628	50,762	3,134	6.6
TOTAL LARGE ARTICLE AND BULK DEPOTS	1,105,682	1,182,881	1,285,596	102,715	8.7
GARBAGE COLLECTION					
WASTE COLLECTION	5,125,405	5,150,796	4,899,087	(251,709)	(4.9%)
BAG TAG PROGRAM	(3,940,780)	(5,068,500)	(4,944,294)	124,206	(2.5)
WM ADMIN ALLOCATION	286,721	285,766	304,569	18,803	6.6
WASTE COLLECTION RESERVE	(970,752)	(315,274)	-	315,274	(100.0)
TOTAL GARBAGE COLLECTION	500,594	52,788	259,362	206,574	391.3
TOTAL WASTE COLLECTION	**1,606,276**	**1,235,669**	**1,544,958**	**309,289**	**25.0**
ADMINISTRATION					
MEDICAL WASTE EXEMPTION					
MEDICAL WASTE EXEMPTION	-	-	30,650	30,650	-
ADMINISTRATION					
WM ADMIN	-	-	-	-	-
TOTAL ADMINISTRATION	**-**	**-**	**30,650**	**30,650**	**-**
TOTAL GENERAL	**5,132,945**	**4,526,911**	**6,672,461**	**2,145,550**	**47.4**
CAPITAL					
SOLID WASTE DISPOSAL					
LANDFILL					
SALFORD LANDFILL OPERATIONS	2,469,883	3,566,627	3,169,500	(397,127)	(11.1%)
TOTAL SOLID WASTE DISPOSAL	**2,469,883**	**3,566,627**	**3,169,500**	**(397,127)**	**(11.1)**
WASTE DIVERSION					
ORGANICS					
ORGANICS COLLECTION	964,760	964,760	-	(964,760)	(100.0%)
COMPOST AND YARD WASTE					
MUNICIPAL YARD WASTE DEPOTS	77,000	77,000	-	(77,000)	(100.0%)
TOTAL WASTE DIVERSION	**1,041,760**	**1,041,760**	**-**	**(1,041,760)**	**(100.0)**
WASTE COLLECTION					
LARGE ARTICLE AND BULK DEPOTS					
TILLSONBURG TRANSFER STATION	25,000	25,000	-	(25,000)	(100.0%)
TOTAL WASTE COLLECTION	**25,000**	**25,000**	**-**	**(25,000)**	**(100.0)**
RESERVE - LANDFILL AND WASTE DIV.					
RF - LANDFILL AND WASTE DIV.	**(3,447,372)**	**(4,554,187)**	**(3,169,500)**	**1,384,687**	**(30.4%)**
TOTAL CAPITAL	**89,271**	**79,200**	**-**	**(79,200)**	**(100.0)**
TOTAL WASTE MANAGEMENT	**5,222,216**	**4,606,111**	**6,672,461**	**2,066,350**	**44.9**

New Initiative – Garbage User Fee Exemption for Medical Waste

NI 2027-04

SUMMARY

This new initiative is for the implementation of a garbage user fee exemption program for households generating non-hazardous medical waste due to verified at home medical treatment and that meets proposed eligibility requirements as detailed below.

STRATEGIC PLAN



Goal 3.1: Continuous improvement and results-driven solutions

REQUEST DETAILS

Background

County Council received correspondence on August 12, 2026, from the Township of Blandford Blenheim requesting the County to undertake a review of potential medical waste exemption program options for Oxford County residents. As such, County Council passed a motion directing staff to include a New Initiative Report as part of the 2027 Budget submission for consideration of a medical waste exemption program, including; identifying eligible waste, determining the onboarding and approval process, and establishing enforcement measures.

The County's curbside garbage collection program operates under a full user pay model, requiring all participants to pay for individual bags of waste disposed of at the curb. A potential medical waste exemption program would give Oxford County residents who undergo medical treatments at home (i.e. kidney dialysis), relief from user fees for the additional waste generated from their treatment regimen.

Staff has utilized examples of similar medical waste exemption programs offered by other municipalities to develop a proposed program for Oxford County as detailed below.

Proposed Medical Waste Exemption Program Outline

This proposed program is designed to meet the needs of the residential sector. Medical waste generated in non-residential sources (i.e. long-term care facilities, group homes, hospitals, daycare, etc.) would not be eligible for this program. Based on participation with similar programs in other municipalities it is estimated that Oxford County would see approximately 200 eligible participants if a medical waste exemption was offered as part of the curbside waste collection program.

REQUEST DETAILS

Resident Eligibility

- Must submit an application to Oxford County on an annual basis, accompanied by a signed form from a medical professional.
- Must be eligible to receive regular waste disposal services through Oxford County's curbside collection program.
- Must participate in available curbside diversion programs, to be confirmed by the County through a curbside audit.
- Must have a medical condition verified by a physician or certified health care provider which results in the generation of excess quantities of residential non-hazardous solid waste.

Eligible Waste

Eligible waste under this proposed program includes non-hazardous solid waste items like incontinence products, ostomy/dialysis supplies, catheters, gastric and nasal tubes, intravenous bags, sponges and specific medical packaging that is not acceptable for Blue Box collection.

Excluded Items

Excluded items under this proposed program includes sharps, needles, unrecyclable medical items and personal protective equipment (PPE). These items are strictly banned from regular curbside collection and must go to a pharmacy or specialized drop-off for disposal.

Eligibility Assessment

- County staff will review application and confirm program eligibility.
  - Approved applicants will be provided 42 garbage bag tags annually.
- The duration of program eligibility will be based on supporting documentation from a medical professional.
- Applications will be renewed every two years on the anniversary date of the applicant's program approval by completion of a renewal form. The application renewal date will be provided in a letter that accompanies the bag tags.

Implications if not approved

If not approved, residents with medical conditions that generate excessive unavoidable waste will not be exempt from the County's garbage user fee program and will be required to affix bag tags to all waste set outs for curbside collection at their own cost.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Expenses			
Bag tags distributed	$-	$25,200	$25,200
Advertising	4,000	250	4,250
Courier fees	-	1,200	1,200
Total expenses	**4,000**	**26,650**	**30,650**
County Levy	**$4,000**	**$26,650**	**$30,650**

New Initiative – Portable Litter Fencing

NI 2027-05

SUMMARY

The Waste Management division is requesting funding for the purchase of portable litter fencing for use at the Oxford County Waste Management Facility (OCWMF) to complement existing efforts to mitigate the spread of litter originating from the active landfill tipping face. Effective litter control reduces operational issues and environmental impacts and minimizes offsite litter cleanup efforts that is a requirement of the facility's Environmental Compliance Approval (ECA).

STRATEGIC PLAN

Goal 2.2: Preserve and enhance our natural environment

REQUEST DETAILS

Background

The spread of litter from the active landfill tipping face can attract wildlife and other vermin, affect overall site aesthetics, provide a source for fires and cause other operational problems. Litter that migrates offsite impacts adjacent landowners and has an overall negative impact on the environment and neighbouring community.

The effective management of litter is a typical landfill operational activity consisting of control measures and cleanup efforts. Operational procedures required to manage onsite litter originating from the tipping face need to be flexible and amenable to constant adjustment based on active tipping face location and weather conditions. Manual cleanup of litter is labour intensive and can be challenging to maintain depending on weather and site conditions, as well as presenting a greater risk of muscle-skeletal injuries for staff. Litter that escapes the front-line litter control barrier will scatter across the landfill site where it will either remain until collected or further migrate beyond the secondary containment fence located at the property line. Litter that has escaped the front-line litter control barrier must be collected within one week during the spring, summer and fall and bi-weekly during the winter per the facility's ECA requirements. Litter that spreads offsite beyond the secondary containment system must be collected immediately as it places the facility in immediate non-compliance with the site's ECA with potential adverse environmental impacts, negative impacts to adjacent landowners, and is detrimental to public relations as it is seen as poor operational performance by the County.

Waste Management has historically mitigated the spread of litter at the landfill tipping face by applying daily cover and utilizing temporary construction fencing. These techniques were effective when landfilling activities occur below grade, surrounded by a natural

REQUEST DETAILS

barrier created by the landfill cell walls. However, in recent years, the control of litter spreading has become more challenging as landfilling activities have progressed above grade with greater exposure to the elements and no natural wind barrier.

To combat this issue, staff have implemented other mitigation measures including strategic stockpiling of cover material to act as a wind barrier, minimizing the active tipping face area, and utilization of rented metal fencing to create a litter screen. Unfortunately, the use of temporary metal fencing was found to be ineffective due to limited height, instability in windy conditions and litter accumulation. In addition, it is not conveniently portable for adjustment to changing weather patterns throughout the day.

Portable litter fencing that is designed specifically for landfill operating conditions complete with stabilizers, rubber tire mounting, and effective height will enhance current control measures that are critical in reducing the spread of litter. A proposed portable litter fence is shown below in Figure 1. This will result in improved site aesthetics, minimized operational issues associated with the spread of litter, continued ECA compliance, and reduced cleanup efforts. The spread of litter from the active tipping face will be further reduced with the portability features of the litter fencing that will allow quick adjustment to respond to changing wind conditions and filling area locations throughout the day. The expected reduction in litter migration will allow staff to focus on more critical operational activities and maintain positive public relations with the host community.



Figure 1 - Proposed Portable Litter Fence

REQUEST DETAILS

Implications if not approved

Current measures to control the spread of litter have limited effectiveness that could result in ECA non-compliance issues, environmental impacts, negative public perception and potential lost time injuries for staff.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Expenses			
Portable Litter Fencing	$300,000	$-	$300,000
Total expenses	**300,000**	**-**	**300,000**
County Levy	**$300,000**	**$-**	**$300,000**

New Initiative – Tandem Truck with Tipping Frame (Roll-off Truck)

NI 2027-06

SUMMARY

The procurement of a multi-functional tandem dump truck with a dump box, tipping frame (roll-off truck) and salt/sand spreader is being proposed to support operational needs at the Oxford County Waste Management Facility (OCWMF). This proposed asset would replace the services currently provided through use of a spare tandem dump truck, shared use of a roll-off truck, contracted services, and smaller snow removal equipment. This proposed purchase would support environmental compliance, safe and efficient landfill operations, and reduce overtime and expenses.

STRATEGIC PLAN

Goal 3.1: Continuous improvement and results-driven solutions

REQUEST DETAILS

Background

Procurement of a tandem truck with dump box and tipping frame is being proposed to support a variety of Waste Management operational services as described below, which are currently provided through the combination of various existing equipment and contracted services. The proposed tandem truck would be fully utilized throughout the year at the OCWMF to provide roll-off bin service, haul aggregate and fill for onsite construction and maintenance activities and apply salt and salt as part of winter maintenance of the public access areas and the internal road system.

This proposed tandem truck would provide critical on demand service to improve Waste Management operations, ensure ongoing environmental compliance and customer safety, and reduce overtime for W/WW personnel.

Roll-off Bin Services

In 2019, the County procured a roll-off tandem truck for shared use between the Water/Wastewater (W/WW) and Waste Management divisions. This truck is operated by Wastewater staff and is used to transfer dewatered biosolids material from the County's Wastewater Treatment Plants (WWTP) to the Biosolids Centralized Storage Facility (BCSF) located at the OCWMF. The truck is also used to service the public drop off area at the OCWMF to haul roll-off bins to the landfill site tipping face or to onsite diversion depots. Operational costs are split 75/25 between W/WW and WM respectively. Bin service at the OCWMF is supplemented with contracted services when the W/WW division is unable to provide this service outside of regular work hours (Saturdays) and/or due to staff availability.

REQUEST DETAILS

Demand for bin service at the OCWMF public drop off area has increased significantly since the procurement of the shared use County roll-off tandem truck. The increase in customer volumes and various waste diversion programs have resulted in an increase in the total number of bins utilized since the roll-off tandem truck was originally purchased. As such, these increased bin service requirements at times exceed available internal capacity, leading to W/WW staff incurring overtime and/or the increased use of contracted services. Additionally, proposed expansion of the public drop-off area at the OCWMF in 2028 will further exceed capacity of the County's roll-off tandem truck.

Retired Tandem Dump Truck

A retired County tandem dump truck (Unit 710) is currently being used at the OCWMF for both onsite and offsite movement of material needed to support daily operations at the OCWMF and at the County's closed landfill sites. However, use of the spare tandem for this purpose is not cost effective due to excessive repair and maintenance costs and therefore will be discontinued at the end of 2026.

Despite excessive maintenance and repair issues, Unit 710 has been effectively used for haulage of onsite material (fill, aggregate, residual compost waste, etc.) for improved housekeeping, odour management, road building and landfill site repair and maintenance. Offsite, Unit 710 is used to haul cover material to County closed landfills for routine repair and maintenance work. Use of contracted services for these tasks is not cost effective since activities can be intermittent, can vary from day to day, and are not always predictable.

Funding for the use of this vehicle did not include contribution to the fleet reserve and therefore the County will not be able to pull from this reserve to offset some of the capital costs associated with the purchase of a multi-functional tandem dump truck.

Winter Maintenance Equipment

Waste Management currently utilizes various equipment (i.e. front-end loaders and tractors) during winter periods for snow removal and salt/sand application in public access areas to ensure customer safety and efficient traffic flow within the OCWMF. Current onsite winter maintenance activities consume a significant amount of time to complete with existing equipment due to the size of the internal road system and public access areas. Use of contracted services for winter maintenance is not practical since the site requires immediate and ongoing service to accommodate the constant flow of site traffic.

Implications if not approved

If this request is not approved, Waste Management will experience increased contractor costs for bin services, as well as require overtime for W/WW staff.

REQUEST DETAILS

The loss of the retired tandem truck will need to be supplemented with a rental unit and/or contracted services amounting to an equivalent of approximately $117,000 annually, to provide similar functionality of having a tandem truck as part of the Waste Management operational fleet, as summarized below.

Service Requirements	Annual Hours	Hourly Rate	Annual Cost Equivalent
• Importing granular material for haul road construction • Onsite hauling of fill material for landfill site repair and maintenance, and stabilizing tipping face access areas • Miscellaneous hauling of onsite material (compost residuals, rubble, aggregate) for operational needs at open and closed landfill site locations • Hauling of other fleet accessories (trailers, water tank, fuel tank, etc)	780	$150/hour	$117,000

Additionally, the use of contracted services will reduce operational efficiency since it will be challenging to coordinate external services to align with internal on-demand needs that are not always predictable and could lead to non-compliant issues and potentially adverse environmental impacts if not addressed in a timely manner.

BUDGET REQUIREMENTS

Waste Management

	One-time	Base	Total Budget
Expenses			
Salary and benefits (Wastewater Tandem Driver) – existing resource allocated 100% to Wastewater	$-	$(24,919)	$(24,919)
Contractor savings	-	(23,000)	(23,000)
Fleet Operating Costs - Multi-Use Vehicle	-	18,324	18,324
Fleet Operating Costs (Wastewater Roll-off) – existing resource allocated 100% to Wastewater	-	(22,380)	(22,380)
Fleet Reserve: Asset Renewal Contribution	-	39,200	39,200
Equipment: Multi-Use Vehicle	587,000	-	587,000
Total expenses	**587,000**	**(12,774)**	**574,226**
County Levy	**$587,000**	**$(12,774)**	**$574,226**
Initiative Gapping – *anticipated equipment arrival 2028 Q1*	-	*31,098*	*31,098*
2027 Budget Impact	**$587,000**	**$18,324**	**$605,324**
2028 Budget Impact	**$-**	**$(12,774)**	**$(12,774)**

Wastewater

	One-time	Base	Total Budget
Expenses			
Salary and benefits (Wastewater Tandem Driver) – cost no longer shared with Waste Management	$-	$24,919	$24,919
Fleet Operating Costs – cost no longer shared with Waste Management	-	22,380	22,380
Total expenses	**-**	**47,299**	**47,299**
Water and Wastewater Rates	**$-**	**$47,299**	**$47,299**
Initiative Gapping – *anticipated equipment arrival 2028 Q1*	-	*(47,299)*	*(47,299)*
2027 Budget Impact	**$-**	**$-**	**$-**
2028 Budget Impact	**$-**	**$47,299**	**$47,299**

Services Overview

Full-Time Equivalents **68.3** FTE ↑1.0 Base

Service	Service Description	2025 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 **11,900** Mega-litres of drinking water supplied **4,900** 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 **14,339** Mega-litres of wastewater treated **4,421** 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 for the Wastewater Treatment division that was initially identified in the 2026 budget (report FTE 2026-08). The position is required due to expansion and increased complexity of the treatment processes and equipment involved. **FTE 2027-04**

Key Performance Indicators

	2023 Actual	2024 Actual	2025 Actual	2026 Forecast	2027 Budget	Target
Number of watermain breaks	25	40	48	35	35	0
Number of wastewater overflows/spills	7	8	5	9	5	0
Number of boil water advisories issued	3	5	5	2	2	0
Integrated water supply, treatment and distribution operating costs per mega-litre of municipal drinking water	$1,400	$1,687	$1,522	$1,690	$1,738	CPI
Integrated wastewater collection, treatment and disposal cost per mega-litre of municipal wastewater	$1,009	$1,315	$1,353	$1,444	$1,476	CPI

Goals and Objectives

Description	2027	2028	2029	Strategic Plan	Other Plan Alignment
2027 Supervisory Control and Data Acquisition (SCADA) Master Plan 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 2027, the anticipated water projects are in Embro, Plattsville, and Bright for design and implementation and in Woodstock for design. Wastewater projects in collection are in Woodstock for design and Embro for design and implementation. Wastewater projects in treatment are in Woodstock for implementation and in Plattsville design and implementation as part of a filter upgrade.	●			*Goal 3.1: Continuous improvement and results-driven solutions*	SCADA Master Plan
Tavistock Wastewater Treatment Plant Design In 2027, the Tavistock Wastewater Treatment Plant will commence a two-year design 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
Plattsville New Well and Water Treatment Facility Infrastructure Planning and Environmental Assessment study, design, and construction for a new municipal well and a water treatment facility for the Plattsville Drinking Water System. Oxford County is looking to improve water quality across the Village of Plattsville, largely related to water hardness and aesthetics, as well as look at options for a new well supply.	●	●	●	*Goal 1.2: Sustainable infrastructure and development*	Water Master Plan
Fire Rated System By-law The by-law will provide guidance on when and how non-fire-rated systems should be reassessed for potential upgrades to fire-rated systems, particularly in the context of growth, system capacity constraints, and future capital planning.	●			*Goal 3.1: Continuous improvement and results-driven solutions*	Water Master Plan
Long-Term Water Supply Strategy (Oxford County Southern Region) The Long-Term Water Supply Strategy is focused on the southern region of the County and includes both the Town of Tillsonburg and Oxford South Drinking Water Systems (Norwich-Otterville-Springford). The current Water Master Plan identified a water supply need in the Town of 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. The long-term water supply strategy provides 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 Water Master Plan (currently 2046).	●			*Goal 3.1: Continuous improvement and results-driven solutions*	Water Master Plan

Water Budget

OPERATING	2026 FORECAST	2026 BUDGET*	LESS: 2026 NON-RECURRING	2027 BASE BUDGET	2027 BUDGET IMPACTS	2027 BUDGET	$ OVER 2026 BUDGET	% OVER 2026 BUDGET
REVENUES								
GENERAL REVENUES	(579,184)	(620,668)	-	35,228	-	(585,440)	35,228	(5.7%)
WATER AND WASTEWATER RATES	(26,418,912)	(25,869,042)	367,550	(374,624)	(1,764,718)	(27,640,834)	(1,771,792)	6.8%
RESERVE REVENUES	(1,723,320)	(1,284,454)	-	315,255	(89,534)	(1,058,733)	225,721	(17.6%)
TOTAL REVENUES	**(28,721,416)**	**(27,774,164)**	**367,550**	**(24,141)**	**(1,854,252)**	**(29,285,007)**	**(1,510,843)**	**5.4%**
EXPENSES								
SALARIES AND BENEFITS	5,039,253	5,020,503	-	38,955	-	5,059,458	38,955	0.8%
OPERATING EXPENSES	2,276,464	2,228,698	(8,850)	(33,918)	127,000	2,312,930	84,232	3.8%
CONTRACTED SERVICES	5,880,197	5,975,347	(358,700)	302,003	493,261	6,411,911	436,564	7.3%
DEBT REPAYMENT	1,155,495	1,244,663	-	(40,183)	-	1,204,480	(40,183)	(3.2%)
CAPITAL RESERVE TRANSFERS	8,382,272	8,382,272	-	-	1,221,492	9,603,764	1,221,492	14.6%
RESERVE TRANSFERS	733,925	295,059	-	(295,059)	-	-	(295,059)	(100.0%)
FLEET AND FACILITY CHARGES	3,119,617	3,039,351	-	70,930	-	3,110,281	70,930	2.3%
INTERDEPARTMENTAL CHARGES	1,587,529	1,588,271	-	(18,586)	12,499	1,582,184	(6,087)	(0.4%)
TOTAL EXPENSES	**28,174,752**	**27,774,164**	**(367,550)**	**24,142**	**1,854,252**	**29,285,008**	**1,510,844**	**5.4%**
PROGRAM SURPLUS/(DEFICIT)								
OPERATING SURPLUS/(DEFICIT)	546,663	-	-	-	-	-	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	**546,663**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
NET OPERATING	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
CAPITAL								
CAPITAL REVENUES	(26,552,056)	(33,332,346)	1,238,000	10,168,996	(9,408,626)	(31,333,976)	1,998,370	(6.0%)
CAPITAL EXPENSES	26,552,056	33,332,346	(1,238,000)	(10,168,996)	9,408,626	31,333,976	(1,998,370)	(6.0%)
NET CAPITAL	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
SUMMARY								
TOTAL REVENUES	*(55,273,472)*	**(61,106,510)**	*1,605,550*	*10,144,855*	*(11,262,878)*	**(60,618,983)**	*487,527*	*(0.8%)*
TOTAL EXPENSES	*54,726,808*	**61,106,510**	*(1,605,550)*	*(10,144,854)*	*11,262,878*	**60,618,984**	*(487,526)*	*(0.8%)*
TOTAL PROGRAM SURPLUS/DEFICIT	*546,663*	**-**	-	-	-	**-**	-	-
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 - Water

	CAPITAL #	OPERATING EXPENSES	CAPITAL EXPENSES	TOTAL EXPENSES	REVENUES	RATES	%
ONE-TIME ITEMS							
WAT-New Distribution Equipment (Woodstock)	C0442K	-	100,000	100,000	100,000	**-**	
WAT-Engineering Support for Master Plans		12,500	-	12,500	-	**12,500**	0.0%
WAT-New Treatment Equipment (Township)	C0445J	-	125,000	125,000	125,000	**-**	
WAT-Legacy Device Replacements		62,000	-	62,000	-	**62,000**	0.2%
WAT-New Distribution Equipment (County-wide)	C0655K	-	10,500	10,500	10,500	**-**	
WAT-New Treatment Equipment (Woodstock)	C0442J	-	15,000	15,000	15,000	**-**	
WAT-New Treatment Equipment (Tillsonburg)	C0443J	-	50,000	50,000	50,000	**-**	
WAT-Water Master Plan		250,000	-	250,000	89,534	**160,466**	0.6%
WAT-Chlorine Contact Time Calculations		10,000	-	10,000	-	**10,000**	0.0%
WAT-Long Term Water Supply Strategy (Tillsonburg)		29,250	-	29,250	-	**29,250**	0.1%
WAT-Long Term Water Supply Strategy (Township)		29,250	-	29,250	-	**29,250**	0.1%
WAT-Chemicals one-time deposit increases for containers		120,000	-	120,000	-	**120,000**	0.5%
WAT-Additional source water protection signs		7,000	-	7,000	-	**7,000**	0.0%
WAT-Source water monitoring well abandonment consultant fees		8,000	-	8,000	-	**8,000**	0.0%
WAT-SCADA operations implementation contracted services (Brownsville, Mt Elgin and Thamesford)		50,000	-	50,000	-	**50,000**	0.2%
		578,000	**300,500**	**878,500**	**390,034**	**488,466**	**1.9%**
SERVICE LEVEL							
WAT-City of Woodstock Service Provider - Water Distribution Contract		177,057	-	177,057	-	**177,057**	0.7%
		177,057	**-**	**177,057**	**-**	**177,057**	**0.7%**
NEW INITIATIVES							
WAT-Advanced Water Meter Replacements (Woodstock) [NI 2027-07]	C0050K	102,186	2,111,812	2,213,998	2,111,812	**102,186**	0.4%
		102,186	**2,111,812**	**2,213,998**	**2,111,812**	**102,186**	**0.4%**
CAPITAL RESERVE CONTRIBUTION							
WAT-Capital Contribution Change (Ingersoll)		173,566	-	173,566	-	**173,566**	0.7%
WAT-Capital Contribution Change (Townships)		233,000	-	233,000	-	**233,000**	0.9%
WAT-Capital Contribution Change (Woodstock)		504,943	-	504,943	-	**504,943**	2.0%

	CAPITAL #	OPERATING EXPENSES	CAPITAL EXPENSES	TOTAL EXPENSES	REVENUES	RATES	%
WAT-Capital Contribution Change (Tillsonburg)		278,192	-	278,192	-	**278,192**	1.1%
		1,189,701	**-**	**1,189,701**	**-**	**1,189,701**	**4.6%**
INITIATIVE GAPPING							
WAT-Water Master Plan		(125,000)	-	(125,000)	-	**(125,000)**	(0.5%)
WAT-Advanced Water Meter Replacements (Woodstock) [NI 2027-07]	C0050K	(67,482)	1,246,314	1,178,832	1,246,314	**(67,482)**	(0.3%)
		(192,482)	**1,246,314**	**1,053,832**	1,246,314	**(192,482)**	**(0.7%)**
NEW INFRASTRUCTURE							
WAT-SW Industrial Park (Ingersoll)	C0289K	-	100,000	100,000	100,000	**-**	
WAT-Wallace Line Industrial Park (Ingersoll)	960338	-	3,060,000	3,060,000	3,060,000	**-**	
WAT-Plattsville Manganese Filtration (Township)	C0078J	-	315,000	315,000	315,000	**-**	
WAT-Princeton Supply Redundancy (Township)	C0077K	-	100,000	100,000	100,000	**-**	
WAT-Watermain Oversizing (Tillsonburg)	C0651K	-	66,000	66,000	66,000	**-**	
WAT-Plattsville New Well (Township)	C0081J	-	200,000	200,000	200,000	**-**	
WAT-Beachville New Well (Township)	C0082J	-	175,000	175,000	175,000	**-**	
WAT-Embro CT Enhancement (Township)	C0080J	-	400,000	400,000	400,000	**-**	
WAT-Watermain Oversizing (Ingersoll)	C0030K	-	75,000	75,000	75,000	**-**	
WAT-Boosted Pressure (Tillsonburg)	C0091K	-	199,000	199,000	199,000	**-**	
WAT-Watermain Oversizing (Woodstock)	C0090K	-	514,000	514,000	514,000	**-**	
WAT-North-East Watermain Additional (Woodstock)	C0232K	-	4,000	4,000	4,000	**-**	
WAT-Watermain Victoria Wood Extension (Tillsonburg)	960251	-	12,000	12,000	12,000	**-**	
WAT-North-East Watermain Tower Site (Woodstock)	C0227K	-	143,000	143,000	143,000	**-**	
WAT-North-East Watermain 401 Crossing (Woodstock)	C0228K	-	275,000	275,000	275,000	**-**	
WAT-North-East Watermain Easement (Woodstock)	C0229K	-	22,000	22,000	22,000	**-**	
WAT-North-East Watermain Row to E Limit (Woodstock)	C0230K	-	90,000	90,000	90,000	**-**	
		-	**5,750,000**	**5,750,000**	**5,750,000**	**-**	
TOTAL		**1,854,462**	**9,408,626**	**11,263,088**	**9,498,160**	**1,764,928**	**6.8%**

Capital Plan Details - Water

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 CFWD	2027 REQUEST	2028	2029-2036
FACILITIES								
C0683J - Woodstock Water Facilities - Treatment	Various projects as identified from the Building Condition Assessments	Replacement	Poor	**$210,920**	-	210,920	-	-
911261 - Woodstock Water Facilities - Treatment	**CARRY FORWARD BUDGET:** Prior year's approved budget not spent Link Fencing	Replacement	Poor	**$20,000**	20,000	-	-	-
911261 - Woodstock Water Facilities - Treatment	Parking Lot Expansion (9 Spaces) Total Project Cost $300,000	Replacement	Poor	**$300,000**	225,000	75,000	-	-
C0683K - Woodstock Water Facilities - Distribution	Various projects as identified from the Building Condition Assessments	Replacement	Poor	**$33,200**	-	33,200	-	-
C0684J - Ingersoll Water Facilities - Treatment	Various projects as identified from the Building Condition Assessments	Replacement	Poor	**$109,600**	-	109,600	-	-
C0684K - Ingersoll Water Facilities - Distribution	Various projects as identified from the Building Condition Assessments	Replacement	Poor	**$66,800**	-	66,800	-	-
C0682J - Tillsonburg Water Facilities - Treatment	Various projects as identified from the Building Condition Assessments	Replacement	Poor	**$46,500**	-	46,500	-	-
C0682K - Tillsonburg Water Facilities - Distribution	Various projects as identified from the Building Condition Assessments	Replacement	Poor	**$45,000**	-	45,000	-	-
C0685J - Townships Water Facilities - Treatment	Various projects as identified from the Building Condition Assessments	Replacement	Poor	**$50,720**	-	50,720	-	-
C0685K - Townships Water Facilities - Distribution	Various projects as identified from the Building Condition Assessments	Replacement	Poor	**$1,110**	-	1,110	-	-
C0602D - Woodstock - Water Energy Conservation	221 Victoria Street South, Woodstock Sub-Metering and Monitoring	Replacement	Fair	**$10,000**	-	10,000	-	-
C0603D - Ingersoll - Water Energy Conservation	59 George Johnson Boulevard, Ingersoll Energy Assessments	Replacement	Fair	**$7,500**	-	7,500	-	-
FURNISHINGS AND EQUIPMENT								
C0655K - County-wide Water Equipment	SCADA iPad	Expansion	N/A	**$500**	-	500	-	-

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 CFWD	2027 REQUEST	2028	2029-2036
C0655K - County-wide Water Equipment	Water Clamp for Flow Meters - North and South	Expansion	N/A	**$10,000**	-	10,000	-	-
C0655K - County-wide Water Equipment	Water Clamp for Flow Meters - North and South	Replacement	Poor	**$10,000**	-	10,000	-	-
C0442J - Woodstock Water Equipment	Replacement of general operating equipment used for delivery of the water service	Replacement	Poor	**$245,000**	-	245,000	-	-
C0442J - Woodstock Water Equipment	Sutherland Stainless Piping	Expansion	N/A	**$15,000**	-	15,000	-	-
C0442K - Woodstock Water Equipment	Nellis Booster HLPs 1-4 Rebuilds	Renewal	Poor	**$60,000**	-	60,000	-	-
C0442K - Woodstock Water Equipment	Landsdowne Pressure Reducing Valve Chamber	Expansion	N/A	**$100,000**	-	100,000	-	-
C0443J - Tillsonburg Water Equipment	Replacement of general operating equipment used for delivery of the water service	Replacement	Poor	**$105,000**	-	105,000	-	-
C0443J - Tillsonburg Water Equipment	Well 9 Rerating Filter and UV Study	Expansion	N/A	**$50,000**	-	50,000	-	-
C0444J - Ingersoll Water Equipment	Replacement of general operating equipment used for delivery of the water service	Replacement	Poor	**$78,000**	-	78,000	-	-
C0444K - Ingersoll Water Equipment	Merritt St Reservoir Cleaning, Crack Filling and Hatch	Renewal	Poor	**$50,000**	-	50,000	-	-
C0445J - Townships Water Equipment	Replacement of general operating equipment used for delivery of the water service	Replacement	Poor	**$285,000**	-	285,000	-	-
C0445J - Townships Water Equipment	Various Water Equipment Connections, Filters, and Piping Expansions	Expansion	N/A	**$95,000**	-	95,000	-	-
C0445K - Townships Water Distribution Equipment	Princeton Standpipe Sealant Replacement	Replacement	Poor	**$20,000**	-	20,000	-	-
C0445K - Townships Water Distribution Equipment	Lakeside Distribution Chlorine Analyzer	Expansion	N/A	**$30,000**	-	30,000	-	-
WATER								
C0040K - Woodstock Project - Bayswater	Reconstruction of Bayswater from Leinster to Kensington City of Woodstock led project	Replacement	Poor	**$341,000**	-	341,000	-	-
C0041K - Woodstock Project - Kensington	Reconstruction of Kensington from Leinster to Bayswater City of Woodstock led project	Replacement	Poor	**$375,000**	-	375,000	-	-

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 CFWD	2027 REQUEST	2028	2029-2036
C0042K - Woodstock Project - Knightsbridge	Reconstruction of Knightsbridge from Kensington to Grosvenor City of Woodstock led project	Replacement	Poor	**$180,000**	-	180,000	-	-
C0043K - Woodstock Project - Wellington	Reconstruction of Wellington from Canterbury to Dundas City of Woodstock led project	Replacement	Poor	**$349,000**	-	349,000	-	-
C0044K - Woodstock Project - George	Reconstruction of George from Riddell to Wellington City of Woodstock led project	Replacement	Poor	**$166,000**	-	166,000	-	-
C0045K - Woodstock Project - Princess	Reconstruction of Princess from Riddell to Wellington City of Woodstock led project	Replacement	Poor	**$179,000**	-	179,000	-	-
C0049K - Woodstock Project - Hunter	Reconstruction of Hunter from Oxford to Vansittart City of Woodstock led project	Replacement	Poor	**$813,000**	-	813,000	-	-
C0050K - Woodstock - Meter Installation	Fixed Cellular Devices - Electronic Radio Transmitters **(NI 2027-07)**	Expansion	N/A	**$3,597,126**	-	3,358,126	239,000	-
C0050K - Woodstock - Meter Installation	Woodstock Water Meter Replacements In conjunction with **NI 2027-07**	Replacement	Poor	**$5,604,686**	-	2,310,000	3,294,686	-
C0051K - Woodstock - East Water Tower	Water Tower Painting, Refurbishment	Renewal	Poor	**$2,600,000**	-	2,600,000	-	-
C0053K - Woodstock - Thornton Feedermain Replacement	Feedermain project to provide increased water transmission redundancy and security of supply **Debt funding is required on project completion**	Replacement	Fair	**$11,215,000**	150,000	350,000	3,875,000	6,840,000
C0054K - Woodstock - Thornton Feedermain Relining	Thornton to Highway 401 crossing feedermain upgrade	Renewal	Poor	**$2,500,000**	-	2,500,000	-	-
C0090K - Woodstock - City Project Oversizing	Karn Rd Development Future Phase Woodstock Meadows Phase 3 and Phase 4 714914 OR4 Phase 1	Expansion	N/A	**$514,000**	-	514,000	-	-
C0227K - Woodstock - Northeast Watermain - Tower Site	Watermain installations to service north east industrial park **Debt funding is required on project completion**	Expansion	N/A	**$1,051,000**	908,000	143,000	-	-
C0228K - Woodstock - Northeast Watermain - 401 Crossing	Watermain installations to service north east industrial park **Debt funding is required on project completion**	Expansion	N/A	**$2,023,000**	1,748,000	275,000	-	-
C0229K - Woodstock - Northeast Watermain - Easement	Watermain installations to service north east industrial park **Debt funding is required on project completion**	Expansion	N/A	**$159,000**	137,000	22,000	-	-

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 CFWD	2027 REQUEST	2028	2029-2036
C0230K - Woodstock - Northeast Watermain - ROW To E Limit	Watermain installations to service north east industrial park **Debt funding is required on project completion**	Expansion	N/A	**$670,000**	580,000	90,000	-	-
C0232K - Woodstock - Northeast Watermain - Additional	Watermain installations to service north east industrial park	Expansion	N/A	**$30,000**	26,000	4,000	-	-
C0454J - Woodstock - SCADA Upgrades	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	**$2,415,000**	-	548,000	1,867,000	-
960200 TBURG - Well 7A	Tillsonburg Well 7A Improvements	Renewal	Poor	**$1,096,000**	946,000	150,000	-	-
960251 TBURG - Victoria Wood	Victoria Wood Subdivision Watermain on Street I from Westin Drive to Street F	Expansion	N/A	**$351,000**	-	12,000	339,000	-
C0056K - Tillsonburg Project - Charlotte	Reconstruction of Charlotte and Clarence Town of Tillsonburg led project	Replacement	Poor	**$684,000**	-	684,000	-	-
C0091K - Tillsonburg - Boosted Pressure	Secondary Feed for North end Servicing	Expansion	N/A	**$199,000**	-	199,000	-	-
C0279J - Tillsonburg - Well 2A	Well 2 Replacement	Replacement	Poor	**$300,000**	-	300,000	-	-
C0647J - Tillsonburg - Wells 9 and 10	Study to increase the pumping rate for wells 9 and 10	Non-infrastructure solutions	N/A	**$50,000**	-	50,000	-	-
C0651K - Tillsonburg - Watermain Oversizing	690 Broadway Lindrop Corp Lands Harvest Height Phase 7	Expansion	N/A	**$66,000**	-	66,000	-	-
960338 - Ingersoll - Wallace Line	Wallace Line Trunk Watermain from Robinson Road to Thomas St.	Expansion	N/A	**$3,310,000**	250,000	3,060,000	-	-
C0030K - OR119 (401 To Clarke)	Oversizing costs associated with Ingersoll's Clarke Rd MURC/Subdivision	Expansion	N/A	**$75,000**	-	75,000	-	-
C0062K - Ingersoll Project - Charles St	Reconstruction of Charles St W from Whiting to Merritt Ingersoll led project.	Replacement	Poor	**$743,000**	-	743,000	-	-
C0063K - Ingersoll Project - Union St	Reconstruction of Union St Town of Ingersoll led project.	Replacement	Poor	**$218,000**	-	218,000	-	-

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 CFWD	2027 REQUEST	2028	2029-2036
C0065K - Ingersoll - Relining Behind WWTP	Watermain Relining Behind WWTP	Replacement	Poor	**$200,000**	-	200,000	-	-
C0289K - Ingersoll - Southwest Trunk - Curry Rd	Curry Road Trunk Watermain from Union Road to Future Water Tower Site 2027 Infrastructure Planning and EA 2031 Design, 2032-2033 Construction	Expansion	N/A	**$3,547,000**	-	100,000	-	3,447,000
C0337K - Ingersoll Project - Thames St	Reconstruction of Thames St S from Whiting Creek to Cross St 2027 Design, 2028 Construction Town of Ingersoll led project	Replacement	Poor	**$227,000**	-	2,000	225,000	-
C0338K - Ingersoll Project - Wellington St	Reconstruction of Wellington St from King to Canterbury 2027 Design, 2028 Construction Town of Ingersoll led project	Replacement	Poor	**$416,000**	-	2,000	414,000	-
C0339K - Ingersoll Project - Wellington Avenue	Reconstruction of Wellington Ave from Wellington to End 2027 Design, 2028 Construction Town of Ingersoll led project	Replacement	Poor	**$179,000**	-	1,000	178,000	-
C0340K - Ingersoll Project - Nelson Avenue	Reconstruction of Nelson Ave from Wellington to End 2027 Design, 2028 Construction Town of Ingersoll led project	Replacement	Poor	**$174,000**	-	1,000	173,000	-
C0341K - Ingersoll Project - Cottage St	Reconstruction of Cottage St 2027 Design, 2028 Construction Town of Ingersoll led project	Replacement	Poor	**$176,000**	-	1,000	175,000	-
C0342K - Ingersoll Project - Church St	Reconstruction of Church St 2027 Design, 2028 Construction Town of Ingersoll led project	Replacement	Poor	**$241,000**	-	2,000	239,000	-
C0464K - Ingersoll - Wonham - Ann Cast Iron Replacement	Replace remaining cast iron pipe at Wonham / Ann Intersection	Replacement	Poor	**$25,000**	-	25,000	-	-
C0067K - Norwich - Palmer	Reconstruction of Palmer St W from Dufferin to Stover 2027 Design, 2028 Construction Township of Norwich led project	Replacement	Poor	**$673,000**	-	16,000	657,000	-
C0076K - Norwich - Emily Stowe	Watermain Abandonment - Norwich - Emily Stowe	Replacement	Poor	**$200,000**	-	200,000	-	-
C0077K - Princeton - Supply Redundancy	Princeton - Watermain Redundancy Railway Crossing from Storage	Expansion	N/A	**$770,000**	-	100,000	670,000	-

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 CFWD	2027 REQUEST	2028	2029-2036
C0078J - Plattsville - Manganese Filtration	Plattsville Manganese Filtration 2027-2028 Design and land acquisition 2029-2030 Construction **Debt funding is required on project completion**	Expansion	N/A	**$3,115,000**	-	315,000	1,300,000	1,500,000
C0079J - Tavistock - Well 4	Development of Tavistock Well 4 2027 Design, 2029-2031 Construction **Debt funding is required on project completion**	Replacement	Poor	**$7,971,000**	171,000	500,000	300,000	7,000,000
C0080J - Embro - CT Enhancement	Embro CT Enhancement **Debt funding is required on project completion**	Expansion	N/A	**$480,000**	80,000	400,000	-	-
C0081J - Plattsville - New Well	Development of New Well in Plattsville 2027 Infrastructure Planning and EA and Design 2028 Design, 2029-2030 Construction **Debt funding is required on project completion**	Expansion	N/A	**$2,500,000**	-	200,000	300,000	2,000,000
C0082J - Beachville - New Well	Development of New Well in Beachville 2027-2028 Infrastructure Planning and EA and Design 2029 Design, 2030-2031 Construction **Debt funding is required on project completion**	Expansion	N/A	**$2,480,000**	-	175,000	175,000	2,130,000
C0453J - Embro - SCADA Upgrades	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	**$380,000**	-	380,000	-	-
C0455J - Plattsville - SCADA Upgrades	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	**$313,000**	-	313,000	-	-
C0456J - Bright - SCADA Upgrades	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	**$474,000**	-	474,000	-	-
C0457J - Innerkip - SCADA Upgrades	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	**$202,000**	-	202,000	-	-
				$68,671,662	**$5,241,000**	**$26,092,976**	**$14,420,686**	**$22,917,000**

Wastewater Budget

OPERATING	2026 FORECAST	2026 BUDGET*	LESS: 2026 NON-RECURRING	2027 BASE BUDGET	2027 BUDGET IMPACTS	2027 BUDGET	$ OVER 2026 BUDGET	% OVER 2026 BUDGET
REVENUES								
GENERAL REVENUES	(1,490,664)	(1,433,692)	-	(113,580)	-	(1,547,272)	(113,580)	7.9%
WATER AND WASTEWATER RATES	(24,203,275)	(23,858,950)	269,219	(226,073)	(1,622,624)	(25,438,428)	(1,579,478)	6.6%
RESERVE REVENUES	(2,096,605)	(795,772)	-	(300,492)	(141,774)	(1,238,038)	(442,266)	55.6%
TOTAL REVENUES	**(27,790,544)**	**(26,088,414)**	**269,219**	**(640,145)**	**(1,764,398)**	**(28,223,738)**	**(2,135,324)**	**8.2%**
EXPENSES								
SALARIES AND BENEFITS	4,368,439	4,451,489	-	241,374	88,145	4,781,008	329,519	7.4%
OPERATING EXPENSES	2,751,397	2,603,512	(14,405)	66,288	19,860	2,675,255	71,743	2.8%
CONTRACTED SERVICES	4,137,152	4,247,182	(249,720)	(151,190)	207,104	4,053,376	(193,806)	(4.6%)
DEBT REPAYMENT	2,252,591	2,252,591	-	239,464	-	2,492,055	239,464	10.6%
CAPITAL RESERVE TRANSFERS	7,038,341	7,031,263	-	-	1,427,374	8,458,637	1,427,374	20.3%
RESERVE TRANSFERS	1,368,597	50,106	-	(50,106)	-	-	(50,106)	(100.0%)
FLEET AND FACILITY CHARGES	4,395,909	4,283,615	(5,095)	107,976	9,415	4,395,911	112,296	2.6%
INTERDEPARTMENTAL CHARGES	1,167,919	1,168,656	1	186,338	12,500	1,367,495	198,839	17.0%
TOTAL EXPENSES	**27,480,345**	**26,088,414**	**(269,219)**	**640,144**	**1,764,398**	**28,223,737**	**2,135,323**	**8.2%**
PROGRAM SURPLUS/(DEFICIT)								
OPERATING SURPLUS/(DEFICIT)	310,200	-	-	-	-	-	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	**310,200**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
NET OPERATING	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
CAPITAL								
CAPITAL REVENUES	(32,439,183)	(46,284,913)	4,420,665	5,218,888	(18,599,675)	(55,245,035)	(8,960,122)	19.4%
CAPITAL EXPENSES	32,439,183	46,284,913	(4,420,665)	(5,218,888)	18,599,675	55,245,035	8,960,122	19.4%
NET CAPITAL	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
SUMMARY								
TOTAL REVENUES	*(60,229,727)*	(72,373,327)	*4,689,884*	*4,578,743*	*(20,364,073)*	(83,468,773)	*(11,095,446)*	*15.3%*
TOTAL EXPENSES	*59,919,528*	72,373,327	*(4,689,884)*	*(4,578,744)*	*20,364,073*	83,468,772	*11,095,445*	*15.3%*
TOTAL PROGRAM SURPLUS/DEFICIT	*310,200*	-	-	-	-	-	-	-
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 - Wastewater

	CAPITAL #	OPERATING EXPENSES	CAPITAL EXPENSES	TOTAL EXPENSES	REVENUES	RATES	%
ONE-TIME ITEMS							
WW-Produce Fats, Oils and Grease Video		1,650	-	1,650	-	**1,650**	0.0%
WW-Engineering Support for Master Plans		12,500	-	12,500	-	**12,500**	0.1%
WW-New Treatment Equipment (Ingersoll)	C0440H	-	9,000	9,000	9,000	**-**	
WW-New Sanitary Pumping Station Equipment (Woodstock)	C0438I	-	30,000	30,000	30,000	**-**	
WW-CCTV Equipment (County-wide)	C0653I	-	50,000	50,000	50,000	**-**	
WW-New Treatment Equipment (Tillsonburg)	C0439H	-	9,000	9,000	9,000	**-**	
WW-New Collection Equipment (Norwich)	C0441I	-	60,000	60,000	60,000	**-**	
WW-Wastewater Master Plan		250,000	-	250,000	90,106	**159,894**	0.7%
WW-Wastewater Hydraulic Model		10,400	-	10,400	-	**10,400**	0.0%
WW-Hydraulic Model Development (Woodstock)		69,000	-	69,000	51,668	**17,332**	0.1%
WW-Hydraulic Model Development (Drumbo)		-	-	-	-	**-**	
WW-Lab testing for ground water samples (Mt Elgin)		14,000	-	14,000	-	**14,000**	0.1%
		357,550	**158,000**	**515,550**	**299,774**	**215,776**	**0.9%**
SERVICE LEVEL							
WW-Wastewater Treatment Operator [FTE 2027-04]	C0470H	138,640	90,675	229,315	90,675	**138,640**	0.6%
		138,640	**90,675**	**229,315**	**90,675**	**138,640**	**0.6%**
NEW INITIATIVES							
WW-WM Tandem Truck with Tipping Frame [NI 2027-06]		47,298	-	47,298	-	**47,298**	0.2%
WW-Advanced Water Meter Replacements (Woodstock) [NI 2027-07]		70,186	-	70,186	-	**70,186**	0.3%
		117,484	**-**	**117,484**	**-**	**117,484**	**0.5%**
CAPITAL RESERVE CONTRIBUTION							
WW-Capital Contribution Change (Woodstock)		584,484	-	584,484	-	**584,484**	2.4%
WW-Capital Contribution Change (Tillsonburg)		396,608	-	396,608	-	**396,608**	1.7%
WW-Capital Contribution Change (Ingersoll)		11,355	-	11,355	-	**11,355**	0.0%
WW-Capital Contribution Change (Norwich)		7,780	-	7,780	-	**7,780**	0.0%
WW-Capital Contribution Change (Tavistock)		352,841	-	352,841	-	**352,841**	1.5%
WW-Capital Contribution Change (Plattsville)		7,590	-	7,590	-	**7,590**	0.0%

	CAPITAL #	OPERATING EXPENSES	CAPITAL EXPENSES	TOTAL EXPENSES	REVENUES	RATES	%
WW-Capital Contribution Change (Thamesford)		11,948	-	11,948	-	**11,948**	0.1%
WW-Capital Contribution Change (Drumbo)		2,405	-	2,405	-	**2,405**	0.0%
WW-Capital Contribution Change (Mt Elgin)		21,575	-	21,575	-	**21,575**	0.1%
WW-Capital Contribution Change (Embro)		9,763	-	9,763	-	**9,763**	0.0%
WW-Capital Contribution Change (Innerkip)		21,025	-	21,025	-	**21,025**	0.1%
		1,427,374	**-**	**1,427,374**	**-**	**1,427,374**	**6.0%**
INITIATIVE GAPPING							
WW-Wastewater Master Plan		(125,000)	-	(125,000)	-	**(125,000)**	(0.5%)
WW-Wastewater Treatment Operator [FTE 2027-04]	C0470H	(37,483)	-	(37,483)	-	**(37,483)**	(0.2%)
WW-WM Tandem Truck with Tipping Frame [NI 2027-06]		(47,299)	-	(47,299)	-	**(47,299)**	(0.2%)
WW-Advanced Water Meter Replacements (Woodstock) [NI 2027-07]		(67,482)	-	(67,482)	-	**(67,482)**	(0.3%)
		(277,264)	**-**	**(277,264)**	-	**(277,264)**	**(1.2%)**
NEW INFRASTRUCTURE							
WW-Wastewater Treatment Capacity Expansion (Mt Elgin)	950905	-	750,000	750,000	750,000	**-**	
WW-Wastewater Treatment Plant Upgrade/Expansion (Tavistock)	C0068H	-	1,000,000	1,000,000	1,000,000	**-**	
WW-Lagoon Expansion (Norwich)	C0066H	-	500,000	500,000	500,000	**-**	
WW-Sanitary Oversizing (Woodstock)	C0252I	-	67,000	67,000	67,000	**-**	
WW-SE Trunk Sewer Upgrades (Woodstock)	C0264I	-	520,000	520,000	520,000	**-**	
WW-Wastewater Treatment Capacity Expansion (Tillsonburg)	C0057H	-	500,000	500,000	500,000	**-**	
WW-Sanitary Oversizing (Ingersoll)	C0030I	-	140,000	140,000	140,000	**-**	
WW-Wallace Line Industrial Park (Ingersoll)	C0291I	-	3,628,000	3,628,000	3,628,000	**-**	
WW-SW Industrial Park (Ingersoll)	C0293I	-	100,000	100,000	100,000	**-**	
WW-North-East Service OR2 Extension (Woodstock)	C0271I	-	404,000	404,000	404,000	**-**	
WW-Sanitary on Jack Ross Upsizing (Woodstock)	C0668I	-	700,000	700,000	700,000	**-**	
WW-Pattullo Trunk Realign (Woodstock)	C0649I	-	6,000,000	6,000,000	6,000,000	**-**	
WW-North-East Forcemain Tower Site (Woodstock)	C0272I	-	169,000	169,000	169,000	**-**	
WW-North-East Forcemain 401 Crossing (Woodstock)	C0273I	-	246,000	246,000	246,000	**-**	
WW-North-East Forcemain OR2 to ST A (Woodstock)	C0274I	-	127,000	127,000	127,000	**-**	
WW-William St Pumping Station (Tavistock)	C0069I	-	3,500,000	3,500,000	3,500,000	**-**	
		-	**18,351,000**	**18,351,000**	**18,351,000**	**-**	
TOTAL		**1,763,784**	**18,599,675**	**20,363,459**	**18,741,449**	**1,622,010**	**6.8%**

Capital Plan Details – Wastewater

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 CFWD	2027 REQUEST	2028	2029-2036
FACILITIES								
C0599H - Woodstock Wastewater Facilities - Treatment	Various projects as identified from the Building Condition Assessments	Replacement	Poor	**$58,000**	-	58,000	-	-
C0693H - Tillsonburg Wastewater Facilities - Treatment	Various projects as identified from the Building Condition Assessments	Replacement	Poor	**$143,160**	-	143,160	-	-
C0692H - Ingersoll Wastewater Facilities - Treatment	Various projects as identified from the Building Condition Assessments	Replacement	Poor	**$62,000**	-	62,000	-	-
C0691I - Norwich Wastewater Facilities - Collection	Various projects as identified from the Building Condition Assessments	Replacement	Poor	**$3,300**	-	3,300	-	-
C0690I - Tavistock Wastewater Facilities - Collection	Various projects as identified from the Building Condition Assessments	Replacement	Poor	**$2,220**	-	2,220	-	-
C0689I - Plattsville Wastewater Facilities - Collection	Various projects as identified from the Building Condition Assessments	Replacement	Poor	**$8,000**	-	8,000	-	-
C0688H - Thamesford Wastewater Facilities - Treatment	Various projects as identified from the Building Condition Assessments	Replacement	Poor	**$58,600**	-	58,600	-	-
C0606D - Ingersoll - Wastewater Energy Conservation	56 McKeand St, Ingersoll Existing Building Commissioning EBCx	Replacement	Fair	**$29,200**	-	29,200	-	-
C0604D - Thamesford - Wastewater Energy Conservation	10 Middleton Street, Thamesford Existing Building Commissioning EBCx	Replacement	Fair	**$22,800**	-	22,800	-	-
FURNISHINGS AND EQUIPMENT								
C0470H - Wastewater Treatment Operator	iPad - Wastewater Treatment Operator **(FTE 2027-04)**	Expansion	N/A	**$675**	-	675	-	-
C0653I - County-wide Wastewater Equipment	New CCTV Equipment	Expansion	N/A	**$50,000**	-	50,000	-	-

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 CFWD	2027 REQUEST	2028	2029-2036
C0438 - Woodstock Wastewater Equipment	Replacement of general operating equipment used for delivery of the wastewater service	Replacement	Poor	**$293,000**	-	293,000	-	-
C0438I - Woodstock Wastewater Equipment	MCC Extension for Pattullo Sanitary Pumping Station	Expansion	N/A	**$30,000**	-	30,000	-	-
C0438I - Woodstock Wastewater Equipment	Brick Pond Sanitary Pumping Station Repairs	Replacement	Poor	**$10,000**	-	10,000	-	-
C0439H - Tillsonburg Wastewater Equipment	Gas Monitors for Tillsonburg WWTP	Expansion	N/A	**$9,000**	-	9,000	-	-
C0439I - Tillsonburg Wastewater Equipment	Gas Monitors for John Pound Sanitary Pumping Station	Replacement	Poor	**$12,000**	-	12,000	-	-
C0439H - Tillsonburg Wastewater Equipment	Replacement of general operating equipment used for delivery of the wastewater service	Replacement	Poor	**$77,500**	-	77,500	-	-
C0440H - Ingersoll Wastewater Equipment	Replacement of general operating equipment used for delivery of the wastewater service	Replacement	Poor	**$63,000**	-	63,000	-	-
C0440H - Ingersoll Wastewater Equipment	Collector Heaters	Expansion	N/A	**$9,000**	-	9,000	-	-
C0441I - Norwich Wastewater Equipment	Norwich Lagoons Rotork Valve Actuator	Expansion	N/A	**$60,000**	-	60,000	-	-
C0636H - Tavistock - Wastewater Equipment	Replacement of general operating equipment used for delivery of the wastewater service	Replacement	Poor	**$45,000**	-	45,000	-	-
C0637 - Plattsville - Wastewater Equipment	Replacement of general operating equipment used for delivery of the wastewater service	Replacement	Poor	**$137,000**	-	137,000	-	-
C0638 - Thamesford - Wastewater Equipment	Replacement of general operating equipment used for delivery of the wastewater service	Replacement	Poor	**$52,000**	-	52,000	-	-
C0639 - Drumbo - Wastewater Equipment	Replacement of general operating equipment used for delivery of the wastewater service	Replacement	Poor	**$52,000**	-	52,000	-	-
C0640H - Mt Elgin Wastewater Equipment	Replacement of general operating equipment used for delivery of the wastewater service	Replacement	Poor	**$24,000**	-	24,000	-	-
C0641I - Embro - Wastewater Equipment	St Andrew St splash pad sanitary connection for H2S odours	Replacement	Poor	**$10,000**	-	10,000	-	-
VEHICLES								
C0470H - Wastewater Treatment Operator	1/2 Ton Pickup (1) - Unit 521 **(FTE 2027-04)**	Expansion	N/A	**$90,000**	-	90,000	-	-
WASTEWATER								

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 CFWD	2027 REQUEST	2028	2029-2036
C0654H - SCADA Master Plan	Various projects as identified in the Water and Wastewater SCADA Master Plan **(Report No. PW 2019-43)**	Non-infrastructure solutions	N/A	**$2,003,000**	387,000	362,000	354,000	900,000
C0040I - Woodstock Project - Bayswater	Reconstruction of Bayswater from Leinster to Kensington City of Woodstock led project	Replacement	Poor	**$315,000**	-	315,000	-	-
C0041I - Woodstock Project - Kensington	Reconstruction of Kensington from Leinster to Bayswater City of Woodstock led project	Replacement	Poor	**$347,000**	-	347,000	-	-
C0042I - Woodstock Project - Knightsbridge	Reconstruction of Knightsbridge from Kensington to Grosvenor. City of Woodstock led project	Replacement	Poor	**$259,000**	-	259,000	-	-
C0043I - Woodstock Project - Wellington	Reconstruction of Wellington from Canterbury to Dundas City of Woodstock led project	Replacement	Poor	**$204,000**	-	204,000	-	-
C0044I - Woodstock Project - George	Reconstruction of George from Riddell to Wellington City of Woodstock led project	Replacement	Poor	**$153,000**	-	153,000	-	-
C0045I - Woodstock Project - Princess	Reconstruction of Princess from Riddell to Wellington City of Woodstock led project	Replacement	Poor	**$158,000**	-	158,000	-	-
C0049I - Woodstock Project - Hunter	Reconstruction of Hunter from Oxford to Vansittart City of Woodstock led project	Replacement	Poor	**$325,000**	-	325,000	-	-
C0089I - Woodstock - SE Trunk Sewer Relining	Dufferin St Trunk Sewer Relining	Replacement	Poor	**$600,000**	-	600,000	-	-
C0252I - Woodstock - Sanitary Oversizing	Landsdowne Sanitary Pumping Station - Sewer Trunks Internal	Expansion	N/A	**$67,000**	-	67,000	-	-
C0259I - Woodstock - SE Trunk Upgrade 4b,5,19,20	Southeast Trunk Upgrades **Debt funding is required on project completion**	Replacement	Poor	**$2,944,000**	122,000	140,000	2,682,000	-
C0264I - Woodstock - SE Trunk Upgrade 11,12,13	Southeast Trunk Upgrades	Expansion	N/A	**$4,780,000**	-	520,000	-	4,260,000
C0271I - Woodstock - Northeast Forcemain - OR 2 (Dundas)	Forcemain for servicing of north east industrial park	Expansion	N/A	**$2,984,000**	2,580,000	404,000	-	-
C0272I - Woodstock - Northeast Forcemain - Water Tower Site	Forcemain for servicing of north east industrial park	Expansion	N/A	**$1,249,000**	1,080,000	169,000	-	-
C0273I - Woodstock - Northeast Forcemain - 401 Crossing	Forcemain for servicing of north east industrial park	Expansion	N/A	**$1,814,000**	1,568,000	246,000	-	-

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 CFWD	2027 REQUEST	2028	2029-2036
C0274I - Woodstock - Northeast Forcemain - OR 2 To Street A	Forcemain for servicing of north east industrial park	Expansion	N/A	**$935,000**	808,000	127,000	-	-
C0454H - Woodstock - SCADA Upgrades	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	**$1,822,726**	-	1,284,726	538,000	-
C0618I - Woodstock Project - Sanitary Relining	Relining of Sanitary Sewers within Woodstock Project Led by City of Woodstock	Replacement	Poor	**$110,000**	-	110,000	-	-
C0648I - Woodstock - County Sanitary Relining	Relining of Sanitary Sewers within Woodstock	Replacement	Poor	**$113,000**	-	113,000	-	-
C0649I - Woodstock - Southeast Services Pattullo Realignment	Sanitary upgrades to service Southeast Industrial Plan **Debt funding is required on project completion**	Expansion	N/A	**$6,000,000**	-	6,000,000	-	-
C0668I - Woodstock Project - Jack Ross Sanitary Upsizing	Jack Ross Sanitary Upsizing **This project is growth driven and intended to be included in the next Development Charge Background Study for potential recovery.**	Expansion	N/A	**$700,000**	-	700,000	-	-
C0056I - Tillsonburg Project - Charlotte	Reconstruction of Charlotte and Clarence Town of Tillsonburg led project.	Renewal	Poor	**$903,000**	-	903,000	-	-
C0057H - Tillsonburg - Wastewater Treatment Plant Expansion Phase 2	Tillsonburg WWTP Phase 2 Expansion **Debt funding is required on project completion**	Expansion	N/A	**$8,500,000**	-	500,000	500,000	7,500,000
C0058I - Tillsonburg - John Pound Sanitary Pumping Station	John Pound Sanitary Pumping Station Capacity Enhancements 2027 Infrastructure Planning and EA and Design 2028 Construction	Renewal	Poor	**$5,250,000**	50,000	200,000	5,000,000	-
C0059I - Tillsonburg - John Pound Forcemain	John Pound Forcemain Replacement and Upsizing 2027 Infrastructure Planning and EA and Design 2028 Construction	Replacement	Poor	**$1,212,000**	-	100,000	1,112,000	-
C0060I - Tillsonburg - Wastewater Oversizing - Lorraine	Lorraine Ave Sanitary Upsizing	Replacement	Poor	**$1,460,000**	-	1,460,000	-	-
C0465I - Tillsonburg - Victoria St Easement	Replacement of portion of sub-trunk on Easement West of Victoria St	Replacement	Poor	**$200,000**	-	200,000	-	-
C0030I - OR119 (401 To Clarke)	Oversizing costs associated with Ingersoll's Clarke Rd Multi-use Recreation Centre and Subdivision	Expansion	N/A	**$140,000**	-	140,000	-	-

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 CFWD	2027 REQUEST	2028	2029-2036
C0061I - Ingersoll - Thames River Trunk	Second Sanitary Trunk Crossing of Thames River 2027 Infrastructure Planning and EA 2028-2029 Design, 2030 Construction	Replacement	Poor	**$3,750,000**	200,000	100,000	150,000	3,300,000
C0062I - Ingersoll Project - Charles St	Reconstruction of Charles St W from Whiting to Merritt Ingersoll led project	Replacement	Poor	**$540,000**	-	540,000	-	-
C0064I - Ingersoll - Relining Mill and Charles	Mill St and Charles St E - Mill to Daniel Relining	Replacement	Poor	**$250,000**	-	250,000	-	-
C0291I - Ingersoll - Southwest Industrial Park Wastewater - Wallace Line	Gravity sanitary sewer design, construction through development lands, under railway to Thomas St. Sanitary trunk sewer mid block Wallace Line to north side of Thomas connecting to development lands trunk sewer.	Expansion	N/A	**$4,200,108**	572,108	3,628,000	-	-
C0293I - Ingersoll - Southwest Industrial Park Wastewater - Curry to W Limit	Curry Road Sanitary Sewer from Union Road to West Limit of CPR 2027 Infrastructure Planning and EA 2029 Design, 2030 Construction	Expansion	N/A	**$1,238,000**	-	100,000	-	1,138,000
C0063I - Ingersoll Project - Union St	Reconstruction of Union St Town Ingersoll led project	Replacement	Poor	**$307,000**	-	307,000	-	-
C0338I - Ingersoll Project - Wellington St	Reconstruction of Wellington St from King to Canterbury 2027 Design, 2028 Construction Town of Ingersoll led project	Replacement	Poor	**$221,000**	-	2,000	219,000	-
C0339I - Ingersoll Project - Wellington Avenue	Reconstruction of Wellington Ave from Wellington to End 2027 Design, 2028 Construction Town of Ingersoll led project	Replacement	Poor	**$222,000**	-	2,000	220,000	-
C0340I - Ingersoll Project - Nelson Avenue	Reconstruction of Nelson Ave from Wellington to End 2027 Design, 2028 Construction Town of Ingersoll led project	Replacement	Poor	**$222,000**	-	2,000	220,000	-
C0341I - Ingersoll Project - Cottage St	Reconstruction of Cottage St 2027 Design, 2028 Construction Town of Ingersoll led project	Replacement	Poor	**$244,000**	-	2,000	242,000	-
C0342I - Ingersoll Project - Church St	Reconstruction of Church St 2027 Design, 2028 Construction Town of Ingersoll led project	Replacement	Poor	**$331,000**	-	2,000	329,000	-
C0460I - Ingersoll - East 401 Service Centre - SCADA Upgrades	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	**$124,000**	-	45,000	79,000	-
C0066H - Norwich - Lagoon Expansion	Norwich Lagoon Expansion 2027-2028 Design, 2029-2030 Construction **Debt funding is required on project completion**	Expansion	N/A	**$21,000,000**	-	500,000	500,000	20,000,000

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 CFWD	2027 REQUEST	2028	2029-2036
C0067I - Norwich - Palmer	Reconstruction of Palmer St W from Dufferin to Stover 2027 Design, 2028 Construction Township of Norwich led project	Replacement	Poor	**$947,000**	-	20,000	927,000	-
C0068H - Tavistock - Wastewater Treatment Plant Expansion/Upgrade	Tavistock WWTP expansion and upgrades **Debt funding is required on project completion**	Expansion	N/A	**$34,479,000**	559,000	1,000,000	1,000,000	31,920,000
C0069I - Tavistock - William St Sanitary Pumping Station	Tavistock William St Sanitary Pumping Station	Expansion	N/A	**$7,200,000**	200,000	3,500,000	3,500,000	-
C0070I - Tavistock - EZT Project -Elizabeth St	Reconstruction of Elizabeth St Project led by East Zorra-Tavistock	Replacement	Poor	**$662,000**	-	662,000	-	-
C0071I - Tavistock - William St Easement	William St Easement Gravity Sewer Replacement and Upsizing	Replacement	Poor	**$2,000,000**	-	2,000,000	-	-
950608 PLAT - Wastewater Treatment Plant	Plattsville lagoon berm repair	Replacement	Poor	**$750,000**	100,000	450,000	200,000	-
C0072H - Plattsville - Wastewater Treatment Plant Operational Enhancements	Plattsville WWTP Enhancements - Cloth Filter or Sand Filter Recirculation **Debt funding is required on project completion**	Replacement	Poor	**$6,000,000**	-	4,000,000	2,000,000	-
C0455H - Plattsville - SCADA Upgrades	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	**$483,000**	-	483,000	-	-
950718 THAMES - Wastewater Treatment Plant	Wastewater treatment plant upgrades for treatment process enhancements - construction and roof removal **Debt funding is required on project completion**	Renewal	Poor	**$8,659,646**	-	5,815,746	2,843,900	-
950810 DRUMBO - WWTP CAPACITY EXP	**CARRY FORWARD BUDGET:** Prior year's approved budget not spent. Capacity Increase (Phase II) 660 cassettes and membranes to install	Expansion	N/A	**$600,000**	600,000	-	-	-
950905 Mt. Elgin Wastewater Treatment Plant	Phases 3 and 4 wastewater treatment plant capacity expansion **Debt funding is required on project completion**	Expansion	N/A	**$4,883,000**	4,133,000	750,000	-	-
C0453I - Embro - SCADA Upgrades	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	**$607,000**	-	607,000	-	-
				$146,878,935	**$12,959,108**	**$42,285,927**	**$22,615,900**	**$69,018,000**

Water – Detailed System Reports

General

OPERATING	2026 FORECAST	2026 BUDGET*	LESS: 2026 NON-RECURRING	2027 BASE BUDGET	2027 BUDGET IMPACTS	2027 BUDGET	$ OVER 2026 BUDGET	% OVER 2026 BUDGET
REVENUES								
GENERAL REVENUES	(324,079)	**(311,242)**	-	3,500	-	**(307,742)**	3,500	(1.1%)
TOTAL REVENUES	**(324,079)**	**(311,242)**	**-**	**3,500**	**-**	**(307,742)**	**3,500**	**(1.1%)**
EXPENSES								
SALARIES AND BENEFITS	2,659,340	**2,584,940**	-	7,385	-	**2,592,325**	7,385	0.3%
OPERATING EXPENSES	920,965	**880,542**	(8,850)	30,948	127,000	**1,029,640**	149,098	16.9%
CONTRACTED SERVICES	285,510	**270,010**	(50,000)	17,100	143,000	**380,110**	110,100	40.8%
FLEET AND FACILITY CHARGES	744,397	**721,658**	-	24,918	-	**746,576**	24,918	3.5%
INTERDEPARTMENTAL CHARGES	(4,286,133)	**(4,145,908)**	58,850	(83,851)	(270,000)	**(4,440,909)**	(295,001)	7.1%
TOTAL EXPENSES	**324,079**	**311,242**	**-**	**(3,500)**	**-**	**307,742**	**(3,500)**	**(1.1%)**
NET OPERATING	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
CAPITAL								
CAPITAL REVENUES	(124,200)	**(124,100)**	-	114,100	(10,500)	**(20,500)**	103,600	(83.5%)
CAPITAL EXPENSES	124,200	**124,100**	-	(114,100)	10,500	**20,500**	(103,600)	(83.5%)
NET CAPITAL	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
SUMMARY								
TOTAL REVENUES	*(448,279)*	**(435,342)**	-	*117,600*	*(10,500)*	**(328,242)**	*107,100*	*(24.6%)*
TOTAL EXPENSES	*448,279*	**435,342**	-	*(117,600)*	*10,500*	**328,242**	*(107,100)*	*(24.6%)*
TOTAL PROGRAM SURPLUS/DEFICIT	-	**-**	-	-	-	**-**	-	-
TOTAL LEVY	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
% BUDGET INCREASE (DECREASE)			**-**	**-**	**-**	**-**		

Water – Woodstock

OPERATING	2026 FORECAST	2026 BUDGET*	LESS: 2026 NON-RECURRING	2027 BASE BUDGET	2027 BUDGET IMPACTS	2027 BUDGET	$ OVER 2026 BUDGET	% OVER 2026 BUDGET
REVENUES								
GENERAL REVENUES	(82,563)	(81,018)	-	(16,829)	-	(97,847)	(16,829)	20.8%
WATER AND WASTEWATER RATES	(11,255,919)	(11,001,045)	76,600	(96,169)	(863,857)	(11,884,471)	(883,426)	8.0%
RESERVE REVENUES	(758,612)	(758,612)	-	16,815	(41,225)	(783,022)	(24,410)	3.2%
TOTAL REVENUES	**(12,097,094)**	**(11,840,675)**	**76,600**	**(96,183)**	**(905,082)**	**(12,765,340)**	**(924,665)**	**7.8%**
EXPENSES								
SALARIES AND BENEFITS	387,309	543,709	-	9,965	-	553,674	9,965	1.8%
OPERATING EXPENSES	325,141	366,632	-	(46,732)	-	319,900	(46,732)	(12.7%)
CONTRACTED SERVICES	2,850,091	2,892,880	(50,000)	172,701	241,761	3,257,342	364,462	12.6%
DEBT REPAYMENT	920,045	920,045	-	(25,387)	-	894,658	(25,387)	(2.8%)
CAPITAL RESERVE TRANSFERS	3,980,926	3,980,926	-	-	536,943	4,517,869	536,943	13.5%
FLEET AND FACILITY CHARGES	989,263	941,588	-	15,883	-	957,471	15,883	1.7%
INTERDEPARTMENTAL CHARGES	2,209,425	2,194,895	(26,600)	(30,247)	126,378	2,264,426	69,531	3.2%
TOTAL EXPENSES	**11,662,200**	**11,840,675**	**(76,600)**	**96,183**	**905,082**	**12,765,340**	**924,665**	**7.8%**
PROGRAM SURPLUS/(DEFICIT)								
OPERATING SURPLUS/(DEFICIT)	434,893	-	-	-	-	-	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	**434,893**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
NET OPERATING	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
CAPITAL								
CAPITAL REVENUES	(9,554,565)	(13,361,177)	2,000	(1,779,943)	(4,521,126)	(19,660,246)	(6,299,069)	47.1%
CAPITAL EXPENSES	9,554,565	13,361,177	(2,000)	1,779,943	4,521,126	19,660,246	6,299,069	47.1%
NET CAPITAL	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
SUMMARY								
TOTAL REVENUES	*(21,651,659)*	**(25,201,852)**	*78,600*	*(1,876,126)*	*(5,426,208)*	**(32,425,586)**	*(7,223,734)*	*28.7%*
TOTAL EXPENSES	*21,216,765*	**25,201,852**	*(78,600)*	*1,876,126*	*5,426,208*	**32,425,586**	*7,223,734*	*28.7%*
TOTAL PROGRAM SURPLUS/DEFICIT	*434,893*	**-**	-	-	-	**-**	-	-
TOTAL LEVY	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
% BUDGET INCREASE (DECREASE)			**-**	**-**	**-**	**-**		

Water – Tillsonburg

OPERATING	2026 FORECAST	2026 BUDGET*	LESS: 2026 NON-RECURRING	2027 BASE BUDGET	2027 BUDGET IMPACTS	2027 BUDGET	$ OVER 2026 BUDGET	% OVER 2026 BUDGET
REVENUES								
GENERAL REVENUES	(26,428)	**(22,003)**	-	(9,168)	-	**(31,171)**	(9,168)	41.7%
WATER AND WASTEWATER RATES	(5,543,384)	**(5,388,578)**	91,981	(199,564)	(347,170)	**(5,843,331)**	(454,753)	8.4%
RESERVE REVENUES	(50,000)	**(50,000)**	-	-	(18,427)	**(68,427)**	(18,427)	36.9%
TOTAL REVENUES	**(5,619,812)**	**(5,460,581)**	**91,981**	**(208,732)**	**(365,597)**	**(5,942,929)**	**(482,348)**	**8.8%**
EXPENSES								
SALARIES AND BENEFITS	202,455	**202,455**	-	(53)	-	**202,402**	(53)	(0.0%)
OPERATING EXPENSES	198,015	**194,010**	-	5,260	-	**199,270**	5,260	2.7%
CONTRACTED SERVICES	1,832,470	**1,843,817**	(80,700)	151,252	29,250	**1,943,619**	99,802	5.4%
DEBT REPAYMENT	12,946	**12,946**	-	(8,442)	-	**4,504**	(8,442)	(65.2%)
CAPITAL RESERVE TRANSFERS	1,905,895	**1,905,895**	-	-	278,192	**2,184,087**	278,192	14.6%
FLEET AND FACILITY CHARGES	360,135	**362,673**	-	4,349	-	**367,022**	4,349	1.2%
INTERDEPARTMENTAL CHARGES	936,990	**938,785**	(11,281)	56,366	58,155	**1,042,025**	103,240	11.0%
TOTAL EXPENSES	**5,448,906**	**5,460,581**	**(91,981)**	**208,732**	**365,597**	**5,942,929**	**482,348**	**8.8%**
PROGRAM SURPLUS/(DEFICIT)								
OPERATING SURPLUS/(DEFICIT)	170,906	**-**	-	-	-	**-**	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	**170,906**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
NET OPERATING	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
CAPITAL								
CAPITAL REVENUES	(8,621,760)	**(10,289,190)**	2,000	7,960,690	(327,000)	**(2,653,500)**	7,635,690	(74.2%)
CAPITAL EXPENSES	8,621,760	**10,289,190**	(2,000)	(7,960,690)	327,000	**2,653,500**	(7,635,690)	(74.2%)
NET CAPITAL	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
SUMMARY								
TOTAL REVENUES	*(14,241,572)*	**(15,749,771)**	*93,981*	*7,751,958*	*(692,597)*	**(8,596,429)**	*7,153,342*	*(45.4%)*
TOTAL EXPENSES	*14,070,666*	**15,749,771**	*(93,981)*	*(7,751,958)*	*692,597*	**8,596,429**	*(7,153,342)*	*(45.4%)*
TOTAL PROGRAM SURPLUS/DEFICIT	*170,906*	**-**	-	-	-	**-**	-	-
TOTAL LEVY	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
% BUDGET INCREASE (DECREASE)			**-**	**-**	**-**	**-**		

Water – Ingersoll

OPERATING	2026 FORECAST	2026 BUDGET*	LESS: 2026 NON-RECURRING	2027 BASE BUDGET	2027 BUDGET IMPACTS	2027 BUDGET	$ OVER 2026 BUDGET	% OVER 2026 BUDGET
REVENUES								
GENERAL REVENUES	(60,100)	(73,780)	-	15,130	-	(58,650)	15,130	(20.5%)
WATER AND WASTEWATER RATES	(4,255,570)	(4,218,086)	8,576	(3,912)	(199,474)	(4,412,896)	(194,810)	4.6%
RESERVE REVENUES	(537,466)	(345,059)	-	295,059	(14,131)	(64,131)	280,928	(81.4%)
TOTAL REVENUES	**(4,853,136)**	**(4,636,925)**	**8,576**	**306,277**	**(213,605)**	**(4,535,677)**	**101,248**	**(2.2%)**
EXPENSES								
SALARIES AND BENEFITS	594,509	622,209	-	5,929	-	628,138	5,929	1.0%
OPERATING EXPENSES	279,474	286,850	-	(10,720)	-	276,130	(10,720)	(3.7%)
CONTRACTED SERVICES	269,770	260,870	-	(24,740)	-	236,130	(24,740)	(9.5%)
DEBT REPAYMENT	90,611	179,779	-	(1,863)	-	177,916	(1,863)	(1.0%)
CAPITAL RESERVE TRANSFERS	1,575,328	1,575,328	-	-	173,566	1,748,894	173,566	11.0%
RESERVE TRANSFERS	487,466	295,059	-	(295,059)	-	-	(295,059)	(100.0%)
FLEET AND FACILITY CHARGES	348,545	353,257	-	4,925	-	358,182	4,925	1.4%
INTERDEPARTMENTAL CHARGES	1,115,411	1,063,573	(8,576)	15,251	40,039	1,110,287	46,714	4.4%
TOTAL EXPENSES	**4,761,114**	**4,636,925**	**(8,576)**	**(306,277)**	**213,605**	**4,535,677**	**(101,248)**	**(2.2%)**
PROGRAM SURPLUS/(DEFICIT)								
OPERATING SURPLUS/(DEFICIT)	92,022	-	-	-	-	-	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	**92,022**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
NET OPERATING	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
CAPITAL								
CAPITAL REVENUES	(4,034,806)	(4,879,450)	400,000	2,722,550	(3,235,000)	(4,991,900)	(112,450)	2.3%
CAPITAL EXPENSES	4,034,806	4,879,450	(400,000)	(2,722,550)	3,235,000	4,991,900	112,450	2.3%
NET CAPITAL	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
SUMMARY								
TOTAL REVENUES	*(8,887,942)*	(9,516,375)	*408,576*	*3,028,827*	*(3,448,605)*	(9,527,577)	*(11,202)*	*0.1%*
TOTAL EXPENSES	*8,795,920*	9,516,375	*(408,576)*	*(3,028,827)*	*3,448,605*	9,527,577	*11,202*	*0.1%*
TOTAL PROGRAM SURPLUS/DEFICIT	*92,022*	-	-	-	-	-	-	-
TOTAL LEVY	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
% BUDGET INCREASE (DECREASE)			**-**	**-**	**-**	**-**		

Water – Townships

OPERATING	2026 FORECAST	2026 BUDGET*	LESS: 2026 NON-RECURRING	2027 BASE BUDGET	2027 BUDGET IMPACTS	2027 BUDGET	$ OVER 2026 BUDGET	% OVER 2026 BUDGET
REVENUES								
GENERAL REVENUES	(86,014)	(132,625)	-	42,595	-	(90,030)	42,595	(32.1%)
WATER AND WASTEWATER RATES	(5,364,039)	(5,261,333)	190,393	(74,979)	(354,217)	(5,500,136)	(238,803)	4.5%
RESERVE REVENUES	(377,242)	(130,783)	-	3,381	(15,751)	(143,153)	(12,370)	9.5%
TOTAL REVENUES	**(5,827,295)**	**(5,524,741)**	**190,393**	**(29,003)**	**(369,968)**	**(5,733,319)**	**(208,578)**	**3.8%**
EXPENSES								
SALARIES AND BENEFITS	1,195,640	1,067,190	-	15,729	-	1,082,919	15,729	1.5%
OPERATING EXPENSES	552,869	500,664	-	(12,674)	-	487,990	(12,674)	(2.5%)
CONTRACTED SERVICES	642,356	707,770	(178,000)	(14,310)	79,250	594,710	(113,060)	(16.0%)
DEBT REPAYMENT	131,893	131,893	-	(4,491)	-	127,402	(4,491)	(3.4%)
CAPITAL RESERVE TRANSFERS	920,123	920,123	-	-	232,791	1,152,914	232,791	25.3%
RESERVE TRANSFERS	246,459	-	-	-	-	-	-	-
FLEET AND FACILITY CHARGES	677,277	660,175	-	20,855	-	681,030	20,855	3.2%
INTERDEPARTMENTAL CHARGES	1,611,836	1,536,926	(12,393)	23,895	57,927	1,606,355	69,429	4.5%
TOTAL EXPENSES	**5,978,453**	**5,524,741**	**(190,393)**	**29,004**	**369,968**	**5,733,320**	**208,579**	**3.8%**
PROGRAM SURPLUS/(DEFICIT)								
OPERATING SURPLUS/(DEFICIT)	(151,158)	-	-	-	-	-	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	**(151,158)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
NET OPERATING	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
CAPITAL								
CAPITAL REVENUES	(4,216,725)	(4,678,429)	834,000	1,151,599	(1,315,000)	(4,007,830)	670,599	(14.3%)
CAPITAL EXPENSES	4,216,725	4,678,429	(834,000)	(1,151,599)	1,315,000	4,007,830	(670,599)	(14.3%)
NET CAPITAL	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
SUMMARY								
TOTAL REVENUES	*(10,044,020)*	**(10,203,170)**	*1,024,393*	*1,122,596*	*(1,684,968)*	**(9,741,149)**	*462,021*	*(4.5%)*
TOTAL EXPENSES	*10,195,178*	**10,203,170**	*(1,024,393)*	*(1,122,595)*	*1,684,968*	**9,741,150**	*(462,020)*	*(4.5%)*
TOTAL PROGRAM SURPLUS/DEFICIT	*(151,158)*	**-**	-	-	-	**-**	-	-
TOTAL LEVY	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
% BUDGET INCREASE (DECREASE)			**-**	**-**	**-**	**-**		

Wastewater – Detailed System Reports

General

			LESS: 2026	2027	2027		$ OVER	% OVER
	2026	2026	NON-	BASE	BUDGET	2027	2026	2026
OPERATING	FORECAST	BUDGET*	RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET	BUDGET
REVENUES								
GENERAL REVENUES	(47,000)	**(47,000)**	-	8,940	-	**(38,060)**	8,940	(19.0%)
TOTAL REVENUES	**(47,000)**	**(47,000)**	**-**	**8,940**	**-**	**(38,060)**	**8,940**	**(19.0%)**
EXPENSES								
SALARIES AND BENEFITS	1,778,704	**1,778,704**	-	74,525	20,132	**1,873,361**	94,657	5.3%
OPERATING EXPENSES	340,912	**320,302**	(14,405)	593	5,860	**312,350**	(7,952)	(2.5%)
CONTRACTED SERVICES	68,132	**69,330**	(18,000)	11,310	135,400	**198,040**	128,710	185.6%
FLEET AND FACILITY CHARGES	953,309	**811,699**	(5,095)	64,694	9,415	**880,713**	69,014	8.5%
INTERDEPARTMENTAL CHARGES	(3,094,057)	**(2,933,035)**	37,500	(160,062)	(170,807)	**(3,226,404)**	(293,369)	10.0%
TOTAL EXPENSES	**47,000**	**47,000**	**-**	**(8,940)**	**-**	**38,060**	**(8,940)**	**(19.0%)**
NET OPERATING	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
CAPITAL								
CAPITAL REVENUES	(4,416,535)	**(4,860,592)**	(520,316)	4,328,908	(170,675)	**(1,222,675)**	3,637,917	(74.8%)
CAPITAL EXPENSES	4,416,535	**4,860,592**	520,316	(4,328,908)	170,675	**1,222,675**	(3,637,917)	(74.8%)
NET CAPITAL	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
SUMMARY								
TOTAL REVENUES	*(4,463,535)*	**(4,907,592)**	*(520,316)*	*4,337,848*	*(170,675)*	**(1,260,735)**	*3,646,857*	*(74.3%)*
TOTAL EXPENSES	*4,463,535*	**4,907,592**	*520,316*	*(4,337,848)*	*170,675*	**1,260,735**	*(3,646,857)*	*(74.3%)*
TOTAL LEVY	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
% BUDGET INCREASE (DECREASE)			**-**	**-**	**-**	**-**		

Wastewater – Woodstock

OPERATING	2026 FORECAST	2026 BUDGET*	LESS: 2026 NON-RECURRING	2027 BASE BUDGET	2027 BUDGET IMPACTS	2027 BUDGET	$ OVER 2026 BUDGET	% OVER 2026 BUDGET
REVENUES								
GENERAL REVENUES	(301,783)	**(303,911)**	-	8,330	-	**(295,581)**	8,330	(2.7%)
WATER AND WASTEWATER RATES	(9,526,697)	**(9,347,058)**	68,132	(89,361)	(678,731)	**(10,047,018)**	(699,960)	7.5%
RESERVE REVENUES	(4,868)	**(6,571)**	-	(350,363)	(97,711)	**(454,645)**	(448,074)	6,819.0%
TOTAL REVENUES	**(9,833,348)**	**(9,657,540)**	**68,132**	**(431,394)**	**(776,442)**	**(10,797,244)**	**(1,139,704)**	**11.8%**
EXPENSES								
SALARIES AND BENEFITS	865,234	**865,234**	-	63,047	30,943	**959,224**	93,990	10.9%
OPERATING EXPENSES	759,242	**782,485**	-	(20,465)	-	**762,020**	(20,465)	(2.6%)
CONTRACTED SERVICES	1,958,382	**2,014,882**	(50,000)	40,091	71,704	**2,076,677**	61,795	3.1%
DEBT REPAYMENT	423,810	**423,810**	-	220,399	-	**644,209**	220,399	52.0%
CAPITAL RESERVE TRANSFERS	2,626,129	**2,626,129**	-	-	584,484	**3,210,613**	584,484	22.3%
FLEET AND FACILITY CHARGES	1,274,764	**1,309,495**	-	(446)	-	**1,309,049**	(446)	(0.0%)
INTERDEPARTMENTAL CHARGES	1,662,203	**1,635,505**	(18,132)	128,767	89,311	**1,835,451**	199,946	12.2%
TOTAL EXPENSES	**9,569,764**	**9,657,540**	**(68,132)**	**431,393**	**776,442**	**10,797,243**	**1,139,703**	**11.8%**
PROGRAM SURPLUS/(DEFICIT)								
OPERATING SURPLUS/(DEFICIT)	263,585	**-**	-	-	-	**-**	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	**263,585**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
NET OPERATING	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
CAPITAL								
CAPITAL REVENUES	(7,469,415)	**(13,930,620)**	1,615,126	2,090,768	(8,233,000)	**(18,457,726)**	(4,527,106)	32.5%
CAPITAL EXPENSES	7,469,415	**13,930,620**	(1,615,126)	(2,090,768)	8,233,000	**18,457,726**	4,527,106	32.5%
NET CAPITAL	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
SUMMARY								
TOTAL REVENUES	*(17,302,763)*	**(23,588,160)**	*1,683,258*	*1,659,374*	*(9,009,442)*	**(29,254,970)**	*(5,666,810)*	*24.0%*
TOTAL EXPENSES	*17,039,179*	**23,588,160**	*(1,683,258)*	*(1,659,375)*	*9,009,442*	**29,254,969**	*5,666,809*	*24.0%*
TOTAL PROGRAM SURPLUS/DEFICIT	*263,585*	**-**	-	-	-	**-**	-	-
TOTAL LEVY	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
% BUDGET INCREASE (DECREASE)			**-**	**-**	**-**	**-**		

Wastewater – Tillsonburg

OPERATING	2026 FORECAST	2026 BUDGET*	LESS: 2026 NON-RECURRING	2027 BASE BUDGET	2027 BUDGET IMPACTS	2027 BUDGET	$ OVER 2026 BUDGET	% OVER 2026 BUDGET
REVENUES								
GENERAL REVENUES	(268,936)	(265,436)	-	(59,803)	-	(325,239)	(59,803)	22.5%
WATER AND WASTEWATER RATES	(4,491,423)	(4,335,562)	7,201	91,886	(428,738)	(4,665,213)	(329,651)	7.6%
RESERVE REVENUES	(8,247)	(7,210)	-	7,210	(17,916)	(17,916)	(10,706)	148.5%
TOTAL REVENUES	**(4,768,606)**	**(4,608,208)**	**7,201**	**39,293**	**(446,654)**	**(5,008,368)**	**(400,160)**	**8.7%**
EXPENSES								
SALARIES AND BENEFITS	487,044	431,444	-	32,008	14,371	477,823	46,379	10.7%
OPERATING EXPENSES	463,380	366,625	-	45,740	-	412,365	45,740	12.5%
CONTRACTED SERVICES	1,088,762	1,142,512	-	(151,148)	-	991,364	(151,148)	(13.2%)
DEBT REPAYMENT	85,767	85,767	-	(10,349)	-	75,418	(10,349)	(12.1%)
CAPITAL RESERVE TRANSFERS	1,320,170	1,320,170	-	-	396,608	1,716,778	396,608	30.0%
FLEET AND FACILITY CHARGES	555,321	572,643	-	(17,515)	-	555,128	(17,515)	(3.1%)
INTERDEPARTMENTAL CHARGES	705,334	689,047	(7,201)	61,970	35,675	779,491	90,444	13.1%
TOTAL EXPENSES	**4,705,778**	**4,608,208**	**(7,201)**	**(39,294)**	**446,654**	**5,008,367**	**400,159**	**8.7%**
PROGRAM SURPLUS/(DEFICIT)								
OPERATING SURPLUS/(DEFICIT)	62,827	-	-	-	-	-	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	**62,827**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
NET OPERATING	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
CAPITAL								
CAPITAL REVENUES	(4,211,628)	(4,084,828)	250,000	689,168	(509,000)	(3,654,660)	430,168	(10.5%)
CAPITAL EXPENSES	4,211,628	4,084,828	(250,000)	(689,168)	509,000	3,654,660	(430,168)	(10.5%)
NET CAPITAL	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
SUMMARY								
TOTAL REVENUES	*(8,980,234)*	(8,693,036)	*257,201*	*728,461*	*(955,654)*	(8,663,028)	*30,008*	*(0.3%)*
TOTAL EXPENSES	*8,917,406*	8,693,036	*(257,201)*	*(728,462)*	*955,654*	8,663,027	*(30,009)*	*(0.3%)*
TOTAL PROGRAM SURPLUS/DEFICIT	*62,827*	-	-	-	-	-	-	-
TOTAL LEVY	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
% BUDGET INCREASE (DECREASE)			**-**	**-**	**-**	**-**		

Wastewater – Ingersoll

OPERATING	2026 FORECAST	2026 BUDGET*	LESS: 2026 NON-RECURRING	2027 BASE BUDGET	2027 BUDGET IMPACTS	2027 BUDGET	$ OVER 2026 BUDGET	% OVER 2026 BUDGET
REVENUES								
GENERAL REVENUES	(151,140)	(168,540)	-	9,200	-	(159,340)	9,200	(5.5%)
WATER AND WASTEWATER RATES	(4,185,152)	(4,159,457)	5,668	(118,832)	(37,729)	(4,310,350)	(150,893)	3.6%
RESERVE REVENUES	(1,024,769)	(310,660)	-	(366,234)	(14,262)	(691,156)	(380,496)	122.5%
TOTAL REVENUES	**(5,361,061)**	**(4,638,657)**	**5,668**	**(475,866)**	**(51,991)**	**(5,160,846)**	**(522,189)**	**11.3%**
EXPENSES								
SALARIES AND BENEFITS	552,098	552,098	-	74,641	13,506	640,245	88,147	16.0%
OPERATING EXPENSES	385,986	371,370	-	3,215	-	374,585	3,215	0.9%
CONTRACTED SERVICES	301,862	339,735	-	(58,195)	-	281,540	(58,195)	(17.1%)
DEBT REPAYMENT	656,034	656,034	-	385,040	-	1,041,074	385,040	58.7%
CAPITAL RESERVE TRANSFERS	1,370,659	1,370,659	-	-	11,355	1,382,014	11,355	0.8%
RESERVE TRANSFERS	741,442	-	-	-	-	-	-	-
FLEET AND FACILITY CHARGES	561,573	560,045	-	14,731	-	574,776	14,731	2.6%
INTERDEPARTMENTAL CHARGES	829,381	788,716	(5,668)	56,434	27,130	866,612	77,896	9.9%
TOTAL EXPENSES	**5,399,035**	**4,638,657**	**(5,668)**	**475,866**	**51,991**	**5,160,846**	**522,189**	**11.3%**
PROGRAM SURPLUS/(DEFICIT)								
OPERATING SURPLUS/(DEFICIT)	(37,974)	-	-	-	-	-	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	**(37,974)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
NET OPERATING	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
CAPITAL								
CAPITAL REVENUES	(5,848,870)	(6,630,347)	108,000	4,344,039	(3,877,000)	(6,055,308)	575,039	(8.7%)
CAPITAL EXPENSES	5,848,870	6,630,347	(108,000)	(4,344,039)	3,877,000	6,055,308	(575,039)	(8.7%)
NET CAPITAL	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
SUMMARY								
TOTAL REVENUES	*(11,209,931)*	**(11,269,004)**	*113,668*	*3,868,173*	*(3,928,991)*	**(11,216,154)**	*52,850*	*(0.5%)*
TOTAL EXPENSES	*11,247,905*	**11,269,004**	*(113,668)*	*(3,868,173)*	*3,928,991*	**11,216,154**	*(52,850)*	*(0.5%)*
TOTAL PROGRAM SURPLUS/DEFICIT	*(37,974)*	**-**	-	-	-	**-**	-	-
TOTAL LEVY	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
% BUDGET INCREASE (DECREASE)			**-**	**-**	**-**	**-**		

Wastewater – Norwich

OPERATING	2026 FORECAST	2026 BUDGET*	LESS: 2026 NON-RECURRING	2027 BASE BUDGET	2027 BUDGET IMPACTS	2027 BUDGET	$ OVER 2026 BUDGET	% OVER 2026 BUDGET
REVENUES								
GENERAL REVENUES	(15,000)	**(40,000)**	-	25,000	-	**(15,000)**	25,000	(62.5%)
WATER AND WASTEWATER RATES	(1,010,464)	**(990,685)**	40,214	(71,822)	(16,206)	**(1,038,499)**	(47,814)	4.8%
RESERVE REVENUES	(30,751)	**(29,554)**	-	25,912	-	**(3,642)**	25,912	(87.7%)
TOTAL REVENUES	**(1,056,215)**	**(1,060,239)**	**40,214**	**(20,910)**	**(16,206)**	**(1,057,141)**	**3,098**	**(0.3%)**
EXPENSES								
SALARIES AND BENEFITS	89,243	**140,943**	-	5,764	1,094	**147,801**	6,858	4.9%
OPERATING EXPENSES	70,816	**74,435**	-	(1,095)	-	**73,340**	(1,095)	(1.5%)
CONTRACTED SERVICES	122,980	**136,915**	(38,680)	(17,685)	-	**80,550**	(56,365)	(41.2%)
CAPITAL RESERVE TRANSFERS	390,664	**390,664**	-	-	7,780	**398,444**	7,780	2.0%
FLEET AND FACILITY CHARGES	122,307	**103,780**	-	19,006	-	**122,786**	19,006	18.3%
INTERDEPARTMENTAL CHARGES	224,511	**213,502**	(1,534)	14,919	7,332	**234,219**	20,717	9.7%
TOTAL EXPENSES	**1,020,521**	**1,060,239**	**(40,214)**	**20,909**	**16,206**	**1,057,140**	**(3,099)**	**(0.3%)**
PROGRAM SURPLUS/(DEFICIT)								
OPERATING SURPLUS/(DEFICIT)	35,693	**-**	-	-	-	**-**	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	**35,693**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
NET OPERATING	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
CAPITAL								
CAPITAL REVENUES	(928,400)	**(1,618,300)**	-	1,595,000	(560,000)	**(583,300)**	1,035,000	(64.0%)
CAPITAL EXPENSES	928,400	**1,618,300**	-	(1,595,000)	560,000	**583,300**	(1,035,000)	(64.0%)
NET CAPITAL	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
SUMMARY								
TOTAL REVENUES	*(1,984,615)*	**(2,678,539)**	*40,214*	*1,574,090*	*(576,206)*	**(1,640,441)**	*1,038,098*	*(38.8%)*
TOTAL EXPENSES	*1,948,921*	**2,678,539**	*(40,214)*	*(1,574,091)*	*576,206*	**1,640,440**	*(1,038,099)*	*(38.8%)*
TOTAL PROGRAM SURPLUS/DEFICIT	*35,693*	**-**	-	-	-	**-**	-	-
TOTAL LEVY	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
% BUDGET INCREASE (DECREASE)			**-**	**-**	**-**	**-**		

Wastewater – Tavistock

OPERATING	2026 FORECAST	2026 BUDGET*	LESS: 2026 NON-RECURRING	2027 BASE BUDGET	2027 BUDGET IMPACTS	2027 BUDGET	$ OVER 2026 BUDGET	% OVER 2026 BUDGET
REVENUES								
GENERAL REVENUES	(646,500)	**(545,000)**	-	(112,800)	-	**(657,800)**	(112,800)	20.7%
WATER AND WASTEWATER RATES	(1,530,300)	**(1,496,123)**	1,408	266,742	(358,616)	**(1,586,589)**	(90,466)	6.0%
RESERVE REVENUES	(172,927)	**(176,921)**	-	152,400	(3,424)	**(27,945)**	148,976	(84.2%)
TOTAL REVENUES	**(2,349,727)**	**(2,218,044)**	**1,408**	**306,342**	**(362,040)**	**(2,272,334)**	**(54,290)**	**2.4%**
EXPENSES								
SALARIES AND BENEFITS	117,294	**154,194**	-	6,728	2,408	**163,330**	9,136	5.9%
OPERATING EXPENSES	283,633	**273,685**	-	25,700	-	**299,385**	25,700	9.4%
CONTRACTED SERVICES	82,643	**85,838**	-	(7,443)	-	**78,395**	(7,443)	(8.7%)
DEBT REPAYMENT	776,465	**776,465**	-	(344,974)	-	**431,491**	(344,974)	(44.4%)
CAPITAL RESERVE TRANSFERS	356,449	**356,449**	-	-	352,841	**709,290**	352,841	99.0%
FLEET AND FACILITY CHARGES	356,991	**375,524**	-	(2,024)	-	**373,500**	(2,024)	(0.5%)
INTERDEPARTMENTAL CHARGES	205,988	**195,889**	(1,408)	15,671	6,791	**216,943**	21,054	10.7%
TOTAL EXPENSES	**2,179,463**	**2,218,044**	**(1,408)**	**(306,342)**	**362,040**	**2,272,334**	**54,290**	**2.4%**
PROGRAM SURPLUS/(DEFICIT)								
OPERATING SURPLUS/(DEFICIT)	170,265	-	-	-	-	-	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	**170,265**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
NET OPERATING	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
CAPITAL								
CAPITAL REVENUES	(1,791,840)	**(2,540,649)**	750,000	(1,677,571)	(4,500,000)	**(7,968,220)**	(5,427,571)	213.6%
CAPITAL EXPENSES	1,791,840	**2,540,649**	(750,000)	1,677,571	4,500,000	**7,968,220**	5,427,571	213.6%
NET CAPITAL	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
SUMMARY								
TOTAL REVENUES	*(4,141,567)*	**(4,758,693)**	*751,408*	*(1,371,229)*	*(4,862,040)*	**(10,240,554)**	*(5,481,861)*	*115.2%*
TOTAL EXPENSES	*3,971,303*	**4,758,693**	*(751,408)*	*1,371,229*	*4,862,040*	**10,240,554**	*5,481,861*	*115.2%*
TOTAL PROGRAM SURPLUS/DEFICIT	*170,265*	**-**	-	-	-	**-**	-	-
TOTAL LEVY	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
% BUDGET INCREASE (DECREASE)			**-**	**-**	**-**	**-**		

Wastewater – Plattsville

OPERATING	2026 FORECAST	2026 BUDGET*	LESS: 2026 NON-RECURRING	2027 BASE BUDGET	2027 BUDGET IMPACTS	2027 BUDGET	$ OVER 2026 BUDGET	% OVER 2026 BUDGET
REVENUES								
GENERAL REVENUES	(5,600)	**(5,600)**	-	(100)	-	**(5,700)**	(100)	1.8%
WATER AND WASTEWATER RATES	(676,856)	**(682,851)**	36,344	(54,925)	(10,669)	**(712,101)**	(29,250)	4.3%
RESERVE REVENUES	(631,683)	**(54,869)**	-	54,869	(1,641)	**(1,641)**	53,228	(97.0%)
TOTAL REVENUES	**(1,314,139)**	**(743,320)**	**36,344**	**(156)**	**(12,310)**	**(719,442)**	**23,878**	**(3.2%)**
EXPENSES								
SALARIES AND BENEFITS	69,012	**98,662**	-	4,425	1,533	**104,620**	5,958	6.0%
OPERATING EXPENSES	82,111	**79,615**	-	6,475	-	**86,090**	6,475	8.1%
CONTRACTED SERVICES	81,125	**64,945**	(35,680)	9,845	-	**39,110**	(25,835)	(39.8%)
CAPITAL RESERVE TRANSFERS	249,148	**249,148**	-	-	7,590	**256,738**	7,590	3.0%
RESERVE TRANSFERS	604,927	**27,878**	-	(27,878)	-	**-**	(27,878)	(100.0%)
FLEET AND FACILITY CHARGES	130,760	**130,746**	-	312	-	**131,058**	312	0.2%
INTERDEPARTMENTAL CHARGES	97,086	**92,326**	(664)	6,977	3,187	**101,826**	9,500	10.3%
TOTAL EXPENSES	**1,314,169**	**743,320**	**(36,344)**	**156**	**12,310**	**719,442**	**(23,878)**	**(3.2%)**
PROGRAM SURPLUS/(DEFICIT)								
OPERATING SURPLUS/(DEFICIT)	(31)	**-**	-	-	-	**-**	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	**(31)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
NET OPERATING	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
CAPITAL								
CAPITAL REVENUES	(600,000)	**(699,703)**	-	(4,478,297)	-	**(5,178,000)**	(4,478,297)	640.0%
CAPITAL EXPENSES	600,000	**699,703**	-	4,478,297	-	**5,178,000**	4,478,297	640.0%
NET CAPITAL	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
SUMMARY								
TOTAL REVENUES	*(1,914,139)*	**(1,443,023)**	*36,344*	*(4,478,453)*	*(12,310)*	**(5,897,442)**	*(4,454,419)*	*308.7%*
TOTAL EXPENSES	*1,914,169*	**1,443,023**	*(36,344)*	*4,478,453*	*12,310*	**5,897,442**	*4,454,419*	*308.7%*
TOTAL PROGRAM SURPLUS/DEFICIT	*(31)*	**-**	-	-	-	**-**	-	-
TOTAL LEVY	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
% BUDGET INCREASE (DECREASE)			**-**	**-**	**-**	**-**		

Wastewater – Thamesford

OPERATING	2026 FORECAST	2026 BUDGET*	LESS: 2026 NON-RECURRING	2027 BASE BUDGET	2027 BUDGET IMPACTS	2027 BUDGET	$ OVER 2026 BUDGET	% OVER 2026 BUDGET
REVENUES								
GENERAL REVENUES	(8,000)	**(8,000)**	-	-	-	**(8,000)**	-	-
WATER AND WASTEWATER RATES	(1,201,984)	**(1,230,840)**	39,933	(84,761)	(16,839)	**(1,292,507)**	(61,667)	5.0%
RESERVE REVENUES	(29,538)	**(29,368)**	-	29,368	(2,872)	**(2,872)**	26,496	(90.2%)
TOTAL REVENUES	**(1,239,522)**	**(1,268,208)**	**39,933**	**(55,393)**	**(19,711)**	**(1,303,379)**	**(35,171)**	**2.8%**
EXPENSES								
SALARIES AND BENEFITS	182,764	**149,764**	-	9,071	1,751	**160,586**	10,822	7.2%
OPERATING EXPENSES	123,620	**113,810**	-	5,040	-	**118,850**	5,040	4.4%
CONTRACTED SERVICES	165,242	**148,105**	(38,680)	7,235	-	**116,660**	(31,445)	(21.2%)
DEBT REPAYMENT	59,372	**59,372**	-	(1,987)	-	**57,385**	(1,987)	(3.3%)
CAPITAL RESERVE TRANSFERS	418,974	**418,974**	-	-	11,948	**430,922**	11,948	2.9%
FLEET AND FACILITY CHARGES	219,088	**203,708**	-	23,240	-	**226,948**	23,240	11.4%
INTERDEPARTMENTAL CHARGES	183,473	**174,475**	(1,253)	12,794	6,012	**192,028**	17,553	10.1%
TOTAL EXPENSES	**1,352,533**	**1,268,208**	**(39,933)**	**55,393**	**19,711**	**1,303,379**	**35,171**	**2.8%**
PROGRAM SURPLUS/(DEFICIT)								
OPERATING SURPLUS/(DEFICIT)	(113,010)	**-**	-	-	-	**-**	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	**(113,010)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
NET OPERATING	**1**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
CAPITAL								
CAPITAL REVENUES	(6,265,495)	**(6,282,295)**	47,855	285,294	-	**(5,949,146)**	333,149	(5.3%)
CAPITAL EXPENSES	6,265,495	**6,282,295**	(47,855)	(285,294)	-	**5,949,146**	(333,149)	(5.3%)
NET CAPITAL	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
SUMMARY								
TOTAL REVENUES	*(7,505,017)*	**(7,550,503)**	*87,788*	*229,901*	*(19,711)*	**(7,252,525)**	*297,978*	*(3.9%)*
TOTAL EXPENSES	*7,618,028*	**7,550,503**	*(87,788)*	*(229,901)*	*19,711*	**7,252,525**	*(297,978)*	*(3.9%)*
TOTAL PROGRAM SURPLUS/DEFICIT	*(113,010)*	**-**	-	-	-	**-**	-	-
TOTAL LEVY	**1**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
% BUDGET INCREASE (DECREASE)			**-**	**-**	**-**	**-**		

Wastewater – Drumbo

OPERATING	2026 FORECAST	2026 BUDGET*	LESS: 2026 NON-RECURRING	2027 BASE BUDGET	2027 BUDGET IMPACTS	2027 BUDGET	$ OVER 2026 BUDGET	% OVER 2026 BUDGET
REVENUES								
GENERAL REVENUES	-	(500)	-	500	-	-	500	(100.0%)
WATER AND WASTEWATER RATES	(451,158)	(460,992)	10,374	(111,289)	(4,987)	(566,894)	(105,902)	23.0%
RESERVE REVENUES	(149,745)	(136,290)	-	102,017	(947)	(35,220)	101,070	(74.2%)
TOTAL REVENUES	(600,903)	(597,782)	10,374	(8,772)	(5,934)	(602,114)	(4,332)	0.7%
EXPENSES								
SALARIES AND BENEFITS	88,310	111,310	-	5,507	1,751	118,568	7,258	6.5%
OPERATING EXPENSES	62,142	52,835	-	1,205	-	54,040	1,205	2.3%
CONTRACTED SERVICES	86,588	77,365	(10,000)	21,135	-	88,500	11,135	14.4%
DEBT REPAYMENT	207,938	207,938	-	(4,512)	-	203,426	(4,512)	(2.2%)
CAPITAL RESERVE TRANSFERS	-	-	-	-	2,405	2,405	2,405	-
RESERVE TRANSFERS	22,228	22,228	-	(22,228)	-	-	(22,228)	(100.0%)
FLEET AND FACILITY CHARGES	79,087	74,172	-	4,194	-	78,366	4,194	5.7%
INTERDEPARTMENTAL CHARGES	54,611	51,934	(374)	3,472	1,778	56,810	4,876	9.4%
TOTAL EXPENSES	600,904	597,782	(10,374)	8,773	5,934	602,115	4,333	0.7%
PROGRAM SURPLUS/(DEFICIT)								
TOTAL PROGRAM SURPLUS/(DEFICIT)	-	-	-	-	-	-	-	-
NET OPERATING	-	-	-	-	-	-	-	-
CAPITAL								
CAPITAL REVENUES	(327,000)	(927,745)	340,000	(64,255)	-	(652,000)	275,745	(29.7%)
CAPITAL EXPENSES	327,000	927,745	(340,000)	64,255	-	652,000	(275,745)	(29.7%)
NET CAPITAL	-	-	-	-	-	-	-	-
SUMMARY								
TOTAL REVENUES	*(927,903)*	(1,525,527)	*350,374*	*(73,027)*	*(5,934)*	(1,254,114)	*271,413*	*(17.8%)*
TOTAL EXPENSES	*927,904*	1,525,527	*(350,374)*	*73,028*	*5,934*	1,254,115	*(271,412)*	*(17.8%)*
TOTAL PROGRAM SURPLUS/DEFICIT	-	-	-	-	-	-	-	-
TOTAL LEVY	-	-	-	-	-	-	-	-
% BUDGET INCREASE (DECREASE)			-	-	-	-		

Wastewater - Mt. Elgin

OPERATING	2026 FORECAST	2026 BUDGET*	LESS: 2026 NON-RECURRING	2027 BASE BUDGET	2027 BUDGET IMPACTS	2027 BUDGET	$ OVER 2026 BUDGET	% OVER 2026 BUDGET
REVENUES								
GENERAL REVENUES	(39,053)	**(39,053)**	-	1	-	**(39,052)**	1	(0.0%)
WATER AND WASTEWATER RATES	(306,065)	**(316,349)**	275	5,535	(36,983)	**(347,522)**	(31,173)	9.9%
RESERVE REVENUES	-	**(97)**	-	97	(574)	**(574)**	(477)	491.8%
TOTAL REVENUES	**(345,118)**	**(355,499)**	**275**	**5,633**	**(37,557)**	**(387,148)**	**(31,649)**	**8.9%**
EXPENSES								
SALARIES AND BENEFITS	78,656	**66,756**	-	2,664	656	**70,076**	3,320	5.0%
OPERATING EXPENSES	41,405	**38,610**	-	(9,620)	14,000	**42,990**	4,380	11.3%
CONTRACTED SERVICES	33,783	**27,885**	-	2,505	-	**30,390**	2,505	9.0%
DEBT REPAYMENT	39,053	**39,053**	-	(1)	-	**39,052**	(1)	(0.0%)
CAPITAL RESERVE TRANSFERS	91,671	**91,671**	-	-	21,575	**113,246**	21,575	23.5%
FLEET AND FACILITY CHARGES	48,369	**53,107**	-	(4,071)	-	**49,036**	(4,071)	(7.7%)
INTERDEPARTMENTAL CHARGES	40,399	**38,417**	(275)	2,891	1,326	**42,359**	3,942	10.3%
TOTAL EXPENSES	**373,336**	**355,499**	**(275)**	**(5,632)**	**37,557**	**387,149**	**31,650**	**8.9%**
PROGRAM SURPLUS/(DEFICIT)								
OPERATING SURPLUS/(DEFICIT)	(28,218)	**-**	-	-	-	**-**	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	**(28,218)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
NET OPERATING	**-**	**-**	**-**	**-**	**-**	**-**	**-1**	**-**
CAPITAL								
CAPITAL REVENUES	(535,000)	**(4,664,834)**	1,830,000	(1,322,166)	(750,000)	**(4,907,000)**	(242,166)	5.2%
CAPITAL EXPENSES	535,000	**4,664,834**	(1,830,000)	1,322,166	750,000	**4,907,000**	242,166	5.2%
NET CAPITAL	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
SUMMARY								
TOTAL REVENUES	*(880,118)*	**(5,020,333)**	*1,830,275*	*(1,316,533)*	*(787,557)*	**(5,294,148)**	*(273,815)*	*5.5%*
TOTAL EXPENSES	*908,336*	**5,020,333**	*(1,830,275)*	*1,316,534*	*787,557*	**5,294,149**	*273,816*	*5.5%*
TOTAL PROGRAM SURPLUS/DEFICIT	*(28,218)*	**-**	-	-	-	**-**	-	-
TOTAL LEVY	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
% BUDGET INCREASE (DECREASE)			**-**	**-**	**-**	**-**		

Wastewater – Embro

OPERATING	2026 FORECAST	2026 BUDGET*	LESS: 2026 NON-RECURRING	2027 BASE BUDGET	2027 BUDGET IMPACTS	2027 BUDGET	$ OVER 2026 BUDGET	% OVER 2026 BUDGET
REVENUES								
GENERAL REVENUES	(2,894)	(4,394)	-	4,394	-	-	4,394	(100.0%)
WATER AND WASTEWATER RATES	(338,596)	(358,670)	29,712	(35,594)	(10,636)	(375,188)	(16,518)	4.6%
RESERVE REVENUES	(22,144)	(22,081)	-	22,081	(916)	(916)	21,165	(95.9%)
TOTAL REVENUES	**(363,634)**	**(385,145)**	**29,712**	**(9,119)**	**(11,552)**	**(376,104)**	**9,041**	**(2.3%)**
EXPENSES								
SALARIES AND BENEFITS	36,004	51,404	-	(18,503)	-	32,901	(18,503)	(36.0%)
OPERATING EXPENSES	37,255	41,090	-	(1,500)	-	39,590	(1,500)	(3.7%)
CONTRACTED SERVICES	65,233	56,250	(29,340)	9,900	-	36,810	(19,440)	(34.6%)
DEBT REPAYMENT	2,894	2,894	-	(2,894)	-	-	(2,894)	(100.0%)
CAPITAL RESERVE TRANSFERS	104,994	104,994	-	-	9,763	114,757	9,763	9.3%
FLEET AND FACILITY CHARGES	41,804	36,731	-	6,171	-	42,902	6,171	16.8%
INTERDEPARTMENTAL CHARGES	105,451	91,782	(372)	15,944	1,789	109,143	17,361	18.9%
TOTAL EXPENSES	**393,635**	**385,145**	**(29,712)**	**9,118**	**11,552**	**376,103**	**(9,042)**	**(2.3%)**
PROGRAM SURPLUS/(DEFICIT)								
OPERATING SURPLUS/(DEFICIT)	(30,002)	-	-	-	-	-	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	**(30,002)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
NET OPERATING	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
CAPITAL								
CAPITAL REVENUES	(20,000)	(20,000)	-	(597,000)	-	(617,000)	(597,000)	2,985.0%
CAPITAL EXPENSES	20,000	20,000	-	597,000	-	617,000	597,000	2,985.0%
NET CAPITAL	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
SUMMARY								
TOTAL REVENUES	*(383,634)*	**(405,145)**	*29,712*	*(606,119)*	*(11,552)*	**(993,104)**	*(587,959)*	*145.1%*
TOTAL EXPENSES	*413,635*	**405,145**	*(29,712)*	*606,118*	*11,552*	**993,103**	*587,958*	*145.1%*
TOTAL PROGRAM SURPLUS/DEFICIT	*(30,002)*	**-**	-	-	-	**-**	-	-
TOTAL LEVY	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
% BUDGET INCREASE (DECREASE)			**-**	**-**	**-**	**-**		

Wastewater – Innerkip

OPERATING	2026 FORECAST	2026 BUDGET*	LESS: 2026 NON-RECURRING	2027 BASE BUDGET	2027 BUDGET IMPACTS	2027 BUDGET	$ OVER 2026 BUDGET	% OVER 2026 BUDGET
REVENUES								
GENERAL REVENUES	(4,758)	**(6,258)**	-	2,758	-	**(3,500)**	2,758	(44.1%)
WATER AND WASTEWATER RATES	(484,580)	**(480,363)**	29,958	(23,652)	(22,490)	**(496,547)**	(16,184)	3.4%
RESERVE REVENUES	(21,933)	**(22,151)**	-	22,151	(1,511)	**(1,511)**	20,640	(93.2%)
TOTAL REVENUES	**(511,271)**	**(508,772)**	**29,958**	**1,257**	**(24,001)**	**(501,558)**	**7,214**	**(1.4%)**
EXPENSES								
SALARIES AND BENEFITS	24,076	**50,976**	-	(18,503)	-	**32,473**	(18,503)	(36.3%)
OPERATING EXPENSES	100,895	**88,650**	-	11,000	-	**99,650**	11,000	12.4%
CONTRACTED SERVICES	82,420	**83,420**	(29,340)	(18,740)	-	**35,340**	(48,080)	(57.6%)
DEBT REPAYMENT	1,258	**1,258**	-	(1,258)	-	**-**	(1,258)	(100.0%)
CAPITAL RESERVE TRANSFERS	109,483	**102,405**	-	-	21,025	**123,430**	21,025	20.5%
FLEET AND FACILITY CHARGES	52,536	**51,965**	-	(316)	-	**51,649**	(316)	(0.6%)
INTERDEPARTMENTAL CHARGES	153,539	**130,098**	(618)	26,561	2,976	**159,017**	28,919	22.2%
TOTAL EXPENSES	**524,207**	**508,772**	**(29,958)**	**(1,256)**	**24,001**	**501,559**	**(7,213)**	**(1.4%)**
PROGRAM SURPLUS/(DEFICIT)								
OPERATING SURPLUS/(DEFICIT)	(12,935)	**-**	-	-	-	**-**	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	**(12,935)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
NET OPERATING	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
CAPITAL								
CAPITAL REVENUES	(25,000)	**(25,000)**	-	25,000	-	**-**	25,000	(100.0%)
CAPITAL EXPENSES	25,000	**25,000**	-	(25,000)	-	**-**	(25,000)	(100.0%)
NET CAPITAL	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
SUMMARY								
TOTAL REVENUES	*(536,271)*	**(533,772)**	*29,958*	*26,257*	*(24,001)*	**(501,558)**	*32,214*	*(6.0%)*
TOTAL EXPENSES	*549,207*	**533,772**	*(29,958)*	*(26,256)*	*24,001*	**501,559**	*(32,213)*	*(6.0%)*
TOTAL PROGRAM SURPLUS/DEFICIT	*(12,935)*	**-**	-	-	-	**-**	-	-
TOTAL LEVY	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
% BUDGET INCREASE (DECREASE)			**-**	**-**	**-**	**-**		

FTE – Wastewater Treatment Operator

FTE 2027-04

SUMMARY

Type of FTE request	Maintain Service Level
Classification	Full-time - Permanent
Job Title	Wastewater Treatment Operator
FTE	1.0 FTE
Description	This proposal is for the addition of one full-time permanent Wastewater Treatment Operator for the Wastewater Treatment division that was originally identified in the 2026 budget (report FTE 2026-08). The position is required to support the 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 (WWTPs), specifically Tavistock, Woodstock, Plattsville and Drumbo, as well as providing some staffing redundancies to cover vacation, mandatory training, illness and to react to unplanned emergency situations.

STRATEGIC PLAN



Goal 3.1: Continuous improvement and results-driven solutions

REQUEST DETAILS

Background

The Wastewater Treatment division currently has nine Wastewater Treatment Operators (spilt between Wastewater North and Wastewater South). The Wastewater Treatment Operators are responsible for monitoring, controlling, and maintaining the equipment and processes within WWTPs, 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.

REQUEST DETAILS

In addition to operating all nine of Oxford County's WWTPs, Wastewater Treatment Operators also maintain several large sewage pump stations (SPS) located onsite or adjacent to the WWTPs. Operators also participate in Provincial and Federal WWTP inspections, are responsible for tank cleanouts, WWTP safety inspections, sample collection and laboratory analysis, compliance monitoring, and minor preventative maintenance activities.

To remain in compliance with the regulations and ensure the WWTPs are functioning properly, Operators must ensure immediate response 24 hours per day, seven days a week and 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, SPS failures, blower and pump faults, power disruptions, overflows and bypasses, communication losses and security issues.

Since 2002, the Operator staff complement of the Wastewater Treatment division was set at nine, which was reduced in 2018 to eight Operator team members. This was the result of Maple Leaf Foods ceasing their operations in Thamesford and the Thamesford WWTP shifting from a fully staffed facility to a remotely monitored facility, with reduced operational demands. Recognizing these challenges, FTE Request 2026-08 was approved through the 2026 Business Plan and Budget, identifying the need for two additional Wastewater Treatment Operators: one position in 2026 and a second position planned for 2027, to support sustainable service delivery and operational resilience.

Comments

Since 2018, six of the nine WWTPs have either been expanded, upgraded, or are currently undergoing such improvements. Municipal Class Environmental Assessment studies for capacity expansion have been completed at two other WWTPs, with detailed design planned in 2027. Operators have needed to participate in upgrade/expansion 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, thus requiring increases to the Operator staffing complement.

WWTP Expansions/Upgrades

The County's WWTPs 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 amount of wastewater assets and the overall complexity of the plant operations, which have increased the amount of time needed to operate each of the plants, the specialized knowledge required and the need for dedicated resources.

REQUEST DETAILS

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

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

Location	Trigger Mechanism	Additional Weekly Time Requirements for Operators
Drumbo WWTP – Phase 1 completed in 2024 and Phase 2 design in 2026, with construction in 2027	Expansion	19 hours
Tavistock WWTP – design 2027	Expansion	5 hours
Plattsville WWTP - construction 2027 and 2028	Operational Upgrade	6 hours
Woodstock WWTP – 2026	Capacity Required/Operational Upgrade	13 hours
Total		**43 hours**

As indicated above, an increase of 43 hours of operational time each week will be required to complete all necessary duties through construction as well as ongoing once the wastewater treatment plant expansion and upgrade projects are fully completed. While not all projects have reached substantial completion, Operator involvement is already placing increased demands on staff time and resources. These projects require enhanced Operator involvement throughout design, construction and commissioning, while also increasing treatment oversight as upgraded systems are brought online. As the projects progress toward completion, additional increases in Operator workload are expected across multiple facilities.

If approved, this new 2027 Operator will be assigned to the north wastewater treatment group and will address the staffing shortfalls associated with the increased time requirements of the Drumbo WWTP Phase 1 and Phase 2 expansions. The position will also provide additional operational capacity to address continued growth and increased wastewater treatment demands following the return of the Woodstock WWTP Plant to service. This additional Operator is also needed to ensure involvement in and the successful implementation of the ongoing Woodstock WWTP Supervisory Control and Data Acquisition (SCADA) upgrade, ensuring staff have access to reliable and accurate data. It will also allow for the operational time requirements to improve the quality of the Plattsville WWTP effluent, strengthening regulatory compliance, as well as providing operational support and involvement as the Tavistock WWTP undergoes design for expanded capacity.

REQUEST DETAILS

In addition, maintaining appropriate staffing levels within the north wastewater treatment group will strengthen continuity of operations and reduce impacts during emergencies or unforeseen staffing shortages. This capacity would help ensure that day-to-day operational requirements, regulatory obligations, and ongoing project commitments can continue to be effectively managed without increased overtime or contracted costs.

Several of these benefits have already been realized within the south wastewater treatment group following approval of the additional Operator in 2026. This was particularly evident when a south group Operator sustained a severe injury earlier this year and was unable to work for several months. Work plans and on-call schedules were able to be modified more easily, allowing all required work to proceed without additional overtime costs.

The new 2026 Operator has also supported wastewater treatment continuity during construction at the Thamesford WWTP by allowing for increased staffing levels and ensuring that an Operator could be on-site for the full workday throughout the duration of the project. In addition, the position has provided greater opportunities for staff to cross-train at the WWTPs maintained by the south group, increasing knowledge transfer and operational flexibility among staff members.

It is expected that similar benefits will be realized within the north wastewater treatment group should an additional Operator be approved for 2027, including increased operational flexibility, improved continuity during staff absences and emergencies, enhanced cross-training opportunities, and reduced reliance on overtime or contracted services.

Results of Increased Workload

The total operational hours required to complete the duties at all WWTPs in 2027 have been calculated at 17,895 hours, as shown in Table 2 below, reflecting both existing operational requirements and additional demands associated with projects scheduled in 2027.

The new Operator in 2026 provides the operational capacity required to support the Tillsonburg WWTP (Phase 1) and Thamesford WWTP upgrades and the Mount Elgin WWTP expansion, as well as the new 2027 expansions of the Tillsonburg WWTP (Phase 2), John Pound Road SPS, and Norwich Lagoons.

The proposed new 2027 Operator will provide an additional 1,720 hours of operational capacity to support the commissioning, operation, and testing requirements associated with the Drumbo Phase 1 and Phase 2 expansions, Woodstock capacity and SCADA upgrades. The position will also support the operational requirements of upcoming 2027 wastewater treatment projects, including the Plattsville operational upgrade project and the capacity expansion of the Tavistock Lagoons.

REQUEST DETAILS

With the current complement of nine Operators, approximately 14,940 work hours are available annually, which includes the new Operator in 2026. However, a staffing hour deficit of approximately 2,955 hours remains when compared with the 2027 operational requirements of 17,895 hours.

The addition of one new Operator in 2027 will provide an additional 1,720 operational hours, reducing the staffing deficit and providing additional capacity to support the growing operational demands across the WWTPs. The remaining shortfall of 1,235 hours (equating to approximately 70% of a future FTE), will be accommodated by utilizing other job classifications (Maintenance and Equipment Operator staff) and employing overtime if required.

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

	Yearly Working Days (Excludes Statutory Holidays)	Hours Worked per Day	Required Training Hours	PEL Days Allowed (Hours)	*Vacation Time Allowed (Hours)	Total Work Hours Available	**Total Hours Required with 2027 Completed WWTP Expansions/Upgrades
TOTAL for all 9 Operators	245.5	72	360	576	1,800	**14,940**	**17,895**

* Averaged entitled vacation of current staff, plus one week of banked lieu time
**Excludes 1,440 hours of operational time contributed annually by two wastewater treatment summer students

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. Growth trends support the addition of an additional Operator to ensure reliable operations and after-hours coverage.

REQUEST DETAILS

Expected Results

The addition of a Wastewater Treatment Operator in 2027 will ensure the required tasks and duties will be completed at the WWTPs, while providing additional resiliency and on-call flexibility for unexpected staffing conditions (illness, turnover). The hiring of an Operator will allow for continued participation in optimization, WWTP 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 WWTP 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.

Conclusions

The need for an additional Wastewater Treatment Operator in 2027 was identified in the 2026 Business Plan and Budget, as a necessary second phase of the Division's long-term staffing strategy. With the undertaking of major WWTP expansions and upgrades, the new position is required.

The hiring of an additional full-time permanent Wastewater Treatment Operator will improve the services provided and the overall efficiency of wastewater treatment. This will allow for the safe operating of our plants, ensuring continued compliance with the regulations of the *Ontario Water 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			
Rates Reserve Funding: Proportional by wastewater system	$90,675	$-	$90,675
Total revenues	**90,675**	**-**	**90,675**
Expenses			
Salaries and benefits	-	113,349	113,349
Training	-	2,500	2,500
Telecommunications: Cell phone and iPad	1,275	480	1,755
Advertising: Job posting	350	-	350
Supplies: Health and Safety: Personal protective equipment	-	400	400
Vehicle: ½ ton pick-up	90,000	-	90,000
Vehicle operating costs	125	3,115	3,240
Fleet Reserve: Annual Renewal Contributions	-	15,200	15,200
Total expenses	**91,750**	**135,044**	**226,794**
Water and Wastewater Rates	**$1,075**	**$135,044**	**$136,119**
Initiative Gapping – FTE April 1, 2027 - New vehicle purchase October 1, 2027	-	*(37,483)*	*(37,483)*
2027 Budget Impact	**$1,075**	**$97,561**	**$98,636**
2028 Base Budget Impact	**$-**	**$135,044**	**$135,044**

New Initiative – Advanced Meter Replacements (Woodstock)

NI 2027-07

SUMMARY

This new initiative seeks approval to implement Advanced Metering Infrastructure (AMI) as part of the planned 2027-2028 City of Woodstock water meter replacement program. Approximately 73% of Woodstock's water meters have reached the end of their service life and require replacement, creating an opportunity to modernize the meter reading system as part of a single coordinated project.

AMI will replace the current contractor-based drive-by meter reading process with an automated cellular network that provides accurate and near real-time water consumption data. The system will improve operational efficiency while providing customers with access to an online portal that includes water usage information and automated leak notifications.

STRATEGIC PLAN



Goal 3.1: Continuous improvement and results-driven solutions

REQUEST DETAILS

Background

Approximately 12,665 water meters, representing 73% of Woodstock's meter inventory, are reaching the end of their service life and are scheduled for replacement through the 2027-2028 capital program. The Water and Wastewater Services division is proposing to transition all 17,442 water service connections to Advanced Metering Infrastructure (AMI) as part of this replacement initiative.

The County's current Automated Meter Reading (AMR) system relies on contracted drive-by meter reading services to collect consumption data. AMI replaces this process with a secure cellular network that automatically transmits meter data, providing near real-time consumption information, improved system monitoring, and enhanced customer service.

Existing meters that remain within their useful life and are compatible with the AMI platform will be retained, while end-of-life and incompatible meters will be replaced. Coordinating AMI implementation with the planned meter replacement program maximizes the value of existing assets, minimizes installation costs, and reduces customer disruption. This approach also mitigates the risk of investing further in the current AMR reading technology, which is anticipated to become obsolete within the next five years as industry support and service availability decline. Implementing AMI now ensures the County adopts a sustainable, long-term meter reading solution while avoiding the need for a separate future technology conversion program.

REQUEST DETAILS

Key Benefits

The transition to AMI will reduce operating costs, improve data accuracy, support water conservation initiatives, and provide long-term operational efficiencies for both the County and the City of Woodstock.

Customer Benefits

The transition to AMI will provide customers with access to near real-time water consumption information through a secure online portal. Improved visibility into water usage will increase transparency and confidence in billing, support faster resolution of customer inquiries, and help identify abnormal consumption patterns before they result in significant costs.

AMI will also provide proactive leak detection capabilities, allowing customers to identify issues such as running toilets, plumbing leaks, service line breaks, or irrigation system failures at an earlier stage. This can reduce water waste, lower utility costs, minimize property damage, and provide peace of mind for customers while away from their property. Access to timely consumption data also supports water conservation by helping customers better understand and manage their water use.

Operational Benefits

The use of AMI will greatly improve billing accuracy as it virtually eliminates estimated bills and improves data reliability with the elimination of manual reading fees. It also mitigates revenue degradation through precision monitoring indicating slow or stopped meters with better detection of backflow and system issues like meter tampering.

Another key benefit is the reduction of non-revenue water lost to leaks as it quickly identifies continuous residential leaks, running toilets, lawn irrigation failures, service line breaks and frozen service breaks. Early leak detection can reduce customer bills, insurance claims, the amount of water loss, and the extent of emergency repairs. It also reduces the number of one-time forgiveness cases provided by the County for high bills.

This technology also has the potential to assist with a water pumping strategy based on customer demand patterns through improved demand monitoring that would enable pump optimization, allowing the water system to be operated more efficiently and reducing electricity consumption and operating costs.

Environmental Benefits

The AMI technology supports the County's sustainability and climate action plan objectives by reducing water loss, encouraging water conservation, and eliminating the need for regular meter-reading vehicle travel.

REQUEST DETAILS

Under the current system, monthly meter-reading routes require approximately 150 to 200 kilometres of driving. Eliminating these routes would reduce greenhouse gas emissions by an estimated 385 to 514 kg of CO_2e annually, representing a potential reduction of up to 5,140 kg of CO_2e over ten years.

In addition, earlier leak identification and improved customer awareness of water consumption support more responsible water use and reduce the environmental impacts associated with treating and pumping water that would otherwise be lost.

Consultation

Service Provider

The County has confirmed with its billing service provider, ERTH, that they can accept the input from both the existing system and the new system as the cellular data is integrated into the billing system, allowing two active systems to exist until the rollout is complete.

Public Input on Advanced Metering

The County has also consulted with the public through an in-person *Meet Your Water Meter* open house as well as a public feedback survey, which generated over 50 responses.

Survey results indicated that more than 65% of respondents either supported or were neutral toward a transition to AMI, provided that factors such as cost, reliability, and device longevity were carefully evaluated. An even greater proportion of respondents recognized value in the customer service enhancements that could be enabled through AMI, including automated leak alerts (more than 70%) and service interruption notifications (69%).

Respondents who did not support the transition primarily cited concerns related to cost and the use of cellular communication technology. The costs associated with the transition are outlined within this initiative and reflect a strategic investment to enhance customer service and system efficiency while minimizing financial impacts on residents.

Next Steps

If approved by County Council, the transition phase would involve the roll out of the cellular devices to coincide with the meter replacement program already budgeted for 2027-2028 through a third-party service provider that would provide a turnkey service, including the provision and installation of the AMI devices and meters, customer support call center, software (including integration) and project management services.

REQUEST DETAILS

As the meter replacement program is implemented, the County will ensure that all AMI equipment is procured in accordance with applicable cybersecurity, safety, privacy, and industry certification standards. Staff will also continue to engage residents through future public outreach opportunities and open houses as the program progresses

Customer Support

The successful supplier will establish and operate a customer service call centre for approximately 18 months to manage customer appointments and inquiries during project implementation. Throughout this period, the supplier's project manager will provide regular updates to the County's project management team.

Following that, for new customer accounts, the account setup process will remain unchanged. Customer service responsibilities will continue to follow existing practices, with account-related matters such as billing, payment information, account updates, overdue accounts, and collections managed through ERTH and/or County Water Billing. Technical issues related to metering devices or data transmission will be addressed by Water Distribution staff through ERTH-generated work orders. Customers who experience difficulties accessing the online dashboard will be supported through a supplier-provided Frequently Asked Questions (FAQ) resource and County staff, although it is believed that this will be minimal.

Financial Impacts and Efficiencies

As shown in the budget requirements table, the initial capital investment of the fixed cellular devices is off-set by savings from not replacing the existing Electronic Radio Transmitter (ERT) devices. There will also be ongoing annual savings to the base budget for the removal of contracted readings of the City of Woodstock ERT's. Based on projected operational efficiencies and revenue protection benefits, the investment is expected to achieve a payback period of approximately nine years while supporting long-term asset management, customer service, and environmental objectives.

The asset management plan (AMP) for the fixed cellular over the ERT, if split over its 20-year life and funded at 80% per our AMP recommendations, has an annual increase to reserves of $32,000 to plan for the replacement of these new fixed cellular transmitters.

Further potential savings and efficiencies to offset the capital expenditure are listed below.

Service call savings (500 hours)

Oxford County and the City of Woodstock Water Supervisors reviewed work orders for the potential savings from staff time with some service calls being done from the office and not in person for new AMI meters (majority of these work orders would be high/low usage, along with no or manual reads). It is estimated this would save 500 staff hours a year for staff to work on other projects, based on one operator on a service call, equivalent to roughly $33,150.

REQUEST DETAILS

Reduced Non-revenue Water Loss

Near-continuous data identifies system-wide leaks faster, reducing the treated water lost to the ground. Currently, Woodstock experiences a 15% loss between supply and consumed water which is considered acceptable for any water system. However, this represents a large volume of water and limiting the costs of pumping and treating this water could result in direct savings.

A conservative estimate of $15,000 has been used, representing approximately 2% of the annual consumption cost associated with water losses. This estimate is based on a unit cost of $0.98 per cubic metre and an estimated annual water loss of 800,000 cubic metres.

Increased Accuracy of Billing Volumes (3% of consumption)

Research indicates that utilizing AMI technology can provide a 5-8% realization of increased revenue because AMI mitigates revenue degradation of failing meters through precision monitoring as it identifies "slow" or stopped meters. Cellular AMI endpoints provide a 99.9% transmission accuracy rate directly from the meter register to the utility's billing software. An increase in consumption revenue of 3%, or roughly $363,340 annually, is assumed to be conservative.

Implications if not approved

Due to the age of the existing meters, the meter replacement program must proceed regardless. However, not implementing AMI at the same time would require a future standalone installation program, resulting in additional costs to replace the newly replaced ERT’s, increased customer disruption, and reduced project efficiency. Also if the existing ERT’s technology is continued there is no guarantee that the ERT will be supported and it may become obsolescent in the near future.

Deferring AMI would also delay the operational, financial, customer service, and environmental benefits identified in this new initiative and could increase future implementation costs through additional site visits and infrastructure upgrades.

BUDGET REQUIREMENTS

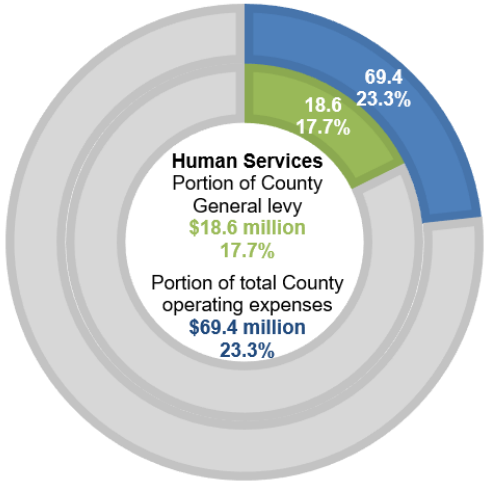
	One-time	Base	Total Budget
Revenues			
Rates Reserve: Capital reserve funding	$2,111,812	$-	$2,111,812
Expenses			
Contracted Services: Service provider fee $0.93 per connection/month 17,442 connections	-	194,652	194,652
Contracted Services: Woodstock ERT meter reading services - savings	-	(54,280)	(54,280)
Capital: Cellular device – 17,442 connections at $220/each	3,837,000	-	3,837,000
Capital: Savings from ERT replacement on 12,665 meters $174/each including backplate	(2,203,188)		(2,203,188)
Capital: Installation of cellular device not part of meter replacement for 4,777 connections $100/meter	478,000	-	478,000
Water – Woodstock Reserve: Asset renewal contribution increase	-	32,000	32,000
Total expenses	**2,111,812**	**172,372**	**2,284,184**
Water and Wastewater Rates	**$-**	**$172,372**	**$172,372**
Initiative Gapping – *September 1, 2027*	-	*(134,964)*	*(134,964)*
2027 Budget Impact	**$-**	**$37,408**	**$37,408**
2028 Base Budget Impact	**$-**	**$172,372**	**$172,372**

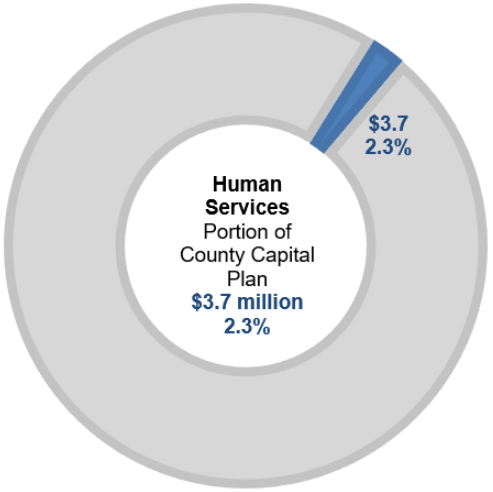
2027 BUDGET



5 Human Services

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	2027 FTE Base	2027 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	26.2	-
	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) ▪ Licensed Child Care ▪ 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	1.0
	Integrated Services	Monitors and implements relevant legislation and policy changes to ensure the Department is compliant and proactive in addressing regulatory requirements.	▪ Cross-Program Integration and Project Management ▪ Process and Procedure Development ▪ Data Infrastructure and Community Planning ▪ Continuous Quality Improvement	2.2	-
Total				**54.0**	**1.0**

Services Overview

Full-Time Equivalents **26.2** FTE ↑1.0 Base

Service	Service Description	2025 Service Level	Service Type
Ontario Works	Financial Assistance of Basic Needs and shelter costs for eligible residents.	**1,573** 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 residents.	**$240,903** in Payments ($ of financial assistance)	Community

- **1.0 FTE Program Integrity Worker Full-time -** to convert the existing temporary position into permanent to ensure the Ontario Works (OW) program is monitored for accountability and integrity, as required by the Ministry of Children, Community and Social Services (MCCSS). MCCSS has placed additional emphasis on this role's functions and related reporting requirements, including direction to expand OW program oversight and mandatory reporting on file audit outcomes. **FTE 2027-05**

Key Performance Indicators

	2023 Actual	2024 Actual	2025 Actual	2026 Forecast	2027 Budget	Target
% of Cases with Earnings	11.6%	10.6%	9.8%	10.2%	10.4%	↑
% of Terminations Exiting to Employment	25.3%	37.3%	29.6%	30.7%	32.0%	↑
Total amount of Discretionary Benefit funding issued	$361,022	$348,140	$240,903	$275,000	$325,000	↑
Number of Ontario Works (OW) and Ontario Disability Support Program (ODSP) Non-Disabled Adults referred to Employment Ontario	N/A	863	593	595	610	↑
Number of Ontario Works (OW) Cases in receipt of financial assistance for 60 months or more	N/A	272	364	335	305	↓

Goals and Objectives

Description	2027	2028	2029	Strategic Plan	Other Plan Alignment
Integrated Employment Services Human Services transitioned to centralized employment services under London Regional Employment Services (LRES) in January 2024. Staff remain responsible for referring participants to Employment Ontario (EO); however, responsibility for selecting specific local sites is expected to fully transition to LRES staff by the end of 2026. Staff will continue to work with LRES to support thoughtful, locally informed site referrals and to ensure that local input regarding EO partners is reflected in decisions. Staff will also continue to work collaboratively with EO partners to transition participants through the employment continuum with the goal of helping them transition from Ontario Works (OW) to employment.	●	●	●	*Goal 3.2: Collaborate with our partners and communities*	
Long-Term Client Support Focus Following an in-depth caseload analysis conducted in 2025, two staff were assigned specialized caseloads of participants who have been in receipt of OW for more than 120 months. These specialized caseloads will support the delivery of more intensive life-stabilization services and applicable health and employment referrals. Staff will continue to engage specialized health professionals to complete health assessments to support increased income for some participants. Program exits will continue to be monitored, and additional long-term OW participants will be transitioned to this specialized caseload.	●	●	●	*Goal 1.3: Community health, safety and well-being*	
Improving Client Experience In 2027, steps will be taken to review client experience and implement service pathway improvements and efficiencies. CLARK Communications scheduling software will be fully implemented to enhance efficiency and strengthen communication between staff and clients. A client survey will be conducted to identify service gaps, effective practices, and opportunities for improvement. Staff will review customer service processes and implement findings to improve accessibility, communication, access to services, and community partnerships.	●			*Goal 1.3: Community health, safety and well-being*	
Program Integrity and Overpayment Collection MCCSS has implemented an increased focus on OW program integrity. Staff are currently reviewing internal processes and exploring training and mentoring opportunities with local offices to ensure best practices are implemented locally and targets are achieved. Overpayments identified through the Eligibility Verification Process will be collected by the MCCSS Financial Services Unit (FSU), with referrals completed by staff. Enhanced communication with participants regarding the implications of overpayment collection will be prioritized.	●	●	●	*Goal 3.1: Continuous improvement and results-driven solutions*	

Budget

			LESS: 2026	2027	2027		$ OVER	% OVER
	2026	2026	NON-	BASE	BUDGET	2027	2026	2026
	FORECAST	BUDGET*	RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET	BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES	(255,225)	**(251,500)**	-	(40,400)	-	**(291,900)**	(40,400)	16.1%
GRANTS AND GOVERNMENT TRANSFERS	(15,479,188)	**(15,479,733)**	16,000	(904,538)	(54,932)	**(16,423,203)**	(943,470)	6.1%
TOTAL REVENUES	**(15,734,413)**	**(15,731,233)**	**16,000**	**(944,938)**	**(54,932)**	**(16,715,103)**	**(983,870)**	**6.3%**
EXPENSES								
SALARIES AND BENEFITS	2,972,851	**2,972,831**	-	61,111	107,963	**3,141,905**	169,074	5.7%
OPERATING EXPENSES	831,815	**828,090**	(32,000)	(77,320)	1,900	**720,670**	(107,420)	(13.0%)
CONTRACTED SERVICES	26,000	**26,000**	-	(13,000)	-	**13,000**	(13,000)	(50.0%)
EXTERNAL TRANSFERS	13,148,600	**13,148,600**	-	926,700	-	**14,075,300**	926,700	7.0%
FLEET AND FACILITY CHARGES	114,900	**114,900**	-	2,200	-	**117,100**	2,200	1.9%
INTERDEPARTMENTAL CHARGES	772,018	**817,118**	-	60,913	-	**878,031**	60,913	7.5%
TOTAL EXPENSES	**17,866,184**	**17,907,539**	**(32,000)**	**960,604**	**109,863**	**18,946,006**	**1,038,467**	**5.8%**
NET OPERATING	**2,131,771**	**2,176,306**	**(16,000)**	**15,666**	**54,931**	**2,230,903**	**54,597**	**2.5%**
CAPITAL								
CAPITAL REVENUES	(26,523)	**(18,200)**	18,200	-	(1,250)	**(1,250)**	16,950	(93.1%)
CAPITAL EXPENSES	26,638	**18,200**	(18,200)	-	2,500	**2,500**	(15,700)	(86.3%)
NET CAPITAL	**115**	**-**	**-**	**-**	**1,250**	**1,250**	**1,250**	**-**
SUMMARY								
TOTAL REVENUES	*(15,760,936)*	**(15,749,433)**	*34,200*	*(944,938)*	*(56,182)*	**(16,716,353)**	*(966,920)*	*6.1%*
TOTAL EXPENSES	*17,892,822*	**17,925,739**	*(50,200)*	*960,604*	*112,363*	**18,948,506**	*1,022,767*	*5.7%*
TOTAL LEVY	**2,131,886**	**2,176,306**	**(16,000)**	**15,666**	**56,181**	**2,232,153**	**55,847**	**2.6%**
% BUDGET INCREASE (DECREASE)			***(0.7%)***	***0.7%***	***2.6%***	***2.6%***		

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

Budget Impact Details

	OPERATING EXPENSES	CAPITAL EXPENSES	TOTAL EXPENSES	REVENUES	TAXATION	%
SERVICE LEVEL						
HS-Program Integrity Worker [FTE 2027-05]	109,863	2,500	112,363	56,182	**56,181**	2.6%
	109,863	**2,500**	**112,363**	**56,182**	**56,181**	**2.6%**
TOTAL	**109,863**	**2,500**	**112,363**	**56,182**	**56,181**	**2.6%**

Capital Plan Details

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2027 REQUEST	2028	2029-2036
FURNISHINGS AND EQUIPMENT							
300000 - Community Services	Computer Equipment - Program Integrity Worker (**FTE 2027-05**)	Expansion	N/A	**$2,500**	2,500	-	-
				$2,500	**$2,500**	**$0**	**$0**

FTE – Program Integrity Worker

FTE 2027-05

SUMMARY

Type of FTE request	Maintain Service Level
Classification	Full-time - Permanent
Job Title	Program Integrity Worker
FTE	1.0
Description	The Human Services department currently has one permanent Program Integrity Worker (PIW) and a second temporary, responsible for the effective and efficient delivery of Social Assistance Programs through comprehensive eligibility assessments, fraud investigations, audits, and fund management. The purpose of this request is to convert the existing temporary position into permanent to ensure the Ontario Works (OW) program is monitored for accountability and integrity, as required by the Ministry of Children, Community and Social Services (MCCSS). MCCSS has placed additional emphasis on this role's functions and related reporting requirements, including direction to expand OW program oversight and mandatory reporting on file audit outcomes.

STRATEGIC PLAN

Goal 3.1: Continuous improvement and results-driven solutions

REQUEST DETAILS

Background

Prior to 2020, two full-time Program Integrity Workers were responsible for accountability and eligibility-related job duties for the Ontario Works (OW) program. Following a vacancy in 2020, the second PIW position was not filled as duties were reduced as a result of a change in process; mandatory initial home visits were no longer required. Recently the MCCSS increased expectations for program integrity, which has added responsibilities to this role, including the Eligibility Verification Process of case audits, Immigration Refugees and Citizenship Canada (IRCC) portal verifications, overpayment referrals to the MCCSS Financial Support Unit and intensive case management assistance. As the current staff complement was not sufficient to sustain these increased service levels, an additional temporary FTE was added in September 2026, funded through salary gapping dollars that became available in 2026.

REQUEST DETAILS

Given the continued pressure from the MCCSS, staff are requesting to make this position permanent, to provide two consistent full-time positions.

Staff undertook a review of neighbouring municipalities to better understand the number of PIW positions in relation to the total number of OW cases. In doing so, it was determined that Oxford County has a total of 1,560 OW cases for one PIW, in comparison to an average of 715 OW cases for one PIW in areas such as St. Thomas, Norfolk, Lambton, Middlesex and London.

In 2025, the MCCSS also identified the Eligibility Verification Process (EVP), being an OW case audit process, as an essential program integrity tool with strict completion timelines and Ministry targets. The County is expected to complete a minimum of 25 EVP audits per month, taking approximately 3.5 hours on average per each case. As this process involves the auditing of OW cases, it is not completed by the caseworkers that are responsible for this work. As such, this process was fully assigned to the PIW in January 2025.

In addition to supporting the OW program, this position also assists with program integrity needs related to housing and childcare fee subsidy programs. The following table provides further details regarding the change in PIW responsibilities.

Table 1: Historical and Current View of the Program Integrity Worker (PIW) Responsibilities:

PIW Responsibilities	Pre-2020 (2 FTE)	Current (1 FTE & 1 TFT)
Investigations – including home visits	X	X
Overpayments, Collections and Credit Bureau	X	X
Internal Reviews	X	X
Social Benefit Tribunal Appeals	X	X
Bankruptcy/Consumer Proposals	X	X
Incarceration reviews for eligibility	X	X
O.P.P./Woodstock Police Services request for information	X	X
County Trespass Service	X	X
Crown Briefs	X	X
Immigration, Refugees and Citizenship Canada (IRCC)		X
Eligibility Verification Process (EVP) for Ontario Works		X
Rent-Geared-to-Income case management assistance		X
Ontario Works case management for safety-flagged clients		X
Overpayment referrals to Province		X

REQUEST DETAILS

Implications if not approved

As this position is currently temporary and funded through available salary gapping dollars, it will not continue beyond 2026 if this request is not approved. As a result, the capacity required to complete the additional responsibilities associated with meeting MCCSS guidelines and directives will not be available within the existing staffing complement. This creates a risk to the timely completion of these responsibilities, as the workload would need to be absorbed by the one existing permanent position.

The continued need for this position is demonstrated by the ongoing workload associated with preparing SBT hearing briefs, conducting internal reviews and investigations, and meeting expected client service levels. In addition, significant training is required to develop the knowledge and expertise necessary for the position to effectively fulfill these responsibilities. A temporary staffing arrangement limits the ability to realize the full benefit of this training and maintain the required capacity over the longer term.

Overall, converting the existing temporary position to permanent is necessary to maintain the capacity required to meet MCCSS guidelines and directives and ensure the responsibilities of this position are completed within expected timelines.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Revenues			
Provincial Funding	$2,050	$54,132	$56,182
Total revenues	**2,050**	**54,132**	**56,182**
Expenses			
Salary and Benefits	-	107,963	107,963
Capital: Laptop, docking station, monitors, keyboard and mouse	2,500	-	2,500
Training	1,000	-	1,000
Telecommunications: Cell Phone	600	300	900
Total expenses	**4,100**	**108,263**	**112,363**
County Levy	**$2,050**	**$54,131**	**$56,181**

Services Overview

Full-Time Equivalents **14.4** FTE → 0.0 Base

Service	Service Description	2025 Service Level	Service Type
Child Care and Early Years Service System Management	As the designated child care service system manager, Oxford County plans and manages licensed child care and early years services in the community.	**11** 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	The Ministry of Education regulates licensed child care, and Oxford County manages services locally. Under the Canada-Wide Early Learning and Child Care (CWELCC) system, the Ministry directs child care expansion for children aged 0–5.	**1,526** Licensed Child Care Centre Spaces (0-5 years) **1,101** Licensed Child Care Centre Spaces (6-12 years) **52** Licensed Home Child Care Providers	Community
Child Care Subsidy	Child care subsidy provides financial assistance to qualifying families to reduce parent fees for licensed child care.	**287** Families Served **12** Cross-Jurisdictional Agreements	Community
EarlyON Child and Family Centres	Oxford County directly operates EarlyON Child and Family Centres, offering high-quality early learning and family support programs for parents and caregivers with children aged 0–6.	**3,515** Program Hours **13** 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, including home child care. It also builds program staff's capacity to deliver inclusive, high-quality programs.	**1** Special Needs Resourcing Agency (Contracted) **129** Children supported through Special Needs Resourcing Consulting	Community

Key Performance Indicators

	2023 Actual	2024 Actual	2025 Actual	2026 Forecast	2027 Budget	Target
Proportion of children aged 0-4 with access to a licensed child care centre space	9.9%	11.3%	11.0%	10.8%	10.6%	↑
Proportion of children aged 4-5 with access to a licensed child care centre space	23.7%	23.7%	23.5%	23.5%	23.3%	↑
Proportion of children 6-12 with access to a licensed child care centre space	10.7%	10.6%	9.9%	9.7%	9.5%	↑
Total Number of Licensed child care spaces	2,496	2,696	2,913	3,038	3,038	↑
Number of Licensed child care spaces under CWELCC	1,390	1,583	1,794	1,932	1,932	→
Number of County Municipalities with a licensed home child care provider	5	6	6	7	8	↑
Number of Registered Early Childhood Educators (RECEs) working in licensed child care centres in the County	162	186	194	210	225	↑
Number of unique children (0-6) served in EarlyON programs	1,929	2,471	2,320	2,200	2,500	↑
Number of unique parents/caregivers served in EarlyON programs	1,360	1,895	1,740	1,600	1,900	↑

Population data: Child population figures for 2025–2027 use the Ministry of Finance's population projections by age. Figures for 2023 and 2024 use 2021 Census data.

Goals and Objectives

Description	2027	2028	2029	Strategic Plan	Other Plan Alignment
Increase Access to Child Care and Early Years Programs Work with existing and prospective child care operators to maintain and expand licensed spaces across the County in line with Ministry of Education funding expectations. Update the directed growth strategy in anticipation of potential CWELCC expansion. Use local data and evidence to guide new centre-based and licensed home-based services in underserved areas and reduce the child care waitlist. Support local recruitment and retention strategies to increase the number of Registered Early Childhood Educators (RECEs) working in the County. Strengthen community partnerships to increase support for families through 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 so child care and early years professionals can support children with diverse learning needs. Establish clear referral pathways and access points to community services and early intervention initiatives for children and families.	●	●	●	*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 in child development, mental health awareness, cultural competencies and family engagement. Collaborate with child care and early years partners to establish mentorship programs that connect experienced educators with those entering the field.	●	●	●	*Goal 1.3: Community health, safety and well-being*	Child Care and Early Years Service System Plan
Provide More Affordable Child Care Use provincial and federal funding to reduce parent fees through the 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 for continued support through the CWELCC program.	●	●	●	*Goal 1.3: Community health, safety and well-being*	Child Care and Early Years Service System Plan
Strengthen Strategic Planning and Collaboration Collaborate with system leaders and community partners to coordinate and enhance services for children aged 0–12 and their families. Strengthen local collaboration by sharing innovative programs, research findings, evidence syntheses, community partnership approaches and best practices. Use this shared knowledge to advance evidence-informed practice across the County's early childhood and school-age sectors and maximize the impact of child care and early years programs.	●	●	●	*Goal 3.1: Continuous improvement and results-driven solutions*	Child Care and Early Years Service System Plan

Operating Budget

OPERATING	2026 FORECAST	2026 BUDGET*	LESS: 2026 NON-RECURRING	2027 BASE BUDGET	2027 BUDGET IMPACTS	2027 BUDGET	$ OVER 2026 BUDGET	% OVER 2026 BUDGET
REVENUES								
GRANTS AND GOVERNMENT TRANSFERS	(25,576,045)	**(23,144,086)**	-	(2,222,587)	-	**(25,366,673)**	(2,222,587)	9.6%
RESERVE REVENUES	(86,712)	**(84,609)**	-	56,090	-	**(28,519)**	56,090	(66.3%)
TOTAL REVENUES	**(25,662,757)**	**(23,228,695)**	**-**	**(2,166,497)**	**-**	**(25,395,192)**	**(2,166,497)**	**9.3%**
EXPENSES								
SALARIES AND BENEFITS	1,435,819	**1,493,819**	-	49,336	-	**1,543,155**	49,336	3.3%
OPERATING EXPENSES	226,141	**151,192**	(26,000)	8,816	-	**134,008**	(17,184)	(11.4%)
CONTRACTED SERVICES	73,002	**70,000**	-	(14,140)	-	**55,860**	(14,140)	(20.2%)
EXTERNAL TRANSFERS	24,445,833	**21,889,846**	-	2,232,573	-	**24,122,419**	2,232,573	10.2%
FLEET AND FACILITY CHARGES	126,826	**153,436**	-	(25,431)	-	**128,005**	(25,431)	(16.6%)
INTERDEPARTMENTAL CHARGES	391,552	**391,552**	-	31,108	-	**422,660**	31,108	7.9%
TOTAL EXPENSES	**26,699,173**	**24,149,845**	**(26,000)**	**2,282,262**	**-**	**26,406,107**	**2,256,262**	**9.3%**
NET OPERATING	**1,036,416**	**921,150**	**(26,000)**	**115,765**	**-**	**1,010,915**	**89,765**	**9.7%**
SUMMARY								
TOTAL REVENUES	*(25,662,757)*	**(23,228,695)**	*-*	*(2,166,497)*	*-*	**(25,395,192)**	*(2,166,497)*	*9.3%*
TOTAL EXPENSES	*26,699,173*	**24,149,845**	*(26,000)*	*2,282,262*	*-*	**26,406,107**	*2,256,262*	*9.3%*
TOTAL LEVY	**1,036,416**	**921,150**	**(26,000)**	**115,765**	**-**	**1,010,915**	**89,765**	**9.7%**
% BUDGET INCREASE (DECREASE)			***(2.8%)***	***12.6%***	***-***	***9.7%***		

* May include transfers approved during the year and/or account reclassifications in accordance with Purchasing Policy No. 6.07.

Services Overview

Full-Time Equivalents **11.2** FTE +1.0 Temporary

Service	Service Description	2025 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) **698** Affordable Housing Units **260** Transitional/Supportive 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

- **1.0 FTE Eviction Prevention Coordinator Full-time -** responsible for coordinating eviction prevention services and providing in-home supports to promote long-term housing stability, successful tenancies, community integration, and tenant wellness. Works collaboratively with Human Services staff to identify and support tenants at risk of losing their housing. **HS 2026-01**

Key Performance Indicators

	2023 Actual	2024 Actual	2025 Actual	2026 Forecast	2027 Budget	Target
Number of clients served through Homelessness Prevention Program for housing stability	436	385	158	300	300	↑
Number of new clients housed (Rent-Geared-to-Income, rent supplement programs)	20	102	90	90	120	↑
Number of transitional and supportive housing units	243	249	260	260	260	↑
Number of affordable housing units (rental, ownership, second unit)	517	569	606	695	725	↑
Number of clients housed from the By-Name List	10	54	121	120	120	↑
Number unique individuals accessing emergency overnight shelter	246	244	253	300	300	↓

Goals and Objectives

Description	2027	2028	2029	Strategic Plan	Other Plan Alignment
Support Housing Projects and Programs Across the Continuum Support the completion of the affordable housing projects located at 175 Springbank Avenue North, Woodstock, 288 Tillson Avenue, Tillsonburg and 385-387 Dundas Street, Woodstock. Expend up to $1.5 million in County funding in support of an affordable housing project in the County. 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 Homelessness Response 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
Support the Homelessness Support Centre Continue to work on the 49 actions that were included in the Homelessness Response Strategy, along with the various recommendations that were approved as presented in the staff report HS 2025-04, including, but not limited to, renovations to support the opening of the Homelessness Support Centre, development of Emergency Shelter Standards, expansion of Coordinated Access, increasing the rent supplements, and collaboration with the HART HUB/Wellness Centre.	●	●		*Goal 1.1: 100% Housed*	Housing for All Homelessness Response Strategy
Collaborate with Community Partners and Advocate for Housing Opportunities Continue to collaborate with existing community partners to develop supports and services that address current community needs, including integration at the Homelessness Support Centre. Explore opportunities to expand support services for individuals in need and identify potential collaborations that integrate supportive services with affordable housing.	●			*Goal 1.1: 100% Housed*	Housing for All Master Housing Strategy Homelessness Response Strategy

Budget

			LESS: 2026	2027	2027		$ OVER	% OVER
	2026	2026	NON-	BASE	BUDGET	2027	2026	2026
	FORECAST	BUDGET*	RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET	BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES	(5,400,352)	(3,409,225)	203,097	(1,241,981)	-	(4,448,109)	(1,038,884)	30.5%
GRANTS AND GOVERNMENT TRANSFERS	(6,314,018)	(6,269,218)	1,497,470	899,854	(108,636)	(3,980,530)	2,288,688	(36.5%)
RESERVE REVENUES	(9,910,540)	(9,825,026)	832,530	8,692,496	(1,815,000)	(2,115,000)	7,710,026	(78.5%)
INTERDEPARTMENTAL RECOVERIES	(223,876)	(223,876)	-	(111,590)	-	(335,466)	(111,590)	49.8%
TOTAL REVENUES	**(21,848,786)**	**(19,727,345)**	**2,533,097**	**8,238,779**	**(1,923,636)**	**(10,879,105)**	**8,848,240**	**(44.9%)**
EXPENSES								
SALARIES AND BENEFITS	1,347,654	1,458,654	-	57,197	108,636	1,624,487	165,833	11.4%
OPERATING EXPENSES	3,209,927	3,054,648	(4,000)	167,754	133,800	3,352,202	297,554	9.7%
CONTRACTED SERVICES	4,417,818	3,591,745	(102,500)	268,265	81,200	3,838,710	246,965	6.9%
EXTERNAL TRANSFERS	19,567,674	18,674,624	(2,250,000)	(6,982,455)	1,895,028	11,337,197	(7,337,427)	(39.3%)
DEBT REPAYMENT	44,800	-	-	-	-	-	-	-
CAPITAL RESERVE TRANSFERS	1,419,000	1,419,000	-	-	71,000	1,490,000	71,000	5.0%
RESERVE TRANSFERS	3,600,000	3,600,000	-	-	-	3,600,000	-	-
FLEET AND FACILITY CHARGES	599,163	598,984	-	8,022	-	607,006	8,022	1.3%
INTERDEPARTMENTAL CHARGES	281,053	281,053	-	65,228	-	346,281	65,228	23.2%
TOTAL EXPENSES	**34,487,089**	**32,678,708**	**(2,356,500)**	**(6,415,989)**	**2,289,664**	**26,195,883**	**(6,482,825)**	**(19.8%)**
PROGRAM SURPLUS/(DEFICIT)								
OPERATING SURPLUS/(DEFICIT)	313,060	-	-	-	-	-	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	**313,060**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
NET OPERATING	**12,951,363**	**12,951,363**	**176,597**	**1,822,790**	**366,028**	**15,316,778**	**2,365,415**	**18.3%**
CAPITAL								
CAPITAL REVENUES	(11,664,530)	(11,860,040)	6,490,647	3,268,093	(1,525,000)	(3,626,300)	8,233,740	(69.4%)
CAPITAL EXPENSES	11,664,530	11,860,040	(6,490,647)	(3,268,093)	1,555,000	3,656,300	(8,203,740)	(69.2%)
NET CAPITAL	**-**	**-**	**-**	**-**	**30,000**	**30,000**	**30,000**	**-**
SUMMARY								
TOTAL REVENUES	*(33,513,316)*	**(31,587,385)**	*9,023,744*	*11,506,872*	*(3,448,636)*	**(14,505,405)**	*17,081,980*	*(54.1%)*
TOTAL EXPENSES	*46,151,619*	**44,538,748**	*(8,847,147)*	*(9,684,082)*	*3,844,664*	**29,852,183**	*(14,686,565)*	*(33.0%)*
TOTAL PROGRAM SURPLUS/DEFICIT	*313,060*	**-**	-	-	-	**-**	-	-
TOTAL LEVY	**12,951,363**	**12,951,363**	**176,597**	**1,822,790**	**396,028**	**15,346,778**	**2,395,415**	**18.5%**
% BUDGET INCREASE (DECREASE)			***1.4%***	***14.1%***	***3.1%***	***18.5%***		

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

Budget Impact Details

	CAPITAL #	OPERATING EXPENSES	CAPITAL EXPENSES	TOTAL EXPENSES	REVENUES	TAXATION	%
ONE-TIME ITEMS							
HSG-Zorra AHP Project		1,500,000	-	1,500,000	1,500,000	**-**	
HSG-Additional security cameras	360463	-	40,000	40,000	10,000	**30,000**	0.2%
HSG-Eviction Prevention Coordinator [HS 2026-01]		108,636	-	108,636	108,636	**-**	
HSG-Affordable Housing Projects Legal		60,000	-	60,000	60,000	**-**	
HSG-Additional Funds for Repair Program [NI 2023-07]		100,000	-	100,000	100,000	**-**	
		1,768,636	**40,000**	**1,808,636**	**1,778,636**	**30,000**	**0.2%**
SERVICE LEVEL							
HSG-Enhancing Rent Supplements Program		75,000	-	75,000	-	**75,000**	0.6%
HSG-End of Mortgage Agreements [HS 2024-05]		220,028	-	220,028	-	**220,028**	1.7%
		295,028	**-**	**295,028**	**-**	**295,028**	**2.3%**
CAPITAL RESERVE CONTRIBUTION							
HSG-Capital Contribution Change		71,000	-	71,000	-	**71,000**	0.5%
		71,000	**-**	**71,000**	**-**	**71,000**	**0.5%**
COUNCIL-APPROVED COMMITMENTS							
HSG-Homelessness Support Centre [HS (CS) 2026-02]	366000	468,000	1,500,000	1,968,000	1,968,000	**-**	
		468,000	**1,500,000**	**1,968,000**	**1,968,000**	**-**	
TOTAL		**2,602,664**	**1,540,000**	**4,142,664**	**3,746,636**	**396,028**	**3.1%**

Capital Plan Details

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2027 REQUEST	2028	2029-2036
FACILITIES							
360425 - Social Housing Building - 16 George St	Various projects as identified from the Building Condition Assessments	Replacement	Poor	**$7,500**	7,500	-	-
360435 - Social Housing Building - 70 Maria	Various projects as identified from the Building Condition Assessments	Replacement	Poor	**$35,000**	35,000	-	-
360440 - Social Housing Building - 111 Brock St	Various projects as identified from the Building Condition Assessments	Replacement	Poor	**$105,500**	105,500	-	-
360451 - Social Housing Building - 235 Thames St	Various projects as identified from the Building Condition Assessments	Replacement	Poor	**$50,000**	50,000	-	-
360452 - Social Housing Building - 221 Thames St	Various projects as identified from the Building Condition Assessments	Replacement	Poor	**$337,500**	337,500	-	-
360453 - Social Housing Building - 272 Harris	Various projects as identified from the Building Condition Assessments	Replacement	Poor	**$6,000**	6,000	-	-
360454 - Social Housing Building - 178 Earl St	Various projects as identified from the Building Condition Assessments	Replacement	Poor	**$62,500**	62,500	-	-
360455 - Social Housing Building - 135 Carroll	Various projects as identified from the Building Condition Assessments	Replacement	Poor	**$32,500**	32,500	-	-
360456 - Social Housing Building - 329 Tunis	Various projects as identified from the Building Condition Assessments	Replacement	Poor	**$6,000**	6,000	-	-
360461 - Social Housing Building - 57 Rolph	Various projects as identified from the Building Condition Assessments	Replacement	Poor	**$82,500**	82,500	-	-
360462 - Social Housing Building - 174 Lisgar	Various projects as identified from the Building Condition Assessments	Replacement	Poor	**$15,500**	15,500	-	-
360463 - Social Housing Building - 215 Lisgar	Various projects as identified from the Building Condition Assessments	Replacement	Poor	**$115,500**	115,500	-	-
360465 - Social Housing Building - Verna	Various projects as identified from the Building Condition Assessments	Replacement	Poor	**$160,000**	160,000	-	-
360471 - Social Housing Building - James	Various projects as identified from the Building Condition Assessments	Replacement	Poor	**$93,000**	93,000	-	-
360472 - Social Housing Building - 816 Alice St	Various projects as identified from the Building Condition Assessments	Replacement	Poor	**$7,500**	7,500	-	-
360474 - Social Housing Building - Karn	Various projects as identified from the Building Condition Assessments	Replacement	Poor	**$30,000**	30,000	-	-

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2027 REQUEST	2028	2029-2036
360475 - Social Housing Building - 742 Pavey	Various projects as identified from the Building Condition Assessments	Replacement	Poor	**$71,500**	71,500	-	-
360476 - Social Housing Building - 82 Finkle	Various projects as identified from the Building Condition Assessments	Replacement	Poor	**$33,400**	33,400	-	-
360477 - Social Housing Building - 161 Fyfe Ave	Various projects as identified from the Building Condition Assessments	Replacement	Poor	**$21,500**	21,500	-	-
360478 - Social Housing Building - 738 Parkinson Rd	Various projects as identified from the Building Condition Assessments	Replacement	Poor	**$32,500**	32,500	-	-
360486 - Social Housing Building - 140 Winniett St	Various projects as identified from the Building Condition Assessments	Replacement	Poor	**$10,000**	10,000	-	-
C0544Q - Social Housing Building - 140 Winniett St	Re-build interior including replacement of services (i.e. electrical)	Replacement	Poor	**$700,000**	700,000	-	-
366000 - Homelessness Support Centre	Design and renovation costs **(HS(CS) 2026-02)**	Expansion	N/A	**$1,500,000**	1,500,000	-	-
366000 - Homelessness Support Centre	Exterior Masonry	Replacement	Poor	**$40,000**	40,000	-	-
C0598E - Solar - 808 Dundas	808 Dundas St Solar PV 2027 Study, 2029 Design, 2030 Construction **Debt funding is required on project completion**	Expansion	N/A	**$1,540,000**	15,000	-	1,525,000
FURNISHINGS AND EQUIPMENT							
360000 - Housing	All housing sites security camera replacements	Replacement	Poor	**$7,500**	7,500	-	-
Various Social Housing Buildings	Various housing sites additional security cameras	Expansion	N/A	**$40,000**	40,000	-	-
360000 - Housing	All housing sites appliance replacements	Replacement	Poor	**$38,400**	38,400	-	-
				$5,181,300	**$3,656,300**	**$0**	**$1,525,000**

Services Overview

Full-Time Equivalents **2.2** FTE → 0.0 Base

Service	Service Description	2025 Service Level	Service Type
Cross-Program Integration and Project Management	Leads projects that touch more than one program area to address efficiencies in service delivery and ensure integration is maintained for staff and clients.	**N/A**	Support
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
Data Infrastructure and Community Planning	Develops, implements and maintains data systems, tools, and reporting infrastructure across the Human Services department. Provides data analysis and research to support program-specific needs, including needs assessments, trend and gap analysis, and demographic and population analysis for all program areas.	**N/A**	Support
Continuous Quality Improvement	Maps processes and evaluates how services are delivered across all program areas, monitoring against service standards and identifying improvements.	**N/A**	Support

Key Performance Indicators

	2023 Actual	2024 Actual	2025 Actual	2026 Forecast	2027 Budget	Target
Number of process improvements completed	N/A	N/A	N/A	8	8	↑
Number of new or revised policies and procedures	N/A	N/A	N/A	15	15	↑
Number of projects and system implementation initiatives completed	N/A	N/A	N/A	10	10	↑
Number of data dashboards/data requests updated and completed	N/A	N/A	N/A	40	40	↑

Note: The Integrated Services Division was fully implemented in 2026.

Goals and Objectives

Description	2027	2028	2029	Strategic Plan	Other Plan Alignment
Launch HIFIS and Onboard all Coordinated Access Partners Complete the implementation of Homeless Individuals and Families Information System (HIFIS) and onboard Service Providers participating in Coordinated Access, establishing a fully integrated system for tracking and coordinating homelessness services across the sector.	●	●		*Goal 1.1: 100% Housed*	Homelessness Response Strategy
Support 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 of the Service Delivery Review.	●			*Goal 3.1: Continuous improvement and results-driven solutions*	
Strengthen Data Infrastructure, Governance, and Reporting Capacity 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 Human Services clients. This includes responding to data requests as they arise and establishing data governance practices to support more reliable data collection and reporting across Human Services.	●	●	●	*Goal 3.1: Continuous improvement and results-driven solutions*	
Review 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*	

Budget

			LESS: 2026	2027	2027		$ OVER	% OVER
	2026	2026	NON-	BASE	BUDGET	2027	2026	2026
	FORECAST	BUDGET*	RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET	BUDGET
OPERATING								
REVENUES								
INTERDEPARTMENTAL RECOVERIES	(233,684)	**(278,784)**	-	(38,848)	-	**(317,632)**	(38,848)	13.9%
TOTAL REVENUES	**(233,684)**	**(278,784)**	**-**	**(38,848)**	**-**	**(317,632)**	**(38,848)**	**13.9%**
EXPENSES								
SALARIES AND BENEFITS	227,431	**272,531**	-	38,336	-	**310,867**	38,336	14.1%
OPERATING EXPENSES	2,300	**2,300**	-	-	-	**2,300**	-	-
INTERDEPARTMENTAL CHARGES	3,953	**3,953**	-	512	-	**4,465**	512	13.0%
TOTAL EXPENSES	**233,684**	**278,784**	**-**	**38,848**	**-**	**317,632**	**38,848**	**13.9%**
NET OPERATING	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
SUMMARY								
TOTAL REVENUES	*(233,684)*	**(278,784)**	-	*(38,848)*	-	**(317,632)**	*(38,848)*	*13.9%*
TOTAL EXPENSES	*233,684*	**278,784**	-	*38,848*	-	**317,632**	*38,848*	*13.9%*
TOTAL LEVY	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
% BUDGET INCREASE (DECREASE)			**-**	**-**	**-**	**-**		

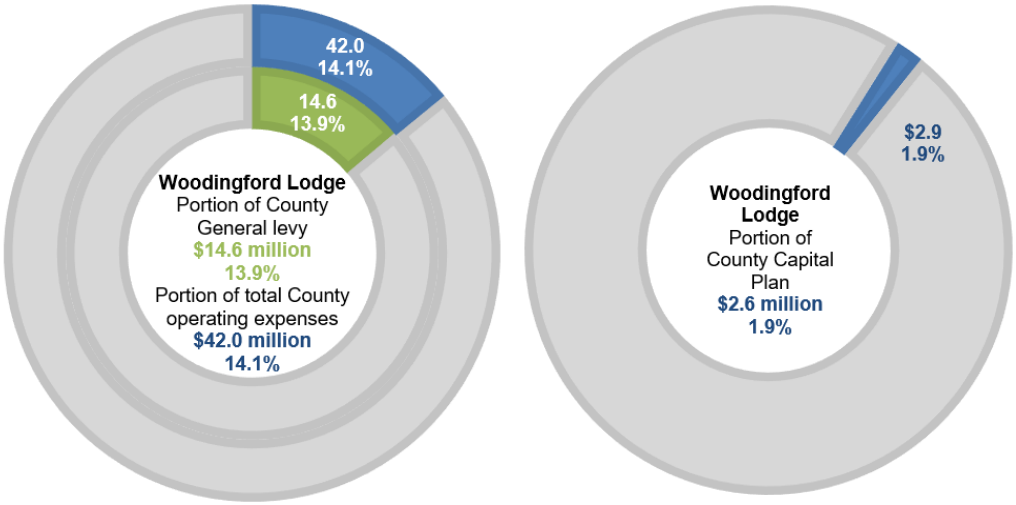
* May include in-year approved transfer and/or account reclassifications in accordance with Purchasing Policy No. 6.07

2027 BUDGET



6

Woodingford Lodge



	Division	Division Description	Services	2027 FTE Base	2027 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 ▪ Adult Day Program	244.0	1.5
Total				**244.0**	**1.5**

Services Overview

Full-Time Equivalents **244.0** FTE ↑ 5.2 Base +1.5 Temporary

Service	Service Description	2025 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
Adult Day Program	Providing respite services through day program, bathing and personal care, physiotherapy, and caregiver support.	**61** Access to respite adult day services for seniors living with a diagnosis of Dementia or related disease in Oxford County to offset pressures to health care system	Public Health & Safety

- **4.2 Personal Support Worker Full-time -** to ensure achievement of provincial hours of care target per resident. **FTE 2027-06**
- **1.0 Business Operations Analyst (LTC) Full-time -** to provide leadership and oversight into the business operations of Long-Term Care services. **FTE 2027-07**
- **1.5 FTE CALTC Staffing Part-time -** to provide temporary positions for the duration of the Family Transition Program as funded through Community Access to Long-Term Care Program. **BT 2026-12**

Key Performance Indicators

	2024 Actual	2025 Actual	2026 Forecast	2027 Budget	Target
% Residents who rate Woodingford Lodge as an exceptional place to live (Good and Excellent ratings)	97%	98%	98%	98%	↑
Fixing Long-Term Care Act and Regulation Compliance rate (Orders received for areas of non-compliance)	0	0	0	0	0
Avoidable emergency department transfers (Percentage of hospital visits per total residents - Ontario average 2025 is 21.9%)	16.0%	16.0%	16.3%	16.3%	↓
% Occupancy of the Family Transition Day Program (12 participants per day, 7 days a week) Funded through the Ministry of Long-Term Care, Community Access to Long-Term Care)	100%	100%	100%	100%	100%
% of Outbreaks greater than 30 days in length vs number of outbreaks	0%	0%	0%	0%	0%
Direct Hours of Care* per day – Woodstock | Ingersoll | Tillsonburg	3.8 | 3.8 | 3.8	4.0 | 3.7 | 3.7	3.9 | 3.6 | 3.6	4.0 | 3.7 | 3.7	4 hours/day
Allied Health Hours – Woodstock | Ingersoll | Tillsonburg	22.1 | 27.0 | 27.0	29.5 | 25.2 | 25.2	36.1 | 34.3 | 34.3	36.1 | 34.3 | 34.3	36 min/day

* The 2025 Direct Hours went down and Allied went up as the MLTC recommend that the Nurse Practitioners be added to Allied Hours v. Direct as well the RAI-RPNs were added to Allied as not delivering Direct Care

Goals and Objectives

Description	2027	2028	2029	Strategic Plan	Other Plan Alignment
Develop a Specialized Dementia Care Home Develop and implement a specialized dementia care home supported by a new *Model of Care* that complies with Ontario's *Fixing Long-Term Care Act, 2021* and its regulations and provide evidence-informed dementia programming, appropriately trained staff, supportive environments, behavioural supports. The initiative will also establish a MINT Memory Clinic which is dependant of funding from the application for Local Priority Funding (LPF) offering interdisciplinary assessment, early diagnosis, treatment, care planning, and system navigation so LTC residents and Oxford County community members receive the right care at the right time. Progress will be measured through completion and approval of the Model of Care, implementation of identified specialized programs and staff training, number incident reports/injuries related to resident care, launch of the MINT Memory Clinic, wait times from referral to assessment, number of clients served, and resident and caregiver experience and outcome indicators reported to Council.	●	●	●	*Goal 1.3: Community health, safety and well-being*	Woodingford Strategic Plan
Continual Assessment of Long-Term Care Needs Continue to assess and respond to the evolving Long-term care needs of Oxford County residents by expanding Adult Day Program services that support older adults on the LTC waitlist. Provide individualized support that enables residents of Oxford County to remain safely in their homes for as long as possible (promoting care partner support, physiotherapy services, bathing and personal care services, wellness initiatives, and system navigation) as well, continue to evaluate the Long-Term Care bed needs in Oxford County considering the aging demographic population compared to bed capacity.	●	●	●	*Goal 1.3: Community health, safety and well-being*	Woodingford Master 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 Strategic 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 to Long-Term Care through collaboration with our community partners.	●			*Goal 1.3: Community health, safety and well-being*	Emergency Management Plan

Description	2027	2028	2029	Strategic Plan	Other Plan Alignment
Ongoing Development of Continuous Quality Improvement (CQI) Initiatives The Woodingford Lodge CQI program will effectively provide continual improvement of operations, outcomes, systems processes, improvement of work environment and regulatory compliance utilizing industry standards, data collection and feedback as determinants.	●	●		*Goal 3.1: Continuous improvement and results-driven solutions*	Woodingford Strategic Plan
Workforce Excellence Implement a new staffing model and create new leadership opportunities initiatives to attract and retain the future workforce into Long-Term Care and create development leadership opportunities for current team members. Develop future workforce strategies to address the changing needs of our residents.	●	●		*Goal 3.3: Attract, retain and engage staff*	Woodingford Strategic Plan
Community Connectivity Woodingford Lodge has enhanced their community presence in Oxford County, to promote volunteerism, promote employment, create awareness of the services that are offered to assist in aging in place, prior to moving into Long-Term Care, supporting individuals and their caregivers on the journey of aging. The community connection shows the inclusivity of our home to all members of the community. With this connectivity strategy, it is supported by increasing social media presence to connect to a greater Provincial Long-Term Care audience and membership group to strengthen the bond of support we all offer our residents.	●	●	●	*Goal 1.3: Community health, safety and well-being*	Woodingford Strategic Plan

Budget

OPERATING	2026 FORECAST	2026 BUDGET*	LESS: 2026 NON-RECURRING	2027 BASE BUDGET	2027 BUDGET IMPACTS	2027 BUDGET	$ OVER 2026 BUDGET	% OVER 2026 BUDGET
REVENUES								
GENERAL REVENUES	(7,149,752)	**(6,830,386)**	-	(46,564)	-	**(6,876,950)**	(46,564)	0.7%
GRANTS AND GOVERNMENT TRANSFERS	(23,561,823)	**(22,806,305)**	857,862	(1,020,695)	(284,500)	**(23,253,638)**	(447,333)	2.0%
RESERVE REVENUES	(407,877)	**(407,877)**	-	407,877	-	**-**	407,877	(100.0%)
TOTAL REVENUES	**(31,119,452)**	**(30,044,568)**	**857,862**	**(659,382)**	**(284,500)**	**(30,130,588)**	**(86,020)**	**0.3%**
EXPENSES								
SALARIES AND BENEFITS	32,395,931	**32,283,900**	(533,350)	(19,176)	554,352	**32,285,726**	1,826	0.0%
OPERATING EXPENSES	4,074,084	**4,031,937**	(153,371)	77,152	58,941	**4,014,659**	(17,278)	(0.4%)
CONTRACTED SERVICES	3,488,317	**3,103,669**	(142,306)	(14,131)	180,200	**3,127,432**	23,763	0.8%
DEBT REPAYMENT	706,018	**706,018**	-	(34,841)	-	**671,177**	(34,841)	(4.9%)
CAPITAL RESERVE TRANSFERS	1,838,839	**1,838,839**	-	-	43,000	**1,881,839**	43,000	2.3%
FLEET AND FACILITY CHARGES	53,663	**53,663**	-	1,030	21,115	**75,808**	22,145	41.3%
INTERDEPARTMENTAL CHARGES	2,396,259	**2,396,259**	-	233,562	-	**2,629,821**	233,562	9.7%
TOTAL EXPENSES	**44,953,111**	**44,414,285**	**(829,027)**	**243,596**	**857,608**	**44,686,462**	**272,177**	**0.6%**
NET OPERATING	**13,833,659**	**14,369,717**	**28,835**	**(415,786)**	**573,108**	**14,555,874**	**186,157**	**1.3%**
CAPITAL								
CAPITAL REVENUES	(2,847,924)	**(2,855,758)**	71,477	(130,029)	-	**(2,914,310)**	(58,552)	2.1%
CAPITAL EXPENSES	2,856,121	**2,862,258**	(77,977)	130,029	5,500	**2,919,810**	57,552	2.0%
NET CAPITAL	**8,197**	**6,500**	**(6,500)**	**-**	**5,500**	**5,500**	**(1,000)**	**(15.4%)**
SUMMARY								
TOTAL REVENUES	*(33,967,376)*	**(32,900,326)**	*929,339*	*(789,411)*	*(284,500)*	**(33,044,898)**	*(144,572)*	*0.4%*
TOTAL EXPENSES	*47,809,232*	**47,276,543**	*(907,004)*	*373,625*	*863,108*	**47,606,272**	*329,729*	*0.7%*
TOTAL LEVY	**13,841,856**	**14,376,217**	**22,335**	**(415,786)**	**578,608**	**14,561,374**	**185,157**	**1.3%**
% BUDGET INCREASE (DECREASE)			***0.2%***	***(2.9%)***	***4.0%***	***1.3%***		

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

Budget Impact Details

	CAPITAL #	OPERATING EXPENSES	CAPITAL EXPENSES	TOTAL EXPENSES	REVENUES	TAXATION	%
SERVICE LEVEL							
WFL-Maintenance Vehicle		6,115	-	6,115	-	**6,115**	0.0%
WFL-Policy Management Software		9,616	-	9,616	9,616	**-**	
WFL-Personal Support Worker [FTE 2027-06]		426,514	-	426,514	-	**426,514**	3.0%
WFL-Ingersoll New Laundry Services Contract		(40,625)	-	(40,625)	-	**(40,625)**	(0.3%)
WFL-Disposable Peri Wipes (Satellites)		20,000	-	20,000	-	**20,000**	0.1%
WFL-Business Operations Analyst (LTC) [FTE 2027-07]	391000	135,868	5,500	141,368	-	**141,368**	1.0%
WFL-Additional streaming services		1,156	-	1,156	-	**1,156**	0.0%
		558,644	**5,500**	**564,144**	**9,616**	**554,528**	**3.9%**
NEW INITIATIVES							
WFL-Model of Care [NI 2027-08]		140,000	-	140,000	140,000	**-**	
WFL-Occupational Health Consultant [NI 2027-09]		33,580	-	33,580	-	**33,580**	0.2%
		173,580	**-**	**173,580**	**140,000**	**33,580**	**0.2%**
CAPITAL RESERVE CONTRIBUTION							
WFL-Capital Contribution Change		43,000	-	43,000	-	**43,000**	0.3%
		43,000	**-**	**43,000**	**-**	**43,000**	**0.3%**
INITIATIVE GAPPING							
WFL-Business Operations Analyst (LTC) [FTE 2027-07]	391000	(22,646)	-	(22,646)	-	**(22,646)**	(0.2%)
WFL-Personal Support Worker [FTE 2027-06]		(35,500)	-	(35,500)	-	**(35,500)**	(0.2%)
WFL-Maintenance Vehicle		5,646	-	5,646	-	**5,646**	0.0%
		(52,500)	**-**	**(52,500)**	-	**(52,500)**	**(0.4%)**
COUNCIL-APPROVED COMMITMENTS							
WFL- Community Access to LTC (Family Transition) [BT2026-12]		250,024	-	250,024	250,024	**(0)**	(0.0%)
WFL-Mental Health Resource Nurse (No funding received in 2026 Budget)		(115,140)	-	(115,140)	(115,140)	**0**	0.0%
		134,884	**-**	**134,884**	**134,884**	**0**	**0.0%**
TOTAL		**857,608**	**5,500**	**863,108**	**284,500**	**578,608**	**4.0%**

Capital Project Details

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 CFWD	2027 REQUEST	2028	2029-2036
FACILITIES								
C0569P - Woodingford Lodge Woodstock Facility	Various projects as identified from the Building Condition Assessments	Replacement	Poor	**$142,000**	-	142,000	-	-
C0569P - Woodingford Lodge Woodstock Facility	New Centre Courtyard Gazebo	Replacement	Poor	**$45,000**	-	45,000	-	-
C0568P - Woodingford Lodge Ingersoll Facility	Flat Roof Repairs	Replacement	Poor	**$12,000**	-	12,000	-	-
C0423P - Woodingford Lodge Ingersoll Roofing	Modified Bitumen Roof	Replacement	Poor	**$483,500**	-	483,500	-	-
C0424P - Woodingford Lodge Ingersoll Roof Top Units	Replacement of Roof Top Units	Replacement	Poor	**$518,000**	-	518,000	-	-
C0587P - Woodingford Lodge Tillsonburg Facility	Replacement of Sprinkler Main Pipes	Replacement	Poor	**$50,000**	-	50,000	-	-
C0586P - Woodingford Lodge Tillsonburg - Roofing	Modified Bitumen Roof	Replacement	Poor	**$509,720**	-	509,720	-	-
C0667P - Woodingford Lodge Tillsonburg - Roof Top Units	Replacement of Roof Top Units	Replacement	Poor	**$555,000**	-	555,000	-	-
FURNISHINGS AND EQUIPMENT								
391000 - Woodingford Lodge Woodstock	Computer equipment and furnishings - Business Operations Analyst **(FTE 2027-07)**	Expansion	N/A	**$5,500**	-	5,500	-	-
391000 - Woodingford Lodge Woodstock	Replacement of various equipment used for service delivery	Replacement	Poor	**$161,000**	-	161,000	-	-
391000 - Woodingford Lodge Woodstock	Walk-ins Fridge/Freezer (2) (Repair/Rebuild)	Renewal	Poor	**$53,000**	-	53,000	-	-
391000 - Woodingford Lodge Woodstock	**CARRY FORWARD BUDGET:** Prior year's approved budget not spent. Small Floor Scrubber	Replacement	Poor	**$5,800**	5,800	-	-	-
392000 - Woodingford Lodge Ingersoll	Replacement of various equipment used for service delivery	Replacement	Poor	**$25,500**	-	25,500	-	-
392000 - Woodingford Lodge Ingersoll	**CARRY FORWARD BUDGET:** Prior year's approved budget not spent. Fogger to disinfect rooms	Replacement	Poor	**$8,000**	8,000	-	-	-

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 CFWD	2027 REQUEST	2028	2029-2036
393000 - Woodingford Lodge Tillsonburg	Replacement of various equipment used for service delivery	Replacement	Poor	**$87,500**	-	87,500	-	-
393000 - Woodingford Lodge Tillsonburg	**CARRY FORWARD BUDGET:** Prior year's approved budget not spent. Fogger to disinfect rooms	Replacement	Poor	**$8,000**	8,000	-	-	-
391000 - Woodingford Lodge Woodstock	Various furnishings including common area furniture, chairs, resident room furniture, appliances, bed replacement	Replacement	Poor	**$187,290**	-	187,290	-	-
392000 - Woodingford Lodge Ingersoll	Various furnishings including common area furniture, chairs, resident room furniture, appliances, bed replacement	Replacement	Poor	**$34,800**	-	34,800	-	-
393000 - Woodingford Lodge Tillsonburg	Various furnishings including common area furniture, chairs, resident room furniture, appliances, bed replacement	Replacement	Poor	**$28,200**	-	28,200	-	-
				$2,919,810	**$21,800**	**$2,898,010**	**$0**	**$0**

Special Report – Per Diem

	2026 FORECAST	2026 BUDGET*	2027 BUDGET	PER DIEM 2026 FORECAST	PER DIEM 2026 BUDGET	PER DIEM 2027 BUDGET
NURSING AND PERSONAL CARE						
MINISTRY FUNDING	(17,746,033)	(17,500,833)	**(18,113,713)**	(213.24)	(210.30)	**(217.66)**
OTHER REVENUES	(134,800)	(98,000)	**(98,000)**	(1.62)	(1.18)	**(1.18)**
SALARIES AND BENEFITS	22,334,086	22,626,702	**22,835,881**	268.37	271.89	**274.40**
OPERATING COSTS	830,627	859,875	**900,894**	9.98	10.33	**10.83**
TOTAL NURSING AND PERSONAL CARE	5,283,880	5,887,744	**5,525,062**	63.49	70.75	**66.39**
PROGRAM AND SUPPORT SERVICES						
MINISTRY FUNDING	(1,981,710)	(2,005,160)	**(1,992,309)**	(23.81)	(24.09)	**(23.94)**
OTHER REVENUES	(1,300)	(500)	**(1,300)**	(0.02)	(0.01)	**(0.02)**
SALARIES AND BENEFITS	1,893,689	1,911,217	**1,887,308**	22.76	22.97	**22.68**
OPERATING COSTS	471,876	490,096	**472,668**	5.67	5.89	**5.68**
TOTAL PROGRAM AND SUPPORT SERVICES	382,555	395,653	**366,367**	4.60	4.75	**4.40**
RAW FOOD						
MINISTRY FUNDING	(1,135,320)	(1,111,814)	**(1,158,032)**	(13.64)	(13.36)	**(13.92)**
OTHER REVENUES	(30,000)	(30,000)	**(30,000)**	(0.36)	(0.36)	**(0.36)**
OPERATING COSTS	1,253,617	1,253,617	**1,274,486**	15.06	15.06	**15.31**
TOTAL RAW FOOD	88,297	111,803	**86,454**	1.06	1.34	**1.04**
OTHER ACCOMODATIONS						
MINISTRY FUNDING	(480,556)	(528,428)	**(622,627)**	(5.77)	(6.35)	**(7.48)**
RESIDENT REVENUE	(6,577,083)	(6,682,986)	**(6,715,300)**	(79.03)	(80.31)	**(80.69)**
RESERVE FUNDING	(30,000)	(30,000)	**-**	(0.36)	(0.36)	**-**
OTHER REVENUES	(33,509)	(12,598)	**(20,950)**	(0.40)	(0.15)	**(0.25)**
SALARIES AND BENEFITS	6,972,975	7,115,621	**7,315,174**	83.79	85.50	**87.90**
OPERATING COSTS	9,102,139	9,003,576	**9,516,590**	109.37	108.19	**114.35**
TOTAL OTHER ACCOMODATIONS	8,953,966	8,865,185	**9,472,887**	107.59	106.53	**113.83**
DEBT REPAYMENT						
MINISTRY FUNDING	(604,428)	(604,428)	**(604,428)**	(7.26)	(7.26)	**(7.26)**
DEBENTURE	706,018	706,018	**671,177**	8.48	8.48	**8.07**
TOTAL DEBT REPAYMENT	101,590	101,590	**66,749**	1.22	1.22	**0.80**
ONE TIME FUNDING AND OTHER INITIATIVES						
MINISTRY FUNDING	(1,880,486)	(1,426,619)	**(727,585)**	(22.60)	(17.14)	**(8.74)**
OTHER REVENUES	(677)	-	**-**	(0.01)	-	**-**
SALARIES AND BENEFITS	794,369	595,006	**218,360**	9.55	7.15	**2.62**
OPERATING COSTS	1,092,934	832,892	**512,451**	13.13	10.01	**6.16**
TOTAL ONE TIME FUNDING AND OTHER INITIATIVES	6,140	1,279	**3,226**	0.07	0.02	**0.04**
OTHER FUNDING - OUTSIDE OF LTCH						
MINISTRY FUNDING	(104,672)	-	**-**	(1.26)	-	**-**
OTHER REVENUES	(377,742)	(7,500)	**(86,400)**	(4.54)	(0.09)	**(1.04)**
SALARIES AND BENEFITS	369,620	-	**-**	4.44	-	**-**
OPERATING COSTS	113,500	4,000	**84,500**	1.36	0.05	**1.02**

	2026 FORECAST	2026 BUDGET*	2027 BUDGET	PER DIEM 2026 FORECAST	PER DIEM 2026 BUDGET	PER DIEM 2027 BUDGET
TOTAL OTHER FUNDING - OUTSIDE OF LTCH	706	(3,500)	**(1,900)**	0.01	(0.04)	**(0.02)**
ACCREDITATION						
MINISTRY FUNDING	(34,944)	(35,468)	**(34,944)**	(0.42)	(0.43)	**(0.42)**
SALARIES AND BENEFITS	31,193	35,354	**29,003**	0.37	0.42	**0.35**
OPERATING COSTS	3,751	3,729	**5,941**	0.05	0.04	**0.07**
TOTAL ACCREDITATION	-	3,615	**-**	-	0.04	**-**
MUNICIPAL RESERVES						
RESERVE FUNDING	(2,814,116)	(2,825,992)	**(2,839,310)**	(33.82)	(33.96)	**(34.12)**
RESERVE CONTRIBUTION	1,838,839	1,838,839	**1,881,839**	22.10	22.10	**22.61**
TOTAL MUNICIPAL RESERVES	(975,277)	(987,153)	**(957,471)**	(11.72)	(11.86)	**(11.51)**
TOTAL WOODINGFORD LODGE	**13,841,857**	**14,376,216**	**14,561,374**	**166.33**	**172.75**	**174.97**

FTE – Personal Support Worker

FTE 2027-06

SUMMARY

Type of FTE request	Expand Service Level
Classification	Full-time - Permanent
Job Title	Personal Support Worker
FTE	4.2
Description	Additional Personal Support Worker hours are requested across the Woodstock, Ingersoll and Tillsonburg locations to ensure that the provincial target of an average of four hours of direct care per resident per day is achieved through actual hours worked—not solely reflected in budgeted staffing levels. This investment will support consistent daily care and help meet the increasingly complex needs of residents.

STRATEGIC PLAN

Goal 3.1: Continuous improvement and results-driven solutions

REQUEST DETAILS

In December 2020, the Ontario government released *A Better Place to Live, A Better Place to Work: Ontario's Long-Term Care Staffing Plan*, committing to increased staffing and a provincial average target of **four hours of direct care, per resident, per day**, provided by RNs, RPNs and PSWs. This target was established under the *Fixing Long-Term Care Act, 2021* and reached its planned implementation date of March 31, 2025.

It is important to recognize that the **four-hour provincial target is an average, not a ceiling or minimum staffing standard**. LTC homes must continue to establish staffing levels appropriate to the acuity, complexity and individual needs of their residents.

As part of the 2026 Budget, a request for 2.8 Personal Support Worker (PSW) FTEs was deferred for consideration in the 2027 Budget, along with 1.0 Recreation Aide FTE. The priority for the 2027 budget is for direct hours of care to support the staffing algorithm and complex care needs of the residents, reduce cross deployment of staff between homes to mitigate risk of virus transmission. The recreation aide position to support Allied allocation will be addressed at future councils budget discussions.

In December 2023, the Woodingford Master Plan was presented to Council Council and was approved and endorsed In the Master Plan it spoke to the importance of Long-Term Care achieving the required hours of care and indicated that the home is still in a position to achieve the goal with Council support. The direction set by the Ministry of Long-Term Care was that the target must be achieved by 2025

REQUEST DETAILS

The 2027 increase in Direct Care hours and Allied Care minutes appear in the table below. The increase was obtained by requesting an increase of 4.2 PSW FTE for Woodstock, Ingersoll and Tillsonburg and realigning the existing positions between Direct Care and Allied Care. Woodingford Lodge staff will continue to approach County Council in each budget cycle to request the needed staff to meet the Direct Hours of care per day requirements and Allied Care required targets.

Direct Care – Minutes Per Resident Day (Current)

	Ministry Target	2026 Approved Budget	Position Reallocation Between Allied and Direct Care**	2027 Budget Request (4.2 FTE)	2027 Budget
Woodstock	240 mins (4 hours)	**240.2 min** (4.0 hours)	-7.6 min	+6.0 min	**238.6 min** (4.0 hours)
Ingersoll		**223.2min** (3.7 hours)	-7.4 min	+7.1 min	**222.9 min** (3.7 hours)
Tillsonburg		**223.2min** (3.7 hours)	-7.4 min	+7.1 min	**222.9 min** (3.7 hours)

** The Nurse Practitioners have been removed from the Director Care and added to the Allied as directed by the Ministry of Long-Term Care given their supportive role to care vs. Direct involvement.

In 2028, Woodingford Lodge would need to request 3.4 FTE for Ingersoll and Tillsonburg to meet 4 hours of Direct Care Hours, and add 3.5 minutes per day or 0.4 FTE to Allied Health hours for Ingersoll and Tillsonburg.

Under O. Reg. 246/22, LTC homes are required to maintain an interdisciplinary falls prevention and management program that includes strategies to reduce, mitigate falls and injuries, and enhance resident monitoring. Failure to meet legislative and regulatory requirements can result in Ministry compliance action, including financial consequences.

Increasing PSW staffing strengthens the homes' ability to implement appropriate fall-prevention interventions, respond to call bells, monitor residents, and provide timely assistance with activities of daily living, thus decreasing falls related injuries, significant changes in resident health, and unnecessary transfers to hospitals.

Importantly, Resident Councils and Family Councils across the Woodingford Lodge locations have identified additional frontline staffing as a priority to better support residents' needs.

The proposed PSW enhancement supports resident safety, quality of care, regulatory compliance and workforce stability, while moving the homes closer to Ontario's four-hour direct-care target. It also supports the increasingly complex care needs of LTC residents and strengthens

REQUEST DETAILS

staffing contingency capacity. Investing in additional PSW staffing therefore represents a direct investment in resident safety, quality of life and the sustainability of care delivery across Woodingford Lodge homes.

It is important to note that Woodingford Lodge is the only recognized home by Ontario Health at Home that has admitted residents of complex dementia care needs to the secured neighbourhood, therefore the Case Mix Index does indicate the complexity of the needs of the residents of Woodingford Lodge is higher based on this metric.

The Risks associated to this not being approved include the impact on care levels being provided and maintained to the residents of Woodingford, further concerns raised from residents and families during their councils' minutes and additional correspondences from them, as well the impact to our current staffing algorithm which in the event that a staff member vacancy occurs in the satellite homes, this puts the home under the care threshold and then requires a staff member to be pulled from the Woodstock site. Single site staffing is essential to the maintenance of proper Infection, Prevention and control standards, therefore having the hours of care standard of 4 hours of care is essential for care delivery, meeting the complex needs of the residents and mitigating virus transmission from home to home.

BUDGET REQUIREMENTS

	Deferred from 2026 Budget	Base	Total Budget
Expenses			
Woodstock: Personal Support Workers – **1.4 FTE**	$142,171	$-	$142,171
Woodstock: Personal Support Workers – **1.4 FTE**	-	142,171	142,171
Ingersoll/Tillsonburg: Personal Support Workers – **1.4 FTE**	142,171	-	142,171
Total expenses	**284,342**	**142,171**	**426,523**
County Levy	**$284,342**	**$142,171**	**$426,523**
Initiative Gapping – *new positions start April 2027*	-	*(35,500)*	*(71,000)*
2027 Budget Impact	**$284,342**	**$106,671**	**$391,013**
2028 Budget Impact	**$284,342**	**$142,171**	**$426,523**

FTE – Business Operations Analyst (LTC)

FTE 2027-07

SUMMARY

Type of FTE request	Expand Service Level
Classification	Full-time - Permanent
Job Title	Business Operations Analyst (LTC)
FTE	1.0
Description	The Business Operations Analyst (LTC) provides leadership and oversight into the business operations of Long-Term Care services. The position is responsible for reviewing operational performance, identifying opportunities for improvement, leading business case development, maximizing funding opportunities, supporting financial sustainability, and overseeing contract administration. The role works collaboratively across the department and organization to drive innovation, improve business outcomes, and ensure resources are aligned with organizational priorities.

STRATEGIC PLAN



Goal 3.1: Continuous improvement and results-driven solutions

REQUEST DETAILS

Background

Strategic Context

The 2024 County Council-approved Woodingford Lodge Master Plan which identified the value of adding Long-Term Care (LTC) specialists to support program management and service delivery, including business analytics expertise to strengthen operations.

LTC operations have become increasingly complex due to evolving requirements under the *Fixing Long-Term Care Act, 2021*, greater accountability for public funding, rising operating costs, workforce pressures, and growing expectations for quality and sustainability. These pressures have increased the need for dedicated oversight of business operations, financial performance, funding opportunities, contracts, and strategic improvement initiatives.

REQUEST DETAILS

Reporting and Funding Complexity

Each year, Woodingford Lodge must submit 121 financial reports to the Ministry of Long-Term Care (MLTC). Since 2020, the MLTC has introduced 25 one-time funding envelopes in addition to Level of Care funding, creating further reporting, analysis, and reconciliation requirements.

Because MLTC one-time funding follows an April-to-March fiscal year, additional analysis is required to align it with the County's January-to-December financial cycle.

The Business Operations Analyst (LTC) is an essential position to the Operations of LTC and there is no overlap to the work already being completed by the Financial Analyst or Grant Coordinator.

Operational Support Required

The proposed position would provide dedicated capacity to:

- support required financial reporting and monitor one-time funding;
- manage more than 70 LTC contracts;
- analyze financial performance, billing, budget variances, and aging reports for reimbursement;
- support supply-chain management and vendor cost analysis;
- monitor staff labour variances; and
- manage occupancy rates, per-patient-day costs, and private-pay and subsidized-rate performance.

Current Capacity Pressure

Under the current model, LTC staff request assistance from the Financial Analyst up to 30 times per year to prepare cost analyses, budgets, and negotiation materials in addition to the analyst's regular duties. A dedicated Business Operations Analyst would provide the focused capacity needed to manage these responsibilities more consistently and effectively.

The proposed position responds to this evolving environment by providing focused leadership in business operations and performance oversight, funding and revenue optimization, strategic planning, financial operations, and contract administration. The role would work collaboratively with operational Long-Term Care staff and finance staff to strengthen financial stewardship, monitor performance, identify efficiencies, pursue external funding, and ensure appropriate oversight of contracts and grant-funded initiatives.

This position is essential to ensure Long-Term Care has the dedicated capacity and expertise to effectively manage increasingly complex operational and financial responsibilities. By strengthening performance monitoring, funding optimization, financial analysis, business planning, and contract oversight, the position will support legislative compliance, informed decision-making, risk management, cost containment, and long-term financial sustainability.

REQUEST DETAILS

This role will help ensure available resources are used effectively while supporting high-quality services and improved outcomes for residents.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Expenses			
Salaries & Benefits	$-	$135,868	$135,868
Computer Equipment: Laptop	2,500	-	2,500
Furniture: Desk	3,000	-	3,000
Total expenses	**5,500**	**135,868**	**141,368**
County Levy	**$5,500**	**$135,868**	**$141,368**
Initiative Gapping – *position start March 2027*	-	*(22,646)*	*(22,646)*
2027 Budget Impact	**$5,500**	**$113,222**	**$118,722**
2028 Budget Impact	**$0**	**$135,868**	**$135,868**

New Initiative – Model of Care for Woodingford Lodge

NI 2027-08

SUMMARY

The proposed Model of Care represents a transformative approach to Dementia care by promoting earlier identification and diagnosis, strengthening partnerships across the continuum of care, and ensuring staff possess the knowledge, skills, and competencies required to meet the complex and evolving needs of residents living with Dementia. It also supports organizational culture change by fostering person-centered, evidence-informed, and innovative care practices that improve resident outcomes while advancing the County of Oxford's vision of providing accessible, high-quality dementia care and community support.

STRATEGIC PLAN

Goal 3.1: Continuous improvement and results-driven solutions

REQUEST DETAILS

Background

Ontario's current legislative framework establishes clear requirements for resident-centered care, organized programs and services, resident and family engagement, and continuous quality improvement in long-term care homes (Fixing Long-Term Care Act, 2021; O. Reg. 246/22). Developing a comprehensive Model of Care provides an opportunity to align these legislative obligations within a cohesive, locally defined framework that guides resident care, quality of life, and service delivery.

Bill 14, the proposed ***Support for Seniors and Caregivers Act, 2025***, would, if enacted, requires every long-term care licensee to maintain an organized Dementia care program and related services. As of July 2026, the bill remains at first reading and has been ordered for second reading (Legislative Assembly of Ontario, 2025). Initiating this work now positions Woodingford Lodge to build upon its existing strengths while proactively preparing for future Ministry direction.

Woodingford Lodge is uniquely positioned within Oxford County as the only Long-Term Care Home with a dedicated Dementia care neighbourhood. As legislative expectations continue to evolve, the development of a comprehensive dementia Model of Care becomes an increasingly important strategic priority. In addition, Woodingford Lodge is pursuing formal designation as a Specialized Dementia Care Centre for Oxford County. This initiative is intended to enhance the quality of life for individuals living with dementia while strengthening caregiver support and improving access to specialized Dementia services across the community.

REQUEST DETAILS

To date, Woodingford Lodge has invested in preparing the implementation of a comprehensive Dementia Model of Care by providing front-line staff with education in Gentle Persuasive Approaches (GPA) and DementiAbility Methods. These foundational training initiatives have strengthened staff knowledge and competencies and established the groundwork for successful implementation of the proposed model. At Woodinford Lodge approximately 85% of the residents' population are diagnosed with dementia, 54% have mixed mental health diagnosis and this initiative would have profound impact on their daily life and ensure their needs are met appropriately in a person-centred approach of care. Given that Woodingford Lodge has on average a higher Case Mix Index than the other homes in Oxford County this metric is largely driven by residents requiring more complex care in respect to behavioural and cognitive supports amongst other complexities.

The approved County Council Woodingford Lodge Master Plan 2024 notes the requirement for the home to "develop an emotional, person centred-care model to prioritize support for residents psychosocial, emotional and dementia care needs" This initiative provides an opportunity to engage a specialized consultant to facilitate the co-development, implementation, and evaluation of Woodingford Lodge's Dementia Model of Care. Consultant expertise will help ensure the model is evidence-informed, aligned with the *Fixing Long-Term Care Act, 2021* (FLTCA), and support the home's ongoing quality improvement and accreditation objectives. It will also establish a clearly defined philosophy and model of care that meets evolving legislative and accreditation expectations while leveraging existing staff capacity, thereby reducing the need to establish a dedicated full-time equivalent (FTE) position that has been required by some other long-term care homes undertaking similar initiatives.

If this initiative is not approved, Woodingford Lodge's ability to prepare for emerging requirements under the *Fixing Long-Term Care Act, 2021,* will be significantly delayed. It would also impede progress toward advancing the existing Dementia Care Neighbourhood into a formally recognized Specialized Dementia Care Centre for Oxford County, Woodingford Lodge is currently the only home in Oxford with a Dementia neighbourhood and having a formal recognition of this to the MLTC could add an additional $164.20 per day per diem for this level of care. Delaying this work may reduce opportunities to strengthen dementia-specific expertise, enhance resident and caregiver support, and position Woodingford Lodge as a provincial leader in specialized dementia care. This investment in the model of care is an investment in the residents living with dementia in Oxford County and the broader health care system in Oxford County as well as education to the staff to best support the complex dementia and mental health related cases being admitted to Woodingford Lodge. In 2026, there were 41 incidents of residents injuring staff given an escalation in their BPSD concerns from January 2026 to August 2026. This model of care will strengthen staff ability to best support the fluctuating behavioral trends of the residents and reduce staff injuries, provide a philosophy of resident centred care which offers flexibility and choice above the current parameters provided currently.

This approach to the development of a Model of Care with Woodingford Lodge and a consultant is significantly less inexpensive than sourcing out other commercially designed models of care that come with initiation costing up to $1.3M to implement with annual service fees.

The customized model of care reflects the homes mission, vision, values and culture, meets the Fixing Long Term Care Act, 2021 requirements for a clearly articulated philosophy of care, supports Accreditation Canada standards, builds on the current education that has already been offered to staff, support staff in meeting the future needs of the residents they care for with dementia and mental health diagnosis and will

REQUEST DETAILS

support in the differentiation of Woodingford Lodge creation as a leader in Dementia and person-centered care as the home progresses towards becoming a Specialized Dementia Care Centre for Oxford County for LTC residents and this Model of care is essential in this process.

It is important to note that as Woodingford Lodge progresses on the process of applying for the Dementia Specialization recognition of the home to the Ministry of Long-Term Care to be eligible for additional per diem as a Specialized Behavioural Support Dementia Home, the Model of Care and Dementia Philosophy care strategy is an instrumental primary step to achieving this and noting in the submitted application.

The risk of not approving the model of care strategy puts Woodingford Lodge at a disadvantage from achieving the Behavioural Support Unit designated status which offers the home higher per diem towards staffing as under current state, the dementia supports being offered to community isn't funded by MLTC but recognized in principle alone by Ontario Health and Home for the secured neighbourhood.

BUDGET REQUIREMENTS

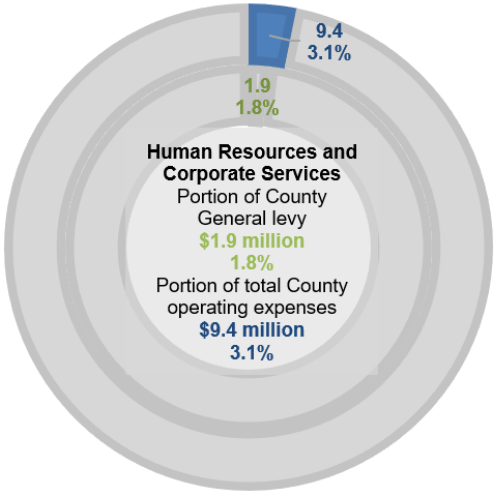
	One-time	Base	Total Budget
Revenues			
Provincial funding	$140,000	$-	$140,000
Total revenues	**140,000**	**-**	**140,000**
Expenses			
Consulting – Phase 1-3	140,000	-	140,000
Total expenses	**140,000**	**-**	**140,000**
County Levy	**$-**	**$-**	**$-**

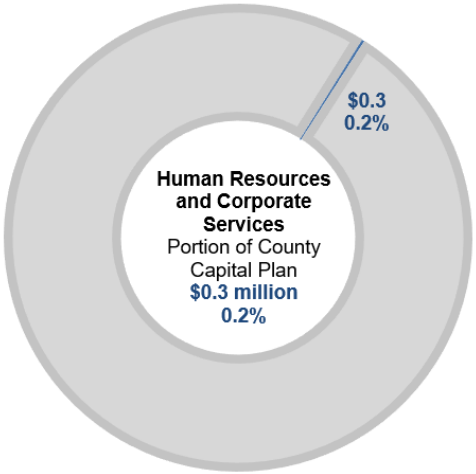
2027 BUDGET



7 Human Resources and Corporate Services

Human Resources and Corporate Services supports the organization and its employees by providing strategic leadership and essential corporate services that strengthen our people, workplace, organizational effectiveness, and ability to deliver quality public services.





	Division	Division Description	Services	2027 FTE Base	2027 FTE Temp
Human Resources and Corporate Services Director of Human Resources and Corporate	**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	13.0	-
	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	14.7	-
	Business Systems	Provides customer service, geographic information system (GIS), and business innovation solutions that enhance the customer experience, transform data into actionable insights, and enable informed decision-making, operational excellence, and effective service delivery.	▪ Administrative Support and public information ▪ Geographic Information System (GIS) ▪ Business Analysis and Project Management Support	16.1	0.3
Total				**43.8**	**0.3**

Services Overview

Full-Time Equivalents **13.0** FTE ↑1.0 Base

Service	Service Description	2025 Service Level	Service Type
Employee Wellness and Safety	An internal service that provides safe workplaces for employees.	**159** 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.	**142** Development sessions	Support
Staffing	An internal service that provides the County of Oxford with qualified employees through the life cycle of their employment.	**925** Qualified employees	Support
Total Compensation	An internal service that provides total compensation to County of Oxford employees.	**591** Total compensation packages	Support

- **1.0 FTE Senior Manager of Human Resources Full-time -** to effectively support the expanded responsibilities after the 2025 organizational restructuring and to create capacity for additional re-structuring, a new senior-level HR position is proposed.
  FTE 2027-08

Key Performance Indicators

	2023 Actual	2024 Actual	2025 Actual	2026 Forecast	2027 Budget	Target
Voluntary employee turnover rate (retirement/resignation)	12.7%	8.8%	9.3%	10.5%	↓	↓
Woodingford Lodge Job Vacancies # Posted | # Filled | % Filled **Rest of County Job Vacancies** # Posted | # Filled | % Filled	229 | 211 | 92.1% 208 | 197 | 94.7%	213 | 209 | 98.1% 176 | 171 | 97.2%	185 | 181 | 97.8% 150 | 143 | 95.3%	238 | 208 | 87.4% 234 | 199 | 85.0%	N/A	Increase % of vacancies filled
Grievances Filed | # Resolved before arbitration | % Resolved beforearbitration	10 | 10 | 100%	11 | 11 | 100%	6 | 6 | 100%	12 | 12 | 100%	N/A	Increase % resolved before to arbitration
Workplace Safety Insurance Board (WSIB) claims filed	82	101	66	90	↓	↓
Training/development session arranged or facilitated	77	82	142	155	130	N/A

Goals and Objectives

Description	2027	2028	2029	Strategic Plan	Other Plan Alignment
Human Resources Information System (HRIS) Execute the implementation of SAP, our new integrated Human Resources (HRIS), Scheduling, and Payroll system. Once implemented continue to develop HRIS functionality, including learning management and workforce planning data.	●			*Goal 3.3: Attract, retain and engage staff*	
Culture of Psychological Safety Foster a workplace culture where employees feel safe, respected, and empowered to share ideas, concerns, and feedback. Implement the newly developed Employee Feedback Commitment and Framework, conduct an organization-wide Employee Engagement Survey to assess progress made since the last survey and identify improvement opportunities, and develop practical tools, resources, and educational supports to strengthen psychological safety awareness and leadership capability across the organization.	●	●		*Goal 3.3: Attract, retain and engage staff*	
Learning and Development Using survey results collected in 2026, expand corporate learning and development opportunities through the Oxford Grows learning calendar to support professional development for all staff. Expand the Oxford Leads Leadership Development program to invite participation from our area municipalities.	●			*Goal 3.3: Attract, retain and engage staff*	
Performance Management Framework Gather formal feedback on the performance management framework that was implemented in 2025 to identify resource gaps and opportunities for refinement. Develop and implement changes and/or additional resources where necessary.	●			*Goal 3.3: Attract, retain and engage staff*	
Employee Health and Disability Management Strengthen employee health and disability management by implementing revised policies and piloting occupational health consultant services in long-term care.	●			*Goal 3.3: Attract, retain and engage staff*	

Budget

OPERATING	2026 FORECAST	2026 BUDGET*	LESS: 2026 NON-RECURRING	2027 BASE BUDGET	2027 BUDGET IMPACTS	2027 BUDGET	$ OVER 2026 BUDGET	% OVER 2026 BUDGET
REVENUES								
GENERAL REVENUES	-	-	-	(7,200)	-	(7,200)	(7,200)	-
RESERVE REVENUES	(165,292)	(167,827)	7,000	115,597	(62,500)	(107,730)	60,097	(35.8%)
INTERDEPARTMENTAL RECOVERIES	(2,220,068)	(2,220,068)	10,000	(78,470)	(232,545)	(2,521,083)	(301,015)	13.6%
TOTAL REVENUES	**(2,385,360)**	**(2,387,895)**	**17,000**	**29,927**	**(295,045)**	**(2,636,013)**	**(248,118)**	**10.4%**
EXPENSES								
SALARIES AND BENEFITS	1,800,489	1,848,754	-	51,771	219,745	2,120,270	271,516	14.7%
OPERATING EXPENSES	433,438	426,541	(8,000)	(82,498)	10,300	346,343	(80,198)	(18.8%)
CONTRACTED SERVICES	48,126	50,700	(7,000)	-	62,500	106,200	55,500	109.5%
RESERVE TRANSFERS	20,000	20,000	-	-	-	20,000	-	-
FLEET AND FACILITY CHARGES	39,900	39,900	-	800	-	40,700	800	2.0%
TOTAL EXPENSES	**2,341,953**	**2,385,895**	**(15,000)**	**(29,927)**	**292,545**	**2,633,513**	**247,618**	**10.4%**
NET OPERATING	**(43,407)**	**(2,000)**	**2,000**	**-**	**(2,500)**	**(2,500)**	**(500)**	**25.0%**
CAPITAL								
CAPITAL EXPENSES	1,469	2,000	(2,000)	-	2,500	2,500	500	25.0%
NET CAPITAL	**1,469**	**2,000**	**(2,000)**	**-**	**2,500**	**2,500**	**500**	**25.0%**
SUMMARY								
TOTAL REVENUES	*(2,385,360)*	**(2,387,895)**	*17,000*	*29,927*	*(295,045)*	**(2,636,013)**	*(248,118)*	*10.4%*
TOTAL EXPENSES	*2,343,422*	**2,387,895**	*(17,000)*	*(29,927)*	*295,045*	**2,636,013**	*248,118*	*10.4%*
TOTAL LEVY	**(41,938)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
% BUDGET INCREASE (DECREASE)			**-**	**-**	**-**	**-**		

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

Budget Impact Details

	CAPITAL #	OPERATING EXPENSES	CAPITAL EXPENSES	TOTAL EXPENSES	REVENUES	INTERDEPT RECOVERY	%
ONE-TIME ITEMS							
HR-Employee Engagement Survey		12,500	-	12,500	12,500	**-**	
HR-HRIS Support		50,000	-	50,000	50,000	**-**	
HR-PDA Updates		8,000	-	8,000	-	**8,000**	0.4%
		70,500	**-**	**70,500**	**62,500**	**8,000**	**0.4%**
SERVICE LEVEL							
HR-Senior Manager of Human Resources [FTE 2027-08]	**112000**	222,045	2,500	224,545	-	**224,545**	10.1%
		222,045	**2,500**	**224,545**	**-**	**224,545**	**10.1%**
TOTAL		**292,545**	**2,500**	**295,045**	**62,500**	**232,545**	**10.5%**

Capital Budget

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2027 REQUEST	2028	2029-2036
FURNISHINGS AND EQUIPMENT							
112000 - Human Resources	Laptop and Monitors - Senior Manager of Human Resources **(FTE 2027-08)**	Expansion	N/A	**$2,500**	2,500	-	-
				$2,500	**$2,500**	**$0**	**$0**

FTE – Senior Manager of Human Resources

FTE 2027-08

SUMMARY

Type of FTE request	Maintain Service Level
Classification	Full-time - Permanent
Job Title	Senior Manager of Human Resources
FTE	1.0
Description	Following 2025 organizational restructuring, the Director of Human Resources assumed oversight of Business Systems and Library Services without additional senior-level support in Human Resources. To effectively support these expanded responsibilities and create capacity for additional re-structuring, a new senior-level HR position is proposed.

STRATEGIC PLAN



Goal 3.3: Attract, retain and engage staff

REQUEST DETAILS

Background

Following the retirement of the Director of Corporate Services in 2025, the organization was restructured. Financial Services became a stand-alone department, and the remaining Corporate Services portfolios were assigned to the Director of Human Resources, whose title changed to Director of Human Resources and Corporate Services. Although no additional senior-level HR support was added at that time, the expanded scope and complexity of the role now exceeds traditional human resources leadership and require ongoing strategic oversight across multiple service areas.

REQUEST DETAILS

Span of Control

The CAO currently has 13 direct reports, which is high relative to typical organizational spans of control. A review of comparable upper-tier municipalities shows a range of 7 to 12 direct reports, most of whom are Department Heads, with an average of 9.8. Establishing a senior-level HR position would create capacity for the CAO to further restructure by transferring the Strategic Communications and Engagement (SCE) team to Human Resources and Corporate Services.

The Director of Human Resources and Corporate Services currently has 6 direct reports with no Administrative Assistant support. By comparison, other Department Directors have 2 to 5 direct reports, with some also supported by an Administrative Assistant within those figures.

Without the proposed FTE, transferring SCE to Human Resources and Corporate Services would increase the Director's direct reports to 7. Adding the position would reduce direct reports to 4, better aligning the department with the span of control of other Directors.

Capacity

Since the 2025 organizational restructuring, the Director of Human Resources and Corporate Services has taken on a substantially broader portfolio beyond traditional HR leadership, while continuing to fulfill the responsibilities of the original role. The addition of a senior-level Human Resources position would create the leadership capacity necessary to delegate operational responsibilities and day-to-day issue management more effectively. This would allow the Director to focus on strategic priorities, long-term workforce planning, organizational effectiveness initiatives, and the integration of additional corporate service functions.

Organizational Benefits

The proposed position would provide several organizational benefits, including:

- Increased leadership capacity to support corporate priorities and strategic initiatives.
- Enhanced succession planning and leadership continuity within Human Resources and Corporate Services.
- Improved responsiveness to departments requiring human resources expertise and support.
- Greater capacity to advance organizational culture, employee engagement, recruitment, retention, and workforce planning initiatives.
- Reduced risk associated with concentrating specialized knowledge and decision-making authority within a single senior leader.
- Improved alignment of supervisory responsibilities and spans of control across the organization.

REQUEST DETAILS

Implications if not approved

If the proposed FTE is not approved, further restructuring will be difficult to achieve within the Director of Human Resources and Corporate Services' current span of control and capacity, leaving the CAO with an unsustainably high number of direct reports. In addition, the Director's time will remain focused more on day-to-day operational human resources matters rather than higher-level strategic planning and leadership for all divisions now reporting to this Director.

The lack of additional leadership capacity also creates business continuity and succession risks. Critical knowledge, decision-making authority, and responsibility for major initiatives will remain concentrated within a single position, increasing organizational vulnerability during periods of absence, turnover, or unexpected operational challenges.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Expenses			
Salaries and benefits	$-	$219,745	$219,745
Telecommunications	600	300	900
Training	-	1,400	1,400
Computer: Laptop	2,500	-	2,500
Total expenses	**-**	**-**	**-**
Net Interdepartmental Charge	**$3,100**	**$221,445**	**$224,545**

New Initiative – Occupational Health Consultant Services

NI 2027-09

SUMMARY

Over the past several years, employee injuries, illnesses, disability-related absences and accommodation matters have become increasingly complex. It is becoming more challenging for the Employee Health and Disability Management team to obtain clear, precise information from the employee's healthcare provider when attempting to return an employee to work, offer accommodation, manage an absence or determine eligibility for short term income protection benefits.

Given this increase in complexities, it would be beneficial to engage the services of a qualified Occupational Health Consultant who has expertise in occupational health and knowledge of the municipal work environment.

The Occupational Health Consultant would only be engaged in complex or unclear medical situations. They would not be adjudicating entitlement, diagnosing or replacing the employees' healthcare provider, rather their role would be to obtain clarifying information to assist the Employee Health and Disability Management team for disability management which will in turn save costs associated with employee absences, return to work and accommodations.

After reviewing claim data, we propose the County engage in piloting the services of an Occupational Health Consultant at Woodingford Lodge for one year. Other departments were considered, such as Oxford County Paramedic Services, however most of their claims are occupational injuries or illness, therefore WSIB adjudicates entitlement to benefits and engages their own internal providers and services to assist in return-to-work planning, accommodations, and entitlement decisions.

STRATEGIC PLAN



Goal 3.3: Attract, retain and engage staff

REQUEST DETAILS

Background

Oxford County is continually assessing how it can better support its employees so that we can attract, retain and engage staff. An important aspect of this is supporting our employees who may be experiencing personal injury or illness and ensuring we offer assistance to allow them to return to work or remain at work with accommodation as needed. Currently, all management of employee disability-related absences, return to work and accommodation claims are overseen by the County's Employee Health and Disability Management team within Human Resources.

REQUEST DETAILS

As an employer, when assessing entitlement to short-term income protection benefits, return-to-work planning, and accommodation needs, we are limited in the type of medical information we can request from an employee's healthcare provider. We cannot request a diagnosis, treatment details, or other personal medical history. Rather, we may request information that is relevant and necessary to understand the employee's functional limitations and restrictions, their ability to perform their job duties, and their prognosis for recovery. For some claims, the information received from the employee's healthcare provider is unclear and does not assist the disability management process.

With the employee's consent, an Occupational Health Consultant may obtain relevant personal medical information from the employee's healthcare provider. This allows the Occupational Health Consultant to seek clarification, provide recommendations, and support the Employee Health and Disability Management team in making informed disability management decisions and developing appropriate return-to-work and accommodation plans.

It is important to note that the County would not receive the employee's personal medical information from the Occupational Health Consultant. The information shared with the County would be limited to what is relevant and necessary for disability management purposes, such as functional restrictions and limitations, return-to-work or accommodation options, anticipated duration of restrictions, and recommendations related to benefit entitlement.

Any personal medical information obtained by the Occupational Health Consultant remains confidential and is not shared with the County. The role of the Occupational Health Consultant is to help bridge the gap between the employee's medical information and the workplace by providing the County with the information it needs to make appropriate disability management and accommodation decisions, while protecting the employee's confidential medical information.

It is proposed that the County engage in piloting the services of an Occupational Health Consultant at Woodingford Lodge for one year. The Occupational Health Consultant would not be used for every claim, rather the following parameters would be used to select which claims their services would be needed by the Employee Health and Disability Management team:

- Insufficient or unclear information provided to review for entitlement for applicable benefits
- Prolonged duration of a claim
- Clarification of accommodation supports required
- Return to work barriers
- Clarification of supports needed pertaining to chronic absenteeism
- Clarification if leave is medically based or if it meets the criteria for an Employment Standards Act (ESA) leave

REQUEST DETAILS

The addition of the proposed Occupational Health Consultant services would complement—not replace—the responsibilities of the Employee Health and Disability Management team within Human Resources. It would also not replace the roles that managers, supervisors, unions and the employees' treating healthcare professionals provide in the disability absence, return to work and accommodation process.

The benefits of engaging in the services of an Occupational Health Consultant for both the County and its employees are:

- Reduce the duration and costs (direct and indirect) of employee absences and accommodations
- Provide clarifying information so that the Employee Health and Disability Management Team can assess eligibility for short term income protection benefits or a need for a medical leave from work
- Provide clarity when an employee is absent from work and recommend return to work opportunities
- Identify and address employee health or workplace barriers early
- Improve operational continuity by clarifying prognosis for return to work
- Improve productivity and employee engagement
- Improve the County's ability to manage complex absences and accommodation cases
- Support employees with an early and safe return to work and provide necessary accommodations by clarifying unclear or conflicting information
- Support compliance with the Ontario Human Rights Code
- Support the process with confidential doctor to doctor calls to clarify medical information, return to work barriers, treatment plan and prognosis for recovery
- Ensure employee's personal medical information is confidential.
- Streamline the process for seeking clarifying information from the employee's healthcare provider which benefits the employee, their healthcare provider and the County

Estimated Referrals and Costs – One Year Pilot at Woodingford Lodge

The cost of employee absences and accommodation at Woodingford Lodge are increasing as the complexity of employee health and disability increases. At Woodingford Lodge, when an employee is absent, their shift must be replaced to maintain resident care. This incurs a significant cost due to overtime or replacement costs and when shifts are unable to be replaced, it places increased pressure on existing employees while also negatively impacting resident care.

Based on the review of the claim history at Woodingford Lodge, it is estimated that approximately 15 claims per year could have benefited from the services of an Occupational Health Consultant as their expertise would have assisted the County with benefit

REQUEST DETAILS

entitlement decisions, early and successful return to work planning, or accommodation requests. This support would have reduced absence durations, cost of employer benefits paid and assisted with identifying accommodation needs earlier.

Based on the estimated 15 claims per year that would have benefited from the services of the Occupational Health Consultant, it is estimated the annual cost to Woodingford Lodge to pilot the consultant services would be $37,290.

Estimated Referrals per Year	Estimated cost per file	Monthly Retainer Fee	Estimated Total Annual Costs (including non-refundable HST)
15	$ 1,000	$1,500	$33,580

Potential Savings at Woodingford Lodge

The cost of an Occupational Health Consultant would be evaluated against the financial impact of prolonged employee absences and the associated direct and indirect costs.

To demonstrate potential cost saving, at Woodingford Lodge, where a Personal Support Worker is off work for 17 weeks of short-term income protection benefits, it costs approximately $21,600 in replacement wages to cover their missed shifts. This amount could be even higher if overtime was required to cover the missed shifts.

It is anticipated that the savings generated through reduced frequency and duration of absences, along with decreased overtime and replacement costs, will offset a significant portion, if not all, of the Occupational Health Consultant expense.

Implications if not Approved

Overall, while not approving the cost of engaging the services of an Occupational Health Consultant may provide short-term cost avoidance, it may ultimately result in greater costs to the County.

As disability claims become increasingly more complex, the costs associated with disability management are expected to continue to increase for the County. Not engaging the services of an Occupational Health Consultant represents a missed opportunity to proactively manage these complex claims, reduce disability-related costs, minimize the duration of employee absences, and support increased opportunities for early return to work and workplace accommodations.

Choosing not to pilot these consultant services at Woodingford Lodge would directly impact them with increased overtime and replacement costs, greater demands on existing staff, potential impacts to employee morale, and negatively impact resident care.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Expenses			
Consultant fees	$33,580	$-	$33,580
Total expenses	33,580	-	33,580
County Levy	**$33,580**	**$-**	**$33,580**

Services Overview

Full-Time Equivalents **14.7** FTE ↑1.0 Base

Service	Service Description	2025 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.	**654** Municipal shared network devices	Support

- **1.0 FTE Systems and Applications Analyst Full-time -** to strengthen capacity for cybersecurity, security patching, Microsoft 365 administration, server and business application support, and digital service reliability. **FTE 2027-09**

Key Performance Indicators

	2023 Actual	2024 Actual	2025 Actual	2026 Forecast	2027 Budget	Target
Managed endpoints (laptops & desktops)				744	775	N/A
Managed network connections – Municipal shared network	164	170	175	179	189	N/A
Managed network devices – Municipal shared network	600	600	654	700	745	N/A
Managed servers (virtual and physical)				113	120	N/A
Supported mobile devices (cellphones and tablets)				496	672	N/A
Cyber-Security awareness sessions delivered (automated)				21,072	24,144	N/A
Email accounts maintained	1,150	1,150	1,161	1,258	1,280	N/A
IT support requests	5,482	5,230	6,537	9,036	9,939	9,500
IT cost per multi-function copier/printer	$5,082	$5,082	$5,777	$5,347	$5,114	N/A
IT operating cost per computer device	$2,453	$2,308	$2,661	$3,493	$4,142	N/A

Goals and Objectives

Description	2027	2028	2029	Strategic Plan	Other Plan Alignment
Information Technology Systems Automation Implement automated processes for common information systems tasks, such as user account creation, changes, and deactivation, by the end of 2027 to improve consistency, reduce manual effort, and support timely service delivery.	●			*Goal 3.1: Continuous improvement and results-driven solutions*	
SCADA Master Plan Site Implementation Support the 2027 SCADA Master Plan by completing the IT design, network hardware procurement, and coordination with integrators for approved SCADA sites by the end of 2027.	●			*Goal 3.1: Continuous improvement and results-driven solutions*	
SCADA Cybersecurity Audit Complete comprehensive third-party penetration test of SCADA infrastructure in 2027, with support from Information Technology team, to identify security risks, validate system protections, and guide future remediation efforts.	●			*Goal 3.1: Continuous improvement and results-driven solutions*	
Server and Network Hardware Implementation Finalize the implementation and configuration of server and network hardware assets procured in 2026 by the end of 2027 to strengthen infrastructure reliability, performance, and lifecycle management.	●			*Goal 3.1: Continuous improvement and results-driven solutions*	
Library Public Workstation Service Improvements Enhance public workstation technology services across library branches by the end of 2027 to improve reliability, consistency, and ease of use for patrons and staff.	●			*Goal 3.1: Continuous improvement and results-driven solutions*	
Telephony Review Perform a comprehensive review of telephony services in use at Oxford County, including phone line and service utilization, as well as a capability assessment of incumbent phone system. Recommendations stemming from this review may identify room for improvement, while minimizing overall cost to deliver these services.	●			*Goal 3.1: Continuous improvement and results-driven solutions*	

Budget

OPERATING	2026 FORECAST	2026 BUDGET*	LESS: 2026 NON-RECURRING	2027 BASE BUDGET	2027 BUDGET IMPACTS	2027 BUDGET	$ OVER 2026 BUDGET	% OVER 2026 BUDGET
REVENUES								
GENERAL REVENUES	(53,521)	(49,200)	-	(90,700)	-	(139,900)	(90,700)	184.3%
RESERVE REVENUES	(36,146)	(62,608)	-	62,608	-	-	62,608	(100.0%)
INTERDEPARTMENTAL RECOVERIES	(3,511,636)	(3,511,636)	-	(140,432)	(223,735)	(3,875,803)	(364,167)	10.4%
TOTAL REVENUES	**(3,601,303)**	**(3,623,444)**	**-**	**(168,524)**	**(223,735)**	**(4,015,703)**	**(392,259)**	**10.8%**
EXPENSES								
SALARIES AND BENEFITS	1,879,210	1,935,014	-	51,922	96,035	2,082,971	147,957	7.6%
OPERATING EXPENSES	1,169,363	1,091,722	-	147,510	87,700	1,326,932	235,210	21.5%
CONTRACTED SERVICES	224,777	227,908	-	(32,108)	34,500	230,300	2,392	1.0%
CAPITAL RESERVE TRANSFERS	256,000	256,000	-	-	-	256,000	-	-
RESERVE TRANSFERS	50,000	50,000	-	-	-	50,000	-	-
FLEET AND FACILITY CHARGES	62,800	62,800	-	1,200	-	64,000	1,200	1.9%
TOTAL EXPENSES	**3,642,150**	**3,623,444**	**-**	**168,524**	**218,235**	**4,010,203**	**386,759**	**10.7%**
NET OPERATING	**40,847**	**-**	**-**	**-**	**(5,500)**	**(5,500)**	**(5,500)**	**-**
CAPITAL								
CAPITAL REVENUES	(654,700)	(649,150)	-	377,150	-	(272,000)	377,150	(58.1%)
CAPITAL EXPENSES	654,700	649,150	-	(377,150)	5,500	277,500	(371,650)	(57.3%)
NET CAPITAL	**-**	**-**	**-**	**-**	**5,500**	**5,500**	**5,500**	**-**
SUMMARY								
TOTAL REVENUES	*(4,256,003)*	(4,272,594)	-	*208,626*	*(223,735)*	(4,287,703)	*(15,109)*	*0.4%*
TOTAL EXPENSES	*4,296,850*	4,272,594	-	*(208,626)*	*223,735*	4,287,703	*15,109*	*0.4%*
TOTAL LEVY	**40,847**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
% BUDGET INCREASE (DECREASE)			**-**	**-**	**-**	**-**		

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

Budget Impact Details

	CAPITAL #	OPERATING EXPENSES	CAPITAL EXPENSES	TOTAL EXPENSES	REVENUES	INTERDEPT RECOVERY	%
SERVICE LEVEL							
IT-Cloud Backups		13,000	-	13,000	-	**13,000**	0.4%
IT-Systems and Applications Analyst [FTE 2027-09]	123000	130,947	5,500	136,447	-	**136,447**	3.9%
IT-Password Manager All Staff		22,500	-	22,500	-	**22,500**	0.6%
IT-Council Live Streaming		5,300	-	5,300	-	**5,300**	0.2%
IT-OCAB Internet Increased Speed and Capacity		24,500	-	24,500	-	**24,500**	0.7%
IT-Municipal Network Expansion		19,500	-	19,500	-	**19,500**	0.6%
IT-Server Technical Support		9,500	-	9,500	-	**9,500**	0.3%
IT-Storage Technical Support		20,000	-	20,000	-	**20,000**	0.6%
IT-Council AV Support		5,000	-	5,000	-	**5,000**	0.1%
		250,247	**5,500**	**255,747**	**-**	**255,747**	**7.3%**
INITIATIVE GAPPING							
IT-Systems and Applications Analyst [FTE 2027-09]	123000	(32,012)	-	(32,012)	-	**(32,012)**	(0.9%)
		(32,012)	**-**	**(32,012)**	-	**(32,012)**	**(0.9%)**
TOTAL		**218,235**	**5,500**	**223,735**	**-**	**223,735**	**6.4%**

Capital Budget

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2027 REQUEST	2028	2029-2036
FURNISHINGS AND EQUIPMENT							
123000 - Information Technology	Desk phones and phone system upgrade	Replacement	Poor	**$152,000**	77,000	75,000	-
123000 - Information Technology	Replacement of computers, servers, network hardware, fibre optic upgrades at OCAB and storage area network equipment across the County	Replacement	Poor	**$164,000**	164,000	-	-
123000 - Information Technology	Library network upgrades	Replacement	N/A	**$11,000**	11,000	-	-
123000 - Information Technology	Increased hard drive capacity for backup server	Replacement	N/A	**$20,000**	20,000	-	-
123000 - Information Technology	Laptop, monitors and office furniture - IT Systems and Applications Analyst **(FTE 2027-09)**	Expansion	N/A	**$5,500**	5,500	-	-
				$352,500	**$277,500**	**$75,000**	**$0**

FTE – Systems and Applications Analyst

FTE 2027-09

SUMMARY

Type of FTE request	Expand Service Level
Classification	Full-time - Permanent
Job Title	Systems and Applications Analyst
FTE	1.0
Description	A Systems and Applications Analyst is requested to strengthen capacity for cybersecurity, security patching, Microsoft 365 administration, server and business application support, and digital service reliability. The position would help the County respond to shorter vulnerability-remediation timelines while maintaining reliable technology services for County departments and area municipalities.

STRATEGIC PLAN

Goal 3.1: Continuous improvement and results-driven solutions

REQUEST DETAILS

Background

Oxford County's Information Technology Services team supports Microsoft 365 services, server infrastructure, business applications, cybersecurity response, backups, SCADA-related infrastructure, and escalated technical support for County departments and municipal partners. One additional permanent full-time Systems and Applications Analyst is required to address a critical operational capacity gap in keeping these systems secure, reliable, and available. The primary driver for this request is the sustained increase in time-sensitive vulnerability remediation and security patching, which must be completed alongside daily support, infrastructure lifecycle work, business system improvements, modernization, and digital transformation.

Industry-wide, organizations are facing a sharp increase in critical and known exploited software vulnerabilities requiring urgent attention. AI-enabled tools are accelerating vulnerability discovery and exploitation, further compressing the time available to respond. Existing operational capacity is stretched thin: protecting County systems requires more than installing updates. Staff must assess exposure, prioritize remediation, test server and application compatibility, coordinate maintenance windows, and verify that essential services continue to function after changes.

REQUEST DETAILS

This recurring work requires sustained attention to reduce security exposure without disrupting day-to-day operations. Additional capacity is needed to manage this ongoing demand rather than continually divert resources from other essential support and planned improvements.

Microsoft Security Vulnerability Fixes by Month (2026)

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
Important	105	51	75	154	102	166	510	355	860	1,337
Critical	8	2	8	8	16	32	56	42	104	69

This chart represents the increase in important and critical security patches released by Microsoft each month in 2026. Source: tenable.com

The Systems and Applications Analyst will provide hands-on systems administration, with ongoing responsibility for assessing, testing, deploying, and validating security updates and vulnerability remediation across servers and server-based applications. This is a systems-generalist position, not a dedicated cybersecurity specialist role. This role also includes Microsoft 365 administration, Windows and Linux server builds and lifecycle maintenance, server-based application support, backups, and related infrastructure. The position will monitor system health, logs, security status, and patch compliance; investigate escalated technical issues; maintain technical documentation; support backup and disaster-recovery testing; assist with cybersecurity incident response; and participate in scheduled after-hours support. This scope will allow capacity to shift with operational priorities while maintaining consistent attention to security and service continuity.

Implications if not approved

If this position is not approved, the County will continue to face increasing security-remediation demands within already stretched operational capacity. Critical patches may take longer to assess, test, deploy, and validate, extending the period in which County systems remain exposed to known threats. Maintaining adequate testing and service continuity will continue to compete with the urgency of remediation, daily support, and after-hours response. Prioritizing urgent security work will also leave less capacity for infrastructure modernization, Microsoft 365 optimization, project delivery, and service improvements. The resulting pressure increases the risk of cybersecurity incidents, service disruption, slower issue resolution, and deferred improvements for County departments and municipal partners. This position is therefore necessary to strengthen the County's ability to address security risks promptly while sustaining reliable day-to-day services.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Expenses			
Salaries and benefits	$-	$128,047	$128,047
Computer software and support	-	2,000	2,000
Telecommunications	600	300	900
Computer: Laptop	2,500	-	2,500
Furniture: Office Furniture	3,000	-	3,000
Total expenses	**6,100**	**130,347**	**136,447**
Net Interdepartmental Charge	**$6,100**	**$130,347**	**$136,447**
Initiative Gapping – *position start April 2027*	-	*(32,012)*	*(32,012)*
2027 Budget Impact	**$6,100**	**$98,335**	**$104,435**
2028 Budget Impact	**$-**	**$130,347**	**$130,347**

Services Overview

Full-Time Equivalents **16.1** FTE ↑0.3 Base +0.3 Temporar

Service	Service Description	2025 Service Level	Service Type
Administrative Support and Public Information	Provides customer-focused service and support by connecting residents, businesses, and visitors with County programs and services, ensuring timely access to information, efficient issue resolution, and an exceptional customer experience.	**3,142** 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.	**285** GIS service accounts	Support
Business Analysis and Project Management Support	Upon request, provides support to staff to perform in-depth analyses and documentation 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.	**16** Support requests received	Support

- **0.3 FTE Support Services Clerk – Customer Service Part-time -** to answer incoming calls; process incoming and outgoing mail; provide counter service; process routine payments and transactions; route inquiries to the appropriate program area; and support other recurring customer service activities. **FTE 2027-10**
- **0.3 FTE GIS Co-op Student -** to support the consolidation, validation, and cleanup of stormwater and sidewalk spatial data for Blandford-Blenheim, Norwich, South-West Oxford, and Zorra. **FTE 2027-11**

Key Performance Indicators

	2023 Actual	2024 Actual	2025 Actual	2026 Forecast	2027 Budget	Target
Service requests initiated at Customer Service (Salesforce, Cartegraph, Worxhub)	2,654	3,201	3,142	6,694[1]	6,700	N/A
GIS service accounts		335	280	285	290	↔
Next Generation 911 GIS address updates completed within 72 hours				82%	96%	↑
Business analysis and project management support requests			13	16	18	↑

[1]Tracking has expanded. Previously, service requests were tracked only through Cartegraph and WorxHub. With the implementation of Salesforce Email-to-Case, Customer Service now also tracks general inquiries and all other service requests.

Goals and Objectives

Description	2027	2028	2029	Strategic Plan	Other Plan Alignment
Upgrade and enhance public and internal interactive mapping platforms Migrate public facing Geographic Land Information and Mapping Resource (GLIMR) and internal (MapIt) interactive mapping platforms from the current end-of-life version to the new supported platform by December 31, 2027. The migration will be used as an opportunity to evaluate and improve how geospatial data is presented, simplify access to information, and enhance the user experience for public users, County staff and area municipal staff. Complete platform deployment, migrate all critical functionality, implement prioritized enhancements, and establish a more sustainable application architecture that reduces ongoing maintenance requirements and improves operational efficiency.	●			*Goal 1.4: Connected people and places*	
Modernize and optimize Customer Service operations Modernize and optimize Customer Service operations through the expansion of the Customer Relationship Management (CRM) platform and a comprehensive review of service delivery processes. Support the County-wide Green Bin Organics Program rollout in 2027 while improving customer experience, streamlining workflows, enhancing operational efficiency, optimizing resource allocation, leveraging automation and performance measurement, and enabling the team to better meet evolving community needs.	●			*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*	
Improve Corporate Service Delivery Through Business Innovation Strengthen the Business Innovation Team's role as a trusted internal partner by introducing a clear intake and prioritization process, consistent project governance, and practical delivery standards so the team can focus their limited resources on corporate priorities, document and improve County business processes, and demonstrate measurable improvements in efficiency, decision-making, and customer service.	●			*Goal 3.1: Continuous improvement and results-driven solutions*	

Budget – Business Systems

OPERATING	2026 FORECAST	2026 BUDGET*	LESS: 2026 NON-RECURRING	2027 BASE BUDGET	2027 BUDGET IMPACTS	2027 BUDGET	$ OVER 2026 BUDGET	% OVER 2026 BUDGET
REVENUES								
GENERAL REVENUES	(351)	-	-	-	-	-	-	-
GRANTS AND GOVERNMENT TRANSFERS	-	-	-	-	(31,000)	(31,000)	(31,000)	-
INTERDEPARTMENTAL RECOVERIES	(486,400)	(486,400)	-	11,400	-	(475,000)	11,400	(2.3%)
TOTAL REVENUES	**(486,751)**	**(486,400)**	**-**	**11,400**	**(31,000)**	**(506,000)**	**(19,600)**	**4.0%**
EXPENSES								
SALARIES AND BENEFITS	1,606,527	1,683,735	-	86,302	17,745	1,787,782	104,047	6.2%
OPERATING EXPENSES	322,615	314,927	-	24,495	48,220	387,642	72,715	23.1%
CONTRACTED SERVICES	20,092	20,000	-	(1,500)	94,500	113,000	93,000	465.0%
FLEET AND FACILITY CHARGES	23,400	23,400	-	400	-	23,800	400	1.7%
INTERDEPARTMENTAL CHARGES	133,615	133,615	-	(2,123)	-	131,492	(2,123)	(1.6%)
TOTAL EXPENSES	**2,106,249**	**2,175,677**	**-**	**107,574**	**160,465**	**2,443,716**	**268,039**	**12.3%**
NET OPERATING	**1,619,498**	**1,689,277**	**-**	**118,974**	**129,465**	**1,937,716**	**248,439**	**14.7%**
CAPITAL								
CAPITAL EXPENSES	802	-	-	-	3,000	3,000	3,000	-
NET CAPITAL	**802**	**-**	**-**	**-**	**3,000**	**3,000**	**3,000**	**-**
SUMMARY								
TOTAL REVENUES	*(486,751)*	**(486,400)**	-	*11,400*	*(31,000)*	**(506,000)**	*(19,600)*	*4.0%*
TOTAL EXPENSES	*2,107,051*	**2,175,677**	-	*107,574*	*163,465*	**2,446,716**	*271,039*	*12.5%*
TOTAL LEVY	**1,620,300**	**1,689,277**	**-**	**118,974**	**132,465**	**1,940,716**	**251,439**	**14.9%**
% BUDGET INCREASE (DECREASE)			**-**	***7.0%***	***7.8%***	***14.9%***		

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

Budget Impact Details – Business Systems

	CAPITAL #	OPERATING EXPENSES	CAPITAL EXPENSES	TOTAL EXPENSES	REVENUES	TAXATION	%
ONE-TIME ITEMS							
BS-GIS Co-op Student [FTE 2027-11]	124000	17,745	3,000	20,745	-	**20,745**	1.2%
BS-Salesforce AI Optimization		22,500	-	22,500	22,500	**-**	
BS-System Integration Optimization		74,500	-	74,500	-	**74,500**	4.4%
BS-Salesforce Optimization		20,000	-	20,000	8,500	**11,500**	0.7%
		134,745	**3,000**	**137,745**	**31,000**	**106,745**	**6.3%**
SERVICE LEVEL							
BS-Upgrade MapIT and GLIMR (Geographic Land Information and Mapping Resource)		11,000	-	11,000	-	**11,000**	0.7%
BS-Increased Web Traffic		14,720	-	14,720	-	**14,720**	0.9%
		25,720	**-**	**25,720**	**-**	**25,720**	**1.5%**
TOTAL		**160,465**	**3,000**	**163,465**	**31,000**	**132,465**	**7.8%**

Capital Budget – Business Systems

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2027 REQUEST	2028	2029-2036
FURNISHINGS AND EQUIPMENT							
124000 - Business Systems	Office Furniture - GIS Co-op Student (**FTE 2027-11**)	Expansion	N/A	**$3,000**	3,000	-	-
				$3,000	**$3,000**	**$0**	**$0**

Budget – Customer Service

OPERATING	2026 FORECAST	2026 BUDGET*	LESS: 2026 NON-RECURRING	2027 BASE BUDGET	2027 BUDGET IMPACTS	2027 BUDGET	$ OVER 2026 BUDGET	% OVER 2026 BUDGET
REVENUES								
GENERAL REVENUES	(4,500)	**(2,500)**	-	(2,000)	-	**(4,500)**	(2,000)	80.0%
INTERDEPARTMENTAL RECOVERIES	(491,839)	**(491,839)**	1,000	(28,607)	(19,003)	**(538,449)**	(46,610)	9.5%
TOTAL REVENUES	**(496,339)**	**(494,339)**	**1,000**	**(30,607)**	**(19,003)**	**(542,949)**	**(48,610)**	**9.8%**
EXPENSES								
SALARIES AND BENEFITS	344,960	**344,960**	-	25,864	19,003	**389,827**	44,867	13.0%
OPERATING EXPENSES	122,305	**132,125**	(1,000)	3,828	-	**134,953**	2,828	2.1%
CONTRACTED SERVICES	2,660	**2,550**	-	250	-	**2,800**	250	9.8%
FLEET AND FACILITY CHARGES	25,900	**25,900**	-	500	-	**26,400**	500	1.9%
INTERDEPARTMENTAL CHARGES	(11,196)	**(11,196)**	-	165	-	**(11,031)**	165	(1.5%)
TOTAL EXPENSES	**484,629**	**494,339**	**(1,000)**	**30,607**	**19,003**	**542,949**	**48,610**	**9.8%**
NET OPERATING	**(11,710)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
SUMMARY								
TOTAL REVENUES	*(496,339)*	**(494,339)**	*1,000*	*(30,607)*	*(19,003)*	**(542,949)**	*(48,610)*	*9.8%*
TOTAL EXPENSES	*484,629*	**494,339**	*(1,000)*	*30,607*	*19,003*	**542,949**	*48,610*	*9.8%*
TOTAL LEVY	**(11,710)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
% 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

	OPERATING EXPENSES	INTERDEPT RECOVERY	%
SERVICE LEVEL			
CS-Support Services Clerk [FTE 2027-10]	19,003	**19,003**	3.9%
	19,003	**19,003**	**3.9%**
TOTAL	**19,003**	**19,003**	**3.9%**

FTE – Support Services Clerk – Customer Service

FTE 2027-10

SUMMARY

Type of FTE request	Maintain Service Level
Classification	Part-time - Permanent
Job Title	Support Services Clerk – Customer Service
FTE	0.3
Description	The requested permanent Part-Time Customer Service Support Services Clerk would provide consistent front-line coverage every Monday, Wednesday, and Friday from 9:00 a.m. to noon, for a total of nine hours per week. The position would answer incoming calls; process incoming and outgoing mail; provide counter service; process routine payments and transactions; route inquiries to the appropriate program area; and support other recurring customer service activities. This predictable coverage would help the department respond to sustained service growth, reduce reliance on temporary assistance from other departments, and allow permanent staff to focus on complex inquiries, escalations, and priority work. The added capacity would also allow the Customer Service Supervisor to continue reviewing service processes and identifying opportunities to improve efficiency through automation.

STRATEGIC PLAN

Goal 3.1: Continuous improvement and results-driven solutions

REQUEST DETAILS

Background

Why this request is needed now: The Customer Service team provides front-line support to residents, internal staff, and external service partners through phone and e-mail inquiries, counter service, payment processing, and related customer service activities. The team currently consists of two Customer Service staff and one Supervisor. Although service demand and the organization have grown, the staffing complement has not increased since 2008 and was recently reduced by 0.5 FTE through departmental restructuring. A

REQUEST DETAILS

request for a permanent full-time FTE was not approved through the 2026 budget and business plan process. Staff from other departments have since been used on a temporary basis to help maintain coverage; however, this arrangement is not a sustainable long-term solution.

The request addresses an ongoing capacity gap created by sustained service growth and reduced staffing. From 2022 to 2025, service requests increased by 113%, Commissioning Services by 179%, water billing adjustments by 48%, Shopify orders by 27%, and credit card payments processed in person or by phone by 48%. A part-time position working Monday, Wednesday, and Friday from 9:00 a.m. to noon would provide predictable weekly support during front-line service hours, improve continuity, and reduce the operational impact of borrowing staff from another department. The scheduled coverage would also provide additional flexibility when permanent staff are unavailable due to vacation, illness, training, or other absences.

The table below summarizes the growth in key Customer Service activities from 2022 to 2025. This sustained increase has placed additional pressure on a team whose staffing complement has not grown and has increased the risk of service delays when demand is high or permanent staff are unavailable.

	2022	2025	Change	%
Service Requests	1,785	3,794	1,416	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%

Proposed solution: A permanent Part-Time Customer Service Representative would provide regular front-line support on Monday, Wednesday, and Friday from 9:00 a.m. to noon. The position would perform routine front-line and administrative duties, including answering phones, processing incoming and outgoing mail, providing counter service, processing routine payments and transactions, routing inquiries to the appropriate program area, and supporting recurring customer service activities. This scheduled coverage would allow permanent staff to focus on complex inquiries, escalations, and departmental priorities while reducing reliance on temporary assistance from another department. If the position is approved, opportunities to use current part-time Woodingford Lodge customer service staff to fill the required hours will be explored further.

Service-level and resident impact: Regularly scheduled part-time coverage would help the department maintain timely and consistent front-line service throughout the year. Timely responses are important because service delays can contribute to resident dissatisfaction and result in

REQUEST DETAILS

additional staff time being required to de-escalate concerns or resolve issues that may have been avoided through earlier support. Reliable front-line coverage also supports public confidence by helping residents receive accurate information and direction at the first point of contact.

Efficiency and modernization opportunity: The additional scheduled capacity would help preserve time for the Customer Service Supervisor to review current systems and identify repetitive or manual processes that may be suitable for improvement or automation. Potential areas for review include phone and e-mail workflows, intake and routing processes, template responses, and other recurring administrative tasks. These reviews would be completed alongside the Supervisor's continuing responsibility for front-line service oversight.

Implications if not approved

Continued reliance on temporary support: If the position is not approved, the team will continue to depend on temporary assistance from other departments to maintain front-line service levels. Since December 2025, this assistance has included approximately 1.5 hours per day, four days per week, along with occasional full-day coverage during Customer Service staff absences and vacations. This support was introduced as an interim response after the permanent full-time FTE request was not approved through the 2026 budget and business plan process; it does not provide a sustainable long-term staffing model.

Operational impact: This arrangement is not cost-neutral because it redirects another staff member from their primary duties and may affect service delivery in both departments. It also does not provide the consistency or accountability of a dedicated part-time position. Without predictable scheduled support, the department will face an ongoing risk of reduced front-line coverage, delayed response times, and operational strain when service demand or staff absences increase.

Resident service and improvement capacity: Without dedicated part-time support, permanent Customer Service staff would have less capacity to address complex inquiries, while the Customer Service Supervisor would have less time to review systems and advance practical workflow improvements. Over time, this constraint would limit the department's ability to address the underlying processes that contribute to recurring service pressures.

Approval of the permanent part-time position would provide a consistent and cost-conscious response to a documented capacity gap. The proposed nine-hour weekly schedule targets recurring front-line coverage needs, supports timely resident service, reduces disruption to other departments, and preserves permanent staff capacity for complex inquiries, escalations, and service-improvement work. It also offers a more sustainable alternative to the temporary staffing arrangement used after the permanent full-time FTE request was not approved through the 2026 budget and business plan process.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Expenses			
Salaries and benefits	$-	$19,003	$19,003
Total expenses	**-**	**19,003**	**19,003**
Net Interdepartmental Charge	**$-**	**$19,003**	**$19,003**

FTE – GIS Co-op Student

FTE 2027-11

SUMMARY

Type of FTE request	One time
Classification	Student - Temporary
Job Title	GIS Co-op Student
FTE	0.3
Description	A four-month Geographic Information System (GIS) Co-op Student is requested to support the consolidation, validation, and cleanup of stormwater and sidewalk spatial data for Blandford-Blenheim, Norwich, South-West Oxford, and Zorra. Under the guidance of GIS and Asset Management staff, the student will correct base-map and reference data, resolve duplicate and inaccurate storm assets, confirm asset ownership, and prepare consistent municipal datasets for operational, asset-management, and end-user use.

STRATEGIC PLAN



Goal 3.1: Continuous improvement and results-driven solutions

REQUEST DETAILS

Background

Oxford County's GIS and Asset Management teams maintain spatial information used to support infrastructure operations, asset management, mapping, and service delivery. A review of stormwater data received from Blandford-Blenheim, Norwich, South-West Oxford, and Zorra identified significant inconsistencies in geometry, ownership information, and the separation of County and area-municipal assets. This data requires substantial validation and cleanup before it can be reliably used for analysis, reporting, or publication to end users.

A GIS Co-op Student would provide dedicated capacity to complete this defined, labour-intensive project under the guidance of GIS and Asset Management staff. The assignment would also provide the student with practical experience in municipal GIS, spatial data quality, infrastructure records, and asset-management processes.

The student's primary assignment will be to consolidate, validate, and clean stormwater data for Blandford-Blenheim, Norwich, South-West Oxford, and Zorra. Deliverables will include a consolidated stormwater layer with consistent ownership information, corrections to duplicated

REQUEST DETAILS

and inaccurate features, documented validation results, and updated sidewalk layers for the four municipalities. Complex ownership or location questions will be escalated to GIS and Asset Management staff.

Business Need and Benefits

The current stormwater datasets contain duplicated assets, inconsistent ownership information, inaccurate geometry, and varying data structures. These issues reduce confidence in the data and can result in incorrect asset counts and lengths. They also make it difficult to determine whether an asset is owned by the County or an area municipality.

Completing this project will:

- Establish a more consistent and reliable stormwater dataset for the four municipalities
- Reduce duplicate records and prevent County assets from being counted as area-municipal assets
- Improve asset-length calculations by correcting unnecessary geometry
- Clarify responsibility and ownership for stormwater assets
- Improve the quality of information available for asset-management analysis and operational decision-making
- Simplify maintenance and publication of stormwater information for staff and other end users
- Advance sidewalk data maintenance for the same municipalities

Accurate stormwater and culvert data is necessary for reliable infrastructure planning, asset-management reporting, and operational decision-making. Correcting known ownership, duplication, and geometry issues will improve confidence in the records used for these purposes.

Implications if not approved

If the request is not approved, the consolidation and cleanup work will need to be deferred or completed incrementally by existing staff as capacity permits. Known issues with duplication, ownership, geometry, and asset counts will remain unresolved for a longer period.

This may result in:

- Continued overstatement of stormwater and culvert asset quantities or lengths
- Difficulty distinguishing County assets from area-municipal assets
- Reduced confidence in information used for asset-management reporting and planning
- Additional staff effort when validating data for operational requests, analysis, or publication
- Delays in creating a consolidated stormwater layer and updating sidewalk data for the four municipalities
- Continued risk that end-users will receive incomplete or inconsistent infrastructure information

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Expenses			
Salaries and benefits	$17,745	$-	$17,745
Furniture: Office furniture	3,000	-	3,000
Total expenses	**-**	**-**	**-**
County Levy	**$20,745**	**$-**	**$20,745**

SUPPLEMENTARY INFORMATION

Options Considered

Use existing staff resources:

The work could be assigned to existing GIS and Asset Management staff. However, the project requires detailed and time-consuming review, drawing research, geometry correction, and record-by-record validation. Assigning all of this work to existing staff would compete with ongoing operational responsibilities and other priority projects.

Defer the work:

The datasets could remain in their current state. This would leave known duplication, ownership, geometry, and counting issues unresolved and would continue to limit confidence in the information.

Engage a temporary GIS Co-op Student:

A temporary GIS Co-op Student is the recommended option because the placement provides dedicated capacity for a clearly defined project while allowing experienced GIS and Asset Management staff to retain oversight, resolve complex questions, and focus on higher-priority operational work. This approach addresses the immediate data-quality need while providing a structured, supervised learning opportunity.

2027 BUDGET



8 General Budget

Budget

	2026 FORECAST	2026 BUDGET*	2027 BUDGET	$ OVER 2026 BUDGET	% OVER 2026 BUDGET
REVENUES					
MUNICIPAL DEBENTURE REVENUES	(7,536,254)	(6,637,022)	(7,497,865)	(860,843)	13.0%
NET INVESTMENT INCOME	(2,249,800)	(2,088,210)	(2,424,050)	(335,840)	16.1%
OTHER REVENUES	(350,667)	(252,500)	(277,000)	(24,500)	9.7%
DEVELOPMENT CHARGES RESERVE	(750,371)	(750,370)	-	750,370	(100.0%)
TOTAL REVENUES	**(10,887,092)**	**(9,728,102)**	**(10,198,915)**	**(470,813)**	**4.8%**
EXPENSES					
SALARIES GAPPING	-	(550,000)	(750,000)	(200,000)	36.4%
GRANTS AND SERVICE AGREEMENT GRANTS	240,848	250,000	250,000	-	-
MUNICIPAL DEBENTURE PAYMENTS	7,536,254	6,637,022	7,497,865	860,843	13.0%
RESERVE TRANSFER	142,500	142,500	142,500	-	-
DC EXEMPTIONS RESERVE	3,268,000	2,950,370	2,300,000	(650,370)	(22.0%)
TOTAL EXPENSES	**11,187,602**	**9,429,892**	**9,440,365**	**10,473**	**0.1%**
PROGRAM SURPLUS/DEFICIT					
OPRATING SURPLUS/DEFICIT	48,925	-	-	-	-
TOTAL PROGRAM SURPLUS/DEFICIT	**48,925**	**-**	**-**	**-**	**-**
TOTAL LEVY	**349,435**	**(298,210)**	**(758,550)**	**(460,340)**	**154.4%**

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

Grant Details

	2027 Budget
Big Brothers Big Sisters of Oxford County	$35,000
The F.O.O.D. Projects by STICH	5,000
Women's Employment Resource Centre (Year 1 of 3)	25,000
Station Arts Centre	12,000
The Children's Aid Society of Oxford County	20,000
Tillsonburg & District Multi-Service Centre	6,000
Unallocated budget	47,000
Oxford County Contribution	**$150,000**

Service Agreement Grant Details

	2027 Budget
Small Business Centre	$50,000
Oxford Connection	50,000
Total	**$100,000**

Oxford Small Business Centre

$50,000

2026 Outcomes

- 2026 Year to Date (September 1, 2026). We engaged **412** unique clients, supported **189** existing and/or conceptual businesses and assisted **27** actual business start ups or expansions.
- We've conducted **1,673** new or repeat in-person or remote meetings/consultations/engagements
- **63%** Female **37%** Male. Average age is approximately **36**. Approximately **11%** of our clients are new to Canada/Oxford County
- We have conducted consultations and site visits with small businesses and individuals in ALL 8 Oxford County Municipalities.
- We are active partners with all 5 municipal Chambers of Commerce, 4 Oxford County Business Improvement Associations, Community Futures, Rural Oxford Economic Development, Community Employment Services, Tourism Oxford, and Fanshawe College.

2027 Budget initiatives

In addition to maintaining our ongoing county-wide engagement, we have several exciting joint collaborations planned. Podcasts, Job Fairs, Business Boot Camps, Outdoor Farm Show, Chamber Events, Engagement with our High Schools, Engagement with our Community Colleges – as well as the ongoing development of our Legacy Business Succession Support program with the Ministry of Economic Development Job Creation and Trade.

We have also launched a monthly newsletter that goes out to all our clients, community partners and anyone who subscribes.

We are also developing an Oxford County Small Business Expo for 2027 which will be held in conjunction with all our industry partners, economic developers, professional service providers and Oxford County Chambers of Commerce.

Budget

	2027 Budget
Provincial grants	$205,820
City of Woodstock	110,041
Total Revenues	**315,861**
Salaries and benefits	258,861
Supplies and services	19,000
Provincial grant transfers	88,000
Total Expenses	**365,861**
Oxford County Contribution	**$50,000**

Service Level (Clients Served)

	2024 Actual	2025 Actual	2026 Forecast	2027 Projected
Blandford-Blenheim	27	31	33	35
East-Zorra Tavistock	36	36	38	40
Ingersoll	97	84	95	98
Norwich	41	53	53	55
South-West Oxford	18	19	15	20
Tillsonburg	110	126	129	135
Woodstock	303	323	321	325
Other (outside Oxford)	11	4	5	10
Total	**691**	**731**	**747**	**778**

Oxford Connection

$50,000

2026 Outcomes

The Oxford Connection serves all residents of Oxford County as the county's only dedicated investment attraction partnership. In 2026, the organization attended the SIAL Trade Show in Montreal, focused on the food processing sector, and FabTech in Toronto, which targets the metal fabrication and advanced manufacturing industries. Participation in these events resulted in dozens of meaningful interactions with prospective investors and generated several investment leads.

The Oxford Connection also hosted a successful Real Estate Familiarization (FAM) Tour, attended by 40 site selectors, commercial real estate professionals, and other lead generators. The tour provided participants with a deeper understanding of the investment opportunities available throughout Oxford County and helped strengthen the region's profile as an attractive destination for business growth and expansion.

Budget

	2027 Budget
Golf Day	$20,000
Trade Shows	30,000
Oxford County Contribution	**$50,000**

2027 Budget initiatives

In 2027, The Oxford Connection plans to continue its investment attraction efforts through participation in three targeted trade and investment events, as well as by hosting a strategic networking golf event designed to strengthen relationships with key investment influencers.

Oxford County funding supports costs associated with trade show participation, including booth space, furnishings, promotional materials, and branded giveaways. Member municipalities cover the travel, accommodation, and meal expenses for staff attending on behalf of The Oxford Connection.

Service Level (Activity)

	2024 Actual	2025 Actual	2026 Forecast	2027 Budget
Trade Show Exhibited	2	3	2	3
FAM Tour	1	0	1	0
Golf Day	0	1	0	1

Trade and Investment Events

Oxford Connection partners will attend a minimum of three trade and investment events in 2027, with a focus on priority sectors including advanced manufacturing and agri-food processing. These events provide valuable opportunities to promote Oxford County's competitive advantages, engage with prospective investors, and generate new business leads.

Golf Day Event

In 2027, The Oxford Connection plans to host a Golf Day networking event. This initiative is a streamlined version of the successful FAM Tour held in 2026 and is designed to foster stronger relationships with individuals and organizations that play a critical role in influencing investment decisions.

The event will bring together site selectors, commercial realtors, contractors, and provincial and federal government representatives for a day of networking and relationship building. The Oxford Connection has successfully delivered similar events in previous years, consistently receiving positive feedback and generating increased investment interest in the region.

Events of this nature are widely recognized and utilized by competing jurisdictions as an effective way to engage key stakeholders and secure valuable face-to-face time with professionals who influence and generate investment opportunities. By building and maintaining these relationships, Oxford County is better positioned to attract new business investment and support long-term economic growth.

Budget

	2026 FORECAST	2026 BUDGET	2027 BUDGET	$ OVER 2026 BUDGET	% OVER 2026 BUDGET
REVENUES					
SUPPLEMENTAL TAXES	(1,870,000)	(1,824,000)	(1,851,000)	(27,000)	1.5%
PAYMENTS IN LIEU	(575,800)	(575,800)	(616,000)	(40,200)	7.0%
RESERVE FUNDING	(1,049,284)	-	-	-	-
TOTAL REVENUES	**(3,495,084)**	**(2,399,800)**	**(2,467,000)**	**(67,200)**	**2.8%**
EXPENSES					
TAX WRITE-OFFS AND REBATES	2,187,184	1,032,000	1,055,300	23,300	2.3%
MPAC ASSESSMENT	1,902,924	1,885,100	1,979,000	93,900	5.0%
PURCHASED SERVICES	110,000	120,000	110,000	(10,000)	(8.3%)
RESERVE TRANSFERS	140,000	140,000	140,000	-	-
TOTAL EXPENSES	**4,340,108**	**3,177,100**	**3,284,300**	**107,200**	**3.4%**
TOTAL LEVY	**845,024**	**777,300**	**817,300**	**40,000**	**5.1%**

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

Southwestern Public Health Budget

OPERATING	2026 FORECAST	2026 BUDGET*	LESS: 2026 NON-RECURRING	2027 BASE BUDGET	2027 BUDGET IMPACTS	2027 BUDGET	$ OVER 2026 BUDGET	% OVER 2026 BUDGET
EXPENSES								
EXTERNAL TRANSFERS	4,976,732	4,976,732	-	248,838	-	5,225,570	248,838	5.0%
TOTAL EXPENSES	**4,976,732**	**4,976,732**	**-**	**248,838**	**-**	**5,225,570**	**248,838**	**5.0%**
TOTAL LEVY	**4,976,732**	**4,976,732**	**-**	**248,838**	**-**	**5,225,570**	**248,838**	**5.0%**
% BUDGET INCREASE (DECREASE)			**-**	***5.0%***	**-**	***5.0%***		

Conservation Authorities

	2026 FORECAST	2026 BUDGET	2027 BUDGET	$ OVER 2026 BUDGET	% OVER 2026 BUDGET
OPERATING EXPENSES					
UPPER THAMES	1,821,195	1,820,974	1,748,842	(72,132)	(4.0%)
GRAND RIVER	110,036	110,036	113,469	3,433	3.1%
LONG POINT	535,868	535,868	527,045	(8,823)	(1.6%)
CATFISH CREEK	19,689	19,689	20,213	524	2.7%
TOTAL OPERATING EXPENSES	**2,486,788**	**2,486,567**	**2,409,569**	**(76,998)**	**(3.1%)**
TOTAL CONSERVATION AUTHORITIES	**2,486,788**	**2,486,567**	**2,409,569**	**(76,998)**	**(3.1%)**

2027 BUDGET

Council Budget 9



Budget

OPERATING	2026 FORECAST	2026 BUDGET*	LESS: 2026 NON-RECURRING	2027 BASE BUDGET	2027 BUDGET IMPACTS	2027 BUDGET	$ OVER 2026 BUDGET	% OVER 2026 BUDGET
REVENUES								
RESERVE REVENUES	(250,650)	-	-	-	-	-	-	-
TOTAL REVENUES	**(250,650)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
EXPENSES								
SALARIES AND BENEFITS	483,988	**483,988**	-	55,626	-	**539,614**	55,626	11.5%
OPERATING EXPENSES	77,883	**77,895**	(3,225)	8,710	15,000	**98,380**	20,485	26.3%
CONTRACTED SERVICES	6,300	**6,300**	(800)	-	4,200	**9,700**	3,400	54.0%
EXTERNAL TRANSFERS	250,650	**-**	-	-	-	**-**	-	-
FLEET AND FACILITY CHARGES	115,100	**115,100**	-	2,000	-	**117,100**	2,000	1.7%
INTERDEPARTMENTAL CHARGES	21,422	**21,422**	-	1,537	-	**22,959**	1,537	7.2%
TOTAL EXPENSES	**955,343**	**704,705**	**(4,025)**	**67,873**	**19,200**	**787,753**	**83,048**	**11.8%**
NET OPERATING	**704,693**	**704,705**	**(4,025)**	**67,873**	**19,200**	**787,753**	**83,048**	**11.8%**
SUMMARY								
TOTAL REVENUES	*(250,650)*	**-**	-	-	-	**-**	-	-
TOTAL EXPENSES	*955,343*	**704,705**	*(4,025)*	*67,873*	*19,200*	**787,753**	*83,048*	*11.8%*
TOTAL LEVY	**704,693**	**704,705**	**(4,025)**	**67,873**	**19,200**	**787,753**	**83,048**	**11.8%**
% BUDGET INCREASE (DECREASE)			***(0.6%)***	***9.6%***	***2.7%***	***11.8%***		

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

Budget Impact Details

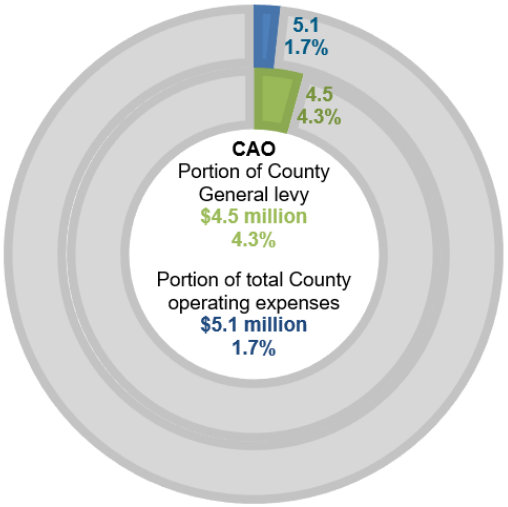
	OPERATING EXPENSES	REVENUES	TAXATION	%
ONE-TIME ITEMS				
COU-New Council Expenses	19,200	-	**19,200**	2.7%
	19,200	**-**	**19,200**	**2.7%**
TOTAL	**19,200**	**-**	**19,200**	**2.7%**

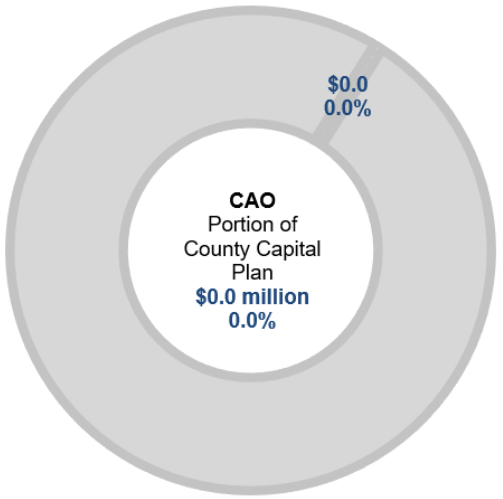
2027 BUDGET

10 CAO's Office



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





	Division	Division Description	Services	2027 FTE Base	2027 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	2027 FTE Base	2027 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	5.0	-
	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 Management ▪ Product Development ▪ Marketing	4.0	-
	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	7.0	-
	Provincial Offences Administration	Responsible for the delivery of the administrative, prosecutorial, and court support functions as prescribed under the *Provincial Offences Act*.	▪ Court Administration and Prosecution	5.0	-
Total				**28.0**	**-**

Services Overview

Full-Time Equivalents **2.0** FTE → 0.0 Base

Service	Service Description	2025 Service Level	Service Type
Corporate Leadership	Provide organizational leadership contributing to a culture aligned with the County's Mission, Vision and Values. Support the leadership team and employees of the organization in the implementation of Council's Strategic Plan and other decisions.	Deliver today, Plan for tomorrow	Support

Key Performance Indicators

	2023 Actual	2024 Actual	2025 Actual	2026 Forecast	2027 Budget	Target
Gross operating budget variance (% operating budget spent)	97.6%	104.3%	99.6%	97.9%	98.5%	98.5%
Capital budget (delivery) variance (% capital budget spent)	65.0%	61.5%	45.9%	83.0%	↑	↑
Community satisfaction with county programs*	68.0%	62.0%	63.0%	61.0%	65.0%	↑
Budget Plan Goals, NI and FTEs to support Strategic Plan	N/A	120	119	129	135	-
Oxford Leads – Leadership Development enrolments	N/A	N/A	52	82	78	50+
Employee job engagement**	N/A	N/A	N/A	N/A	76.0%	76.0%
Employee organizational engagement**	N/A	N/A	N/A	N/A	70.0%	70.0%

* 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	2027	2028	2029	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*	Our People, Our Stength Plan
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, First Nations, 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

OPERATING	2026 FORECAST	2026 BUDGET*	LESS: 2026 NON-RECURRING	2027 BASE BUDGET	2027 BUDGET IMPACTS	2027 BUDGET	$ OVER 2026 BUDGET	% OVER 2026 BUDGET
REVENUES								
GENERAL REVENUES	(1,415)	-	-	-	-	-	-	-
TOTAL REVENUES	**(1,415)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
EXPENSES								
SALARIES AND BENEFITS	491,311	**494,664**	36,600	(22,063)	-	**509,201**	14,537	2.9%
OPERATING EXPENSES	23,291	**26,160**	(1,100)	1,670	-	**26,730**	570	2.2%
CONTRACTED SERVICES	60,275	**50,000**	-	-	-	**50,000**	-	-
FLEET AND FACILITY CHARGES	20,100	**20,100**	-	(1,900)	-	**18,200**	(1,900)	(9.5%)
INTERDEPARTMENTAL CHARGES	29,883	**29,883**	-	(3,771)	-	**26,112**	(3,771)	(12.6%)
TOTAL EXPENSES	**624,860**	**620,807**	**35,500**	**(26,064)**	**-**	**630,243**	**9,436**	**1.5%**
NET OPERATING	**623,445**	**620,807**	**35,500**	**(26,064)**	**-**	**630,243**	**9,436**	**1.5%**
SUMMARY								
TOTAL REVENUES	*(1,415)*	**-**	-	-	-	**-**	-	-
TOTAL EXPENSES	*624,860*	**620,807**	*35,500*	*(26,064)*	-	**630,243**	*9,436*	*1.5%*
TOTAL LEVY	**623,445**	**620,807**	**35,500**	**(26,064)**	**-**	**630,243**	**9,436**	**1.5%**
% BUDGET INCREASE (DECREASE)			***5.7%***	***(4.2%)***	**-**	***1.5%***		

* 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	2025 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.	**102** Programmed activities	Information
Archives Reference and Information	An external service that provides access to the inactive historical records of the County of Oxford.	**1,223** 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.	**3,085** sq. ft of records managed **1,015,548** electronic records managed	Support
Council Support	An internal service that supports County Council's lawful decision-making process for the County of Oxford.	**26** 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.	**3** Insurance Claims resolved **159** Tracked and Reported Incidents **159** Policy and Agreement Compliance Reviews	Support

- **1.0 FTE Privacy and Governance Coordinator Full-time -** to coordinate initiatives that support the County's compliance with privacy legislation (*Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA) and the *Personal Health Information Protection Act* (PHIPA)) and day-to-day support of the County's risk management. **FTE 2027-12**

Key Performance Indicators

	2023 Actual	2024 Actual	2025 Actual	2026 Forecast	2027 Budget	Target
Total fonds in ARCHEION	66	36	32	17	30	↑
Special projects: conservation and preservation of paper documents, photographs, and other media; transcriptions/digitization; preparation of special displays/online content	30	25	102	42	45	↑
Research inquiries: internal, telephone, mail/email, research, visitors, social media	1,211	1,345	1,223	1,555	1,600	↑
Oxford County Archives Instagram followers	1,215	1,280	1,381	1,500	1,550	↑
Insurance Claims against the Municipality	4	8	4	4	4	↓
Insurance claims closed	1	2	3	3	3	↑
Tracked and reported incidents	192	191	159	150	150	↓
Policy and agreement compliance reviews	18	51	90	114	135	N/A
Total Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) requests for reporting year	27	20	32	34	36	N/A
Total Personal Health Information Protection Act (PHIPA) requests for reporting year	112	114	100	100	100	N/A
Percentage of MFIPPA responses within statutory time frame	100%	100%	100%	95%	100%	100%
Records managed (sq. ft)	1,580	2,000	3,085	2,946	2,896	↓
Records managed (electronic)	940,819	969,200	1,015,548	1,077,345	1,139,142	↑

Goals and Objectives

Description	2027	2028	2029	Strategic Plan	Other Plan Alignment
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. This is a continuation of the project started in 2026.	●			*Goal 1.3: Community health, safety and well-being*	
Archives Holdings Inventory Following the recommendations of the Archives Space Needs Assessment, Archives Staff will complete an inventory of the Archives' holdings by fonds number, location, date range, conservation status, and environmental needs. This will be used to properly track and access the records and help devise a storage solution that takes into consideration the specific needs of the records involved.	●	●		*Goal 1.4: Connected people and places*	
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. **FTE 2027-12**	●	●		*Goal 3.4: Financial sustainability*	
Privacy Impact Assessment Process Implementation Starting January 1, 2027, municipal institutions in Ontario governed by the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) will be legally required to complete a written Privacy Impact Assessment (PIA) before collecting any personal information.	●			*Goal 3.1: Continuous improvement and results-driven solutions*	

Budget

OPERATING	2026 FORECAST	2026 BUDGET*	LESS: 2026 NON-RECURRING	2027 BASE BUDGET	2027 BUDGET IMPACTS	2027 BUDGET	$ OVER 2026 BUDGET	% OVER 2026 BUDGET
REVENUES								
GENERAL REVENUES	(11,763)	**(5,000)**	-	-	-	**(5,000)**	-	-
TOTAL REVENUES	**(11,763)**	**(5,000)**	**-**	**-**	**-**	**(5,000)**	**-**	**-**
EXPENSES								
SALARIES AND BENEFITS	485,727	**491,462**	-	38,857	128,053	**658,372**	166,910	34.0%
OPERATING EXPENSES	76,857	**70,370**	(4,000)	9,715	2,100	**78,185**	7,815	11.1%
CONTRACTED SERVICES	26,500	**26,500**	(12,000)	1,500	-	**16,000**	(10,500)	(39.6%)
FLEET AND FACILITY CHARGES	82,000	**82,000**	-	2,400	-	**84,400**	2,400	2.9%
INTERDEPARTMENTAL CHARGES	61,767	**61,767**	-	7,695	-	**69,462**	7,695	12.5%
TOTAL EXPENSES	**732,851**	**732,099**	**(16,000)**	**60,167**	**130,153**	**906,419**	**174,320**	**23.8%**
NET OPERATING	**721,088**	**727,099**	**(16,000)**	**60,167**	**130,153**	**901,419**	**174,320**	**24.0%**
CAPITAL								
CAPITAL EXPENSES	405	**-**	-	-	5,500	**5,500**	5,500	-
NET CAPITAL	**405**	**-**	**-**	**-**	**5,500**	**5,500**	**5,500**	**-**
SUMMARY								
TOTAL REVENUES	*(11,763)*	**(5,000)**	-	-	-	**(5,000)**	-	-
TOTAL EXPENSES	*733,256*	**732,099**	*(16,000)*	*60,167*	*135,653*	**911,919**	*179,820*	*24.6%*
TOTAL PROGRAM SURPLUS/DEFICIT	-	**-**	-	-	-	**-**	-	-
TOTAL LEVY	**721,493**	**727,099**	**(16,000)**	**60,167**	**135,653**	**906,919**	**179,820**	**24.7%**
% BUDGET INCREASE (DECREASE)			***(2.2%)***	***8.3%***	***18.7%***	***24.7%***		

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

Budget Impact Details

	CAPITAL #	OPERATING EXPENSES	CAPITAL EXPENSES	TOTAL EXPENSES	REVENUES	TAXATION	%
SERVICE LEVEL							
CLK-Privacy and Governance Coordinator [FTE 2027-12]	**122000**	130,153	5,500	135,653	-	**135,653**	18.7%
		130,153	**5,500**	**135,653**	**-**	**135,653**	**18.7%**
TOTAL		**130,153**	**5,500**	**135,653**	**-**	**135,653**	**18.7%**

Capital Budget

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2027 REQUEST	2028	2029-2036
FURNISHINGS AND EQUIPMENT							
122000 - Clerk Office	Laptop, monitors and office furniture - Privacy and Governance Coordinator **(FTE 2027-12)**	Expansion	N/A	**$5,500**	5,500	-	-
				$5,500	**$5,500**	**$0**	**$0**

FTE – Privacy and Governance Coordinator

FTE 2027-12

SUMMARY

Type of FTE request	Maintain Service Level
Classification	Full-time - Permanent
Job Title	Privacy and Governance Coordinator
FTE	1.0
Description	The Privacy and Governance Coordinator is responsible for coordinating initiatives that support the County's compliance with privacy legislation (*Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA) and the *Personal Health Information Protection Act* (PHIPA)) and day-to-day support of the County's risk management. Under the direction of the Clerk, the Privacy and Governance Coordinator leads the County's privacy and risk management programs and provides governance and compliance guidance to departments.

STRATEGIC PLAN

Goal 3.4: Financial sustainability

REQUEST DETAILS

Background

This position is proposed to ensure organizational compliance with privacy legislation and risk management practices through coordinating initiatives that support the privacy, risk management and governance of the County. The position would provide dedicated support to maintain and strengthen the County's privacy compliance, risk management, and governance practices. As a centralized resource for privacy and risk-related matters, the role would provide timely guidance to departments, promote consistent application of policies and procedures, strengthen internal controls, and help identify compliance risks before they result in service impacts, privacy incidents, or legislative non-compliance.

Privacy

Recent amendments to MFIPPA, effective January 1, 2027, will require the County to strengthen privacy practices through mandatory Privacy Impact Assessments, enhanced breach protocols, and increased organizational accountability. These changes significantly expand the County's responsibilities for privacy compliance, breach management, and proactive risk assessment. A dedicated resource will help ensure

REQUEST DETAILS

privacy and corporate risks are managed consistently and in alignment with applicable legislation. Effective January 1, 2027, the County will be subject to:

- Conduct Privacy Impact Assessments (PIAs) for any new collection of personal information, or where the purpose, use, or disclosure of that information changes;
- Requirement to assess privacy breaches using Real Risk of Significant Harm (RROSH) threshold and report applicable matters to the Office of the Information and Privacy Commissioner (IPC).
- Expanded IPC oversight power to review an institution's information practices and make binding orders.
- Whistleblower protections allowing individuals to confidentially report suspected contraventions to the IPC.

The Privacy Impact Assessment process requires the County to assess privacy considerations, under a comprehensive framework, before implementing new processes that collect personal information, as defined by MFIPPA, or before introducing new technologies.

PHIPA

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 or "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.

The Privacy and Governance Coordinator will be responsible for amending, developing, implementing, and maintaining comprehensive privacy policies, procedures and best practices to ensure the organization's compliance with all applicable laws and regulations. The role will 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. Without centralized oversight and coordination, there is a heightened risk that staff may inadvertently mishandle personal, sensitive, or regulated information, or fail to identify and address related operational risks.

The Clerks Office currently supports both Paramedic Services and Woodingford Lodge with their electronic health record management compliance. Consistent procedures, training, guidance, and risk management practices are essential to ensure staff understand how to protect confidential information, understand corporate risks, and comply with applicable legislative requirements. Establishing a Privacy and Governance Coordinator provides numerous strategic and operational benefits to both Paramedic Services and Woodingford Lodge. This dedicated role ensures compliance with health information laws —significantly reducing legal risk, supporting audit readiness, and demonstrating strong regulatory alignment.

Risk Management

The County's Risk Management Plan has not been updated since 2014 due to inadequate staff resources. The current Risk Management Plan describes processes that will be used to identify, record, analyze and respond to risks, and the roles and responsibilities of the people involved, and is outdated and even in some cases, irrelevant. The risk management landscape has changed significantly since the last update,

REQUEST DETAILS

as organizations continue to adopt digital tools and platforms. This brings forward the need for a plan update, which includes provision for additional risks such as cyber incidents, the use of AI and legal and regulatory obligations.

At present, the approach to risk management is largely issue-based or managed on an ad hoc basis. Issues are typically relayed after they arise rather than being anticipated. By overseeing both privacy and risk management, the role creates consistency in supporting departments with a standardized approach to risk management and governance. Since 2022, significant data has been collected by the Clerk's Office regarding the County's incidents. This data, obtained from incident monitoring, can be used to inform a new risk management framework which better positions the County corporately to deal with anticipated challenges, financial losses and exposures. The number of incidents are recorded as Key Performance Indicators within the Clerk's Business Plan.

In addition to incident monitoring and recording, a proven risk management strategy for the County has been to proactively review agreements, policies, procedures, requests for proposals in conjunction with legislation and internal policies and procedures. The number of these types of documents reviewed is also included as a Key Performance Indicator within the Clerk's Business Plan. These types of reviews have significantly increased in recent years for the Clerk as part of growth and legislative obligations; but also, notably as part of the succession planning for the former Director of Corporate Services. A dedicated position is required to ensure integrity of this intergyral part of our risk management strategy, in a timely, consistent, and sustainable manner.

Clerk's Office Service Delivery

While this request for an FTE represents a new expenditure, it should be considered in the context of an investment in ensuring sufficient organizational compliance with privacy laws and as part of the County's overall risk mitigation strategy and governance. A request was made in the 2026 budget cycle to implement a Privacy and Records Coordinator. Since the position was not approved, the Clerk has reviewed Clerk's Office operations and re-allocated work in the Clerk's Office. This FTE request demonstrates our current service delivery challenges as well as the demonstrated need due to unanticipated and growing regulatory requirements.

The recent changes to MFIPPA will inherently have service level impacts on municipalities across Ontario. The work associated with conducting a Privacy Impact Assessment is significant and will cause demand on all departments to provide large amounts of information to the Clerk's Office for evaluation. There will be significant coordination and training involved, and enhancement of software to assist in enabling compliance.

In addition to the recent MFIPPA changes, there is also an increased trend of complex MFIPPA requests, causing significant operational pressures on the Clerk's Office. Social Media and the use of AI has significantly increased the complexity of the majority of requests, as they often need to be clarified by communicating with the requester. Time spent managing the request at this stage and drafting responses is not recoverable under the legislation, and is becoming more frequent. Clerk's Office Staff are at capacity operating day-to-day.

The Privacy and Governance Coordinator enhances corporate policies and procedures while also protecting the organization from data loss and mishandling. 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. Ultimately, a dedicated FTE fosters transparency, accountability, and public trust—reinforcing the organization's commitment to a pro-active, well-governed approach. By leading

REQUEST DETAILS

improvement, the Privacy and Governance Coordinator will advance the County's capacity to coordinate privacy, risk management and governance proactively, supporting compliant service delivery across all departments.

Implications if not approved

Regulatory requirements surrounding privacy are becoming increasingly enhanced and 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 another cyber incident, the repercussions are even broader ranging from financial loss to reputational damage that can impair stakeholder relationships, future partnerships and public perception.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Expenses			
Salaries and benefits	$-	$128,053	$128,053
Advertising for job posting	600	-	600
Membership	-	500	500
Training	-	1,000	1,000
Computer: Laptop	2,500	-	2,500
Furniture: Office Furniture	3,000	-	3,000
Total expenses	**6,100**	**129,553**	**135,653**
County Levy	**$6,100**	**$129,553**	**$135,653**

Services Overview

Full-Time Equivalents **5.0** FTE → 0.0 Base

Service	Service Description	2025 Service Level	Service Type
Strategic Initiatives and Commitments	Build partnerships and lead initiatives that advance the County's environmental sustainability, climate action, diversity, equity, inclusion, accessibility, and community safety and well-being commitments. Coordinate corporate grant and funding applications, and monitor and report on progress toward the County's Strategic Plan goals.	**83** Organizations connected to Safe and Well Oxford	Support
Intergovernmental Relations	Strengthen existing and building new relationships through implementation of the County's Advocacy Framework.	**76** Advocacy related events	Support

Key Performance Indicators

	2023 Actual	2024 Actual	2025 Actual	2026 Forecast	2027 Budget	Target
Percentage of Climate Action Plan initiatives started	N/A	N/A	N/A	30%	40%	↑
Engagement with Zero Waste Oxford	6	9	10	9	10	10
Engagement with Smart Energy Oxford	7	8	9	9	10	10
DEI Action Coalition meetings	N/A	8	8	5	9	9
Safe and Well advisory committee meetings	8	9	9	6	9	10
Advocacy events and meetings	N/A	57	76	100	N/A	→
Percentage of initiatives accomplished within internal DEI Action Plan	N/A	55%	73%	80%	N/A	↑
Grant and funding applications applied to	N/A	N/A	N/A	14 (starting from July 2026)	N/A	↑

Goals and Objectives

Description	2027	2028	2029	Strategic Plan	Other Plan Alignment
Internal Diversity Equity and Inclusion In collaboration with County staff and stakeholders, continue to lead the implementation of initiatives that support diversity, equity and inclusion through an internal DEI framework. Continue to share education and engage staff through a variety of formats including training, resource sharing, and other informal education opportunities. Support the development of a psychologically safe environment to help leaders advance a sense of belonging and inclusion within the County's practices and culture.	●			*Goal 3.3: Attract, retain and engage staff*	
Safe and Well Oxford Lead the implementation of the 2026-2029 Community Safety & Well-Being Plan through a refreshed governance model, the launch of one new Action Coalition, the renewal of an existing Action Coalition, and the development of a lived experience engagement model. Coordinate the integration of Safe and Well Oxford priorities into coalition and partner workplans across Oxford County to ensure aligned action and accountability. Support the launch of the Oxford Femicide Prevention Table and continue leadership and capacity building for the Oxford Situation Table. Develop and support implementation of coalition workplans, strengthen cross-sector partnerships and member engagement, and enhance communication infrastructure. Establish a data, measurement, and reporting framework to monitor progress, outcomes, and emerging community needs.	●			*Goal 1.3: Community health, safety and well-being*	Safe and Well Oxford: Community Safety and Well-Being Plan
Community Diversity Equity and Inclusion Develop and support a workplan to effectively implement the updated goals and objectives within the Community Safety and Well-Being Plan for the People and Belonging priority area. Lead the implementation of a collaborative approach for accessibility initiatives across all County departments including the provision of accessible service delivery. Explore opportunities 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.	●			*Goal 1.3: Community health, safety and well-being*	Safe and Well Oxford: Community Safety and Well-Being Plan
Climate Action Plan Approved by Council in June 2026, implementation will continue to 2030 and will focus on community preparedness and resiliency. Working collaboratively across the organization and with community partners to address both service delivery and infrastructure, projects for 2027 include: a heat response exercise, a staff-led innovation program related to energy savings, and monitoring of extreme weather impacts to operations.	●	●	●	*Goal 2.1: Climate change mitigation and adaption*	Climate Action Plan

Description	2027	2028	2029	Strategic Plan	Other Plan Alignment
Grant and Funding Application Coordination Lead the coordination of an effective and efficient grant application process that supports the identification of funding opportunities, application development, submission tracking, and reporting across the organization. Establish key tools and resources, including a newsletter and centralized hub to improve access to information and support funding success. Processes for opportunity monitoring, eligibility assessment, reporting, and funding outcome tracking will be implemented to enhance decision-making, measure organizational performance, and support future advocacy efforts. Ongoing relationship building and collaboration, supporting partners and stakeholders where appropriate, including area municipalities, to help advance strategic priorities, maximize external funding opportunities, and support the long-term vision of Oxford County.	●			*Goal 3.4: Financial sustainability*	
Indigenous Reconciliation Framework Implementation Lead the implementation of the Indigenous Reconciliation Framework, focusing primarily in 2027 on building strong foundational relationships and knowledge capacity. Facilitate the delivery of educational opportunities for staff, the Extended Leadership Team and other role-specific needs as necessary.	●	●	●	*Goal 1.3: Community health, safety and well-being*	
Advocacy Continue to establish and maximize Oxford County's strategic advocacy "brand". Support the incoming Warden in establishing and strengthening both existing and new relationships, to further advance the County's Strategic Plan.	●			*Goal 3.5: Advocate for Oxford County*	
Strategic Initiatives Provide leadership to Council and staff through the review and update process for the 2027-2030 Strategic Plan. Continue to improve Strategic Plan reporting mechanisms, providing valuable updates and information to Council on progress. Further cultivate an internal culture of innovation, with a staff-led innovation program supported by the internal Energy Team. Explore the possibility of expanding this model throughout the organization.	●			*Goal 3.1: Continuous improvement and results-driven solutions*	
Community Sustainability Continued regular meetings with both Zero Waste Oxford and Smart Energy Oxford. Engaging with the broader community via *Crafts in this Climate* at the Oxford County Library and *Record Setting* in partnership with Oxford County Archives.	●	●	●	*Goal 2.1: Climate change mitigation and adaption*	Climate Action Plan

Budget

OPERATING	2026 FORECAST	2026 BUDGET*	LESS: 2026 NON-RECURRING	2027 BASE BUDGET	2027 BUDGET IMPACTS	2027 BUDGET	$ OVER 2026 BUDGET	% OVER 2026 BUDGET
REVENUES								
GENERAL REVENUES	(302,553)	(55,000)	-	(12,000)	-	(67,000)	(12,000)	21.8%
RESERVE REVENUES	(70,000)	(70,000)	20,000	50,000	(75,000)	(75,000)	(5,000)	7.1%
TOTAL REVENUES	**(372,553)**	**(125,000)**	**20,000**	**38,000**	**(75,000)**	**(142,000)**	**(17,000)**	**13.6%**
EXPENSES								
SALARIES AND BENEFITS	614,449	683,713	35,591	30,807	-	750,111	66,398	9.7%
OPERATING EXPENSES	77,847	84,475	(29,200)	6,408	-	61,683	(22,792)	(27.0%)
CONTRACTED SERVICES	137,000	143,000	(20,000)	(82,500)	75,000	115,500	(27,500)	(19.2%)
EXTERNAL TRANSFERS	49,000	49,000	-	(49,000)	-	-	(49,000)	(100.0%)
RESERVE TRANSFERS	270,000	20,000	-	67,000	-	87,000	67,000	335.0%
FLEET AND FACILITY CHARGES	10,100	10,100	-	4,300	-	14,400	4,300	42.6%
INTERDEPARTMENTAL CHARGES	35,478	35,478	-	14,424	-	49,902	14,424	40.7%
TOTAL EXPENSES	**1,193,874**	**1,025,766**	**(13,609)**	**(8,561)**	**75,000**	**1,078,596**	**52,830**	**5.2%**
NET OPERATING	**821,321**	**900,766**	**6,391**	**29,439**	**-**	**936,596**	**35,830**	**4.0%**
CAPITAL								
CAPITAL EXPENSES	2,893	4,000	(4,000)	-	-	-	(4,000)	(100.0%)
NET CAPITAL	**2,893**	**4,000**	**(4,000)**	**-**	**-**	**-**	**(4,000)**	**(100.0%)**
SUMMARY								
TOTAL REVENUES	*(372,553)*	**(125,000)**	*20,000*	*38,000*	*(75,000)*	**(142,000)**	*(17,000)*	*13.6%*
TOTAL EXPENSES	*1,196,767*	**1,029,766**	*(17,609)*	*(8,561)*	*75,000*	**1,078,596**	*48,830*	*4.7%*
TOTAL PROGRAM SURPLUS/DEFICIT	-	-	-	-	-	-	-	-
TOTAL LEVY	**824,214**	**904,766**	**2,391**	**29,439**	**-**	**936,596**	**31,830**	**3.5%**
% BUDGET INCREASE (DECREASE)			***0.3%***	***3.3%***	**-**	***3.5%***		

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

Budget Impact Details

	CAPITAL #	OPERATING EXPENSES	REVENUES	TAXATION	%
ONE-TIME ITEMS					
SI-Advanced Conscious Inclusion Education		5,000	5,000	-	
SI-Indigenous Education		20,000	20,000	-	
SI-Strategic Plan update consulting fees		50,000	50,000	-	
		75,000	**75,000**	-	
TOTAL		**75,000**	**75,000**	-	

Services Overview

Full-Time Equivalents **4.0** FTE ↑0.6 Base

Service	Service Description	2025 Service Level	Service Type
Tourism Management	Monitoring sector performance, driving strategy and delivering efficient and effective operations.	**280%** Partnerships return on investment ($55,000 invested in $209,000 of partnerships)	Community
Product Development	Advancing unique, quality tourism offerings in a welcoming and supportive environment.	**4** Partnerships **160** Partner agreements	Community
Marketing	Marketing Oxford County with the right message at the right time to the right audience.	**14,878,124** Reach/impressions	Community

- **0.6 FTE Tourism Clerk Full-time -** to support a growing volume of work that requires direct access to Oxford Tourism's systems, digital tools, and audience engagement platforms. The position will also relieve workload pressures on the Tourism Manager and Tourism Officers, allowing them to complete work that is not being completed impacting customer service (businesses and visitors) and marketing.
  FTE 2027-13

Key Performance Indicators

	2023 Actual	2024 Actual	2025 Actual	2026 Forecast	2027 Budget	Target
Economic social and environmental benefit: 5-year Tourism Plan recommendations completed/on-going			9	18	20	23
Economic social and environmental benefit: sustainable tourism recommendations completed/on-going		1	12	16	20	24
Resilient, thriving tourism industry: number of overnight visitors	1,123,000	1,196,300	1,391,400	901,224	1,000,000	1,500,000
Compelling product offering: consumer engagement*	295,513	394,554	359,982	300,000	325,000	↑
Effective marketing and promotion: % of visitors whose interests and travel preferences align with Oxford's tourism offerings	61.4%	53.1%	53.5%	53.1%	53.5%	55.0%
Collaborative tourism network: Extranet business engagement+			36.0%	36.0%	40.0%	50.0%

**Consumer engagement is the total social media followers, subscribers, website views, print circulation and consumer engagement at events.*
+ % of active extranet contacts with 1+ extranet logins during a calendar year. Some businesses have multiple extranet contacts with 1 assigned to logging in to edit content.

Goals and Objectives

Description	2027	2028	2029	Strategic Plan	Other Plan Alignment
Collaborative tourism network: implement tourism industry communication plan that provides easy access to data and resources for industry partners Implement industry newsletter and OxfordCounty.ca/Tourism website changes to increase engagement and provide opportunities for more two-way communication with tourism businesses.	●			*Goal 3.2: Collaborate with our partners and communities*	5-Year Tourism Plan
Compelling Product Offering: develop a visitor communication strategy Review visitor trends, opportunities and Oxford Tourism communication tactics to develop a plan to improve visitor engagement, content and SEO adaptation for AI, and customer service. The scope of this activity is tied to **FTE 2027-13** request.	●	●		*Goal 3.1: Continuous improvement and results-driven solutions*	5-Year Tourism Plan
Effective marketing and promotion: Rural Downtown Project Partner with Rural Oxford and Oxford Small Business Centre to implement phase two of the Rural Downtown Project objectives including: coordinating a “Business Spotlight” Digital Campaign across all 5 rural municipalities, signage, and business workshops.	●			*Goal 1.2: Sustainable infrastructure and development*	5-Year Tourism Plan
Resilient, thriving tourism industry: develop destination sustainability workplan for 2028-2030 Consult with the tourism industry to review the past sustainable tourism work plan and develop a new one for 2028-2030. This activity is tied to **FTE 2027-13** request.	●			*Goal 2.1: Climate change mitigation and adaption*	5-Year Tourism Plan
Compelling Product Offering: continued Oxford Handcrafted Trail development and promotion Work with Oxford Handcrafted Trail partners and industry partners to further develop and market this new trail product. The scope of this activity is tied to **FTE 2027-13** request.	●			*Goal 1.2: Sustainable infrastructure and development*	5-Year Tourism Plan

Budget

OPERATING	2026 FORECAST	2026 BUDGET*	LESS: 2026 NON-RECURRING	2027 BASE BUDGET	2027 BUDGET IMPACTS	2027 BUDGET	$ OVER 2026 BUDGET	% OVER 2026 BUDGET
REVENUES								
GENERAL REVENUES	(22,841)	(22,000)	-	(1,100)	-	(23,100)	(1,100)	5.0%
GRANTS AND GOVERNMENT TRANSFERS	(47,182)	(46,929)	-	46,929	-	-	46,929	(100.0%)
TOTAL REVENUES	**(70,023)**	**(68,929)**	**-**	**45,829**	**-**	**(23,100)**	**45,829**	**(66.5%)**
EXPENSES								
SALARIES AND BENEFITS	423,986	423,986	(23,131)	13,746	49,491	464,092	40,106	9.5%
OPERATING EXPENSES	204,932	233,454	-	(48,259)	77	185,272	(48,182)	(20.6%)
CONTRACTED SERVICES	78,152	50,050	12,000	-	(15,000)	47,050	(3,000)	(6.0%)
FLEET AND FACILITY CHARGES	9,500	9,500	-	100	-	9,600	100	1.1%
INTERDEPARTMENTAL CHARGES	42,508	42,508	-	6,583	-	49,091	6,583	15.5%
TOTAL EXPENSES	**759,078**	**759,498**	**(11,131)**	**(27,830)**	**34,568**	**755,105**	**(4,393)**	**(0.6%)**
NET OPERATING	**689,055**	**690,569**	**(11,131)**	**17,999**	**34,568**	**732,005**	**41,436**	**6.0%**
SUMMARY								
TOTAL REVENUES	*(70,023)*	*(68,929)*	*-*	*45,829*	*-*	*(23,100)*	*45,829*	*(66.5%)*
TOTAL EXPENSES	*759,078*	*759,498*	*(11,131)*	*(27,830)*	*34,568*	*755,105*	*(4,393)*	*(0.6%)*
TOTAL LEVY	**689,055**	**690,569**	**(11,131)**	**17,999**	**34,568**	**732,005**	**41,436**	**6.0%**
% BUDGET INCREASE (DECREASE)			***(1.6%)***	***2.6%***	***5.0%***	***6.0%***		

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

Budget Impact Details

	CAPITAL #	OPERATING EXPENSES	REVENUES	TAXATION	%
ONE-TIME ITEMS					
TOUR-Tuition Reimbursement Program		1,577	-	**1,577**	0.2%
		1,577	**-**	**1,577**	**0.2%**
SERVICE LEVEL					
TOUR-Tourism Clerk [FTE 2027-13]		32,991	-	**32,991**	4.8%
		32,991	**-**	**32,991**	**4.8%**
TOTAL		**34,568**	**-**	**34,568**	**5.0%**

FTE – Tourism Clerk

FTE 2027-13

SUMMARY

Type of FTE request	Maintain Service Level
Classification	Full-time - Permanent
Job Title	Tourism Clerk
FTE	0.6
Description	Oxford Tourism is seeking to increase the Tourism Clerk position to full-time, by adding 0.6 FTE hours (21 per week). The position supports a growing volume of work that requires direct access to Oxford Tourism's systems, digital tools, and audience engagement platforms. The position will also relieve workload pressures on the Tourism Manager and Tourism Officers, allowing them to complete work that is not being completed impacting customer service (businesses and visitors) and marketing.

STRATEGIC PLAN

Goal 3.1: Continuous improvement and results-driven solutions

REQUEST DETAILS

Background

In 2025, the Oxford County Business Plan included changing the Tourism Summer Student position from a 0.3 permanent part-time FTE role to a 0.4 permanent part-time FTE Tourism Clerk position. This change was made to address the need for additional staffing during the rest of the year.

The 2026 Oxford County Business Plan included increasing the Tourism Clerk position, by 0.4 temporary part-time FTE to a total of four days per week (0.8 FTE), for a one-year period. A one-time reduction to Purchased Services of $12,000 helped reduce the cost of this ask in the 2026 budget. Increasing the hours of this position eliminated the need to hire a consultant, at a higher cost, to support the launch of the new Oxford Handcrafted Trail. The additional hours also served as matching funds for a successful Rural Ontario Development (ROD) grant application, which secured $32,000 toward the launch of the Oxford Handcrafted Trail.

REQUEST DETAILS

Oxford Tourism's requires greater internal capacity to complete work on software platforms (website, social media, newsletters), work that involves a high level of relationship building and work that requires a high level of local knowledge. Work that is difficult to contract out.

In addition, Division staff already possess the skills, knowledge, and industry experience required to develop strategies such as the proposed 2027 Destination Sustainability Workplan and Visitor Communication Strategy. Limited staff capacity restricts the team's ability to undertake or prioritize this work.

Benefits of using Purchased Services

Oxford Tourism has regularly relied on purchased services to achieve Business Plan objectives, particularly those that provide access to specialized equipment and expertise, including photography and digital advertising. These services offer cost savings, efficiency, expert implementation, and a higher-quality product.

Another benefit of purchasing services is they are typically eligible expenses for grants. This aligns well with specialized services and projects with large short-term timelines. Historically this has been helpful in developing new tourism products and transitioning to new Customer Relationship Management and TourismOxford.ca website software.

Negatives of using Purchased Services

Not all work is more efficient when completed by a consultant. This includes work on Oxford Tourism software platforms (website, social media, newsletters), work that involves a high level of relationship building and work that requires a high level of local knowledge. In 2025 Oxford Tourism's annual budget was under-spent in purchased services, due to the division's inability to secure appropriate services for these types of tasks and staff availability to coordinate. Contracting non-specialized services also requires a significant amount of staff time for procurement and management. In addition, pivoting from contracting these services to completing them internally is more economical as many consultants charge over $100 per hour.

Implications if approved

- The 2027 budget proposes moving $16,500 from purchased services and postage lines, to salaries, recognizing cost savings achieved due to a reduced need for purchased services. This reduces the impact on the levy to $32,991.
- Projects requiring specialized skills/equipment (photography, graphic design, video, digital advertising) will still be purchased from third parties.
- This will leverage existing staff skillsets and business relationships, accelerating project timelines, compared to contracting services.
- Additional staff hours will improve tourism management, development and marketing through better utilization of software solutions, increased business communication and new marketing tactics. Outcomes include increased operational efficiencies, improved two-way communication, more effective advertising, and higher client satisfaction level (businesses and consumers).
- Supports Strategic Plan Pillar 3.3 by building internal capacity to support current and forecasted service delivery demands and practices that support employee retention and succession planning.

REQUEST DETAILS

Implications if not approved

- For the 2027 Budget, Oxford Tourism would need to maintain the existing $16,500 in base budget expenses, that were offered in savings, to reduce this ask for more FTE hours. This would allow Tourism staff to continue to use those purchased services (and other expenses) dollars, to continue securing services to address staff capacity limitations.
- Work will be prioritized with some being delayed/cancelled due to budget and resources required to implement. It is expected website statistics may decline as website content and AI search improvements will not be made quickly. The 2027 Destination Sustainability Workplan would also be delayed by a year. The Visitor Communication Strategy will be broken down and addressed over multiple years.
- There may be potential challenges retaining and training employees with for a part-time Tourism Clerk position, limiting the department's ability to build and maintain expertise internally.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Expenses			
Salaries and benefits	$-	$49,491	$49,491
Purchased services: Reduction of planning and marketing services	-	(15,000)	(15,000)
Postage	-	(1,500)	(1,500)
Total expenses	**-**	**32,991**	**32,991**
County Levy	**$-**	**$32,991**	**$32,991**

Strategic Communication and Engagement

CAO

Services Overview

Full-Time Equivalents **7.0** FTE ↑1.0 Base

Service	Service Description	2025 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.	**14%** Social media follower growth across the County's four main accounts from 2024 to 2025, trending to 12% growth for 2026 **12%** Growth in engagement as measured through visits to *Speak Up, Oxford!* from 2024 to 2025, with 10% expected for 2026 following high-profile campaigns	Support

- **1.0 FTE Multimedia Specialist Full-time -** to maintain service level in response to increased demand for communication support. **FTE 2027-14**

Key Performance Indicators

	2023 Actual	2024 Actual	2025 Actual	2026 Forecast	2027 Budget	Target
Media interviews facilitated*	163	156	198	200	204	+ 2%/yr
News releases and newsroom updates	125	128	159	162	165	+ 2%/yr
Total annual sessions to website**	405,377	456,914	443,170	496,095	504,574	+ 7-15%/yr
Social media followers+	14,231	15,284	17,400	19,600	21,200	+ 3%/yr
Community engagement campaigns active on Speak Up, Oxford!	17	14	17	19	20	+ 2%/yr
Community engagement: Visits to Speak Up, Oxford!	35,200	40,400	45,216	53,000	51,000	+ 2%/yr
Oxford County Connections updates/articles ++	348	360	395	412	423	+ 2.5%/yr

* Media interviews in 2025 increased due to cyber incident.
** Analytics from IT Team.
+ 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 or Oxford County LinkedIn sites.
Note: Growth targets are based on staffing capacity and potential reach available population.
++ New indicator for internal communications. Historical measures (2023 based on averages).

Goals and Objectives

Description	2027	2028	2029	Strategic Plan	Other Plan Alignment
Develop and launch annual electronic community newsletter as a pilot This responds to feedback from surveys and feedback forms expressing that e-mail is a desired communication channel (#1 in the Waterline newsletter feedback form at 33%; #1 in the Wasteline spring newsletter feedback form at 85%; #4 for 2027 Budget Survey at roughly 26%). This can help, in part, fill an information gap that has followed the loss of newspaper publications across Oxford, most recently the Oxford Review in June, the free community newspaper that was delivered directly to homes across the County and had the largest distribution area of any news publication at the time. The new Oxford County-issued e-newsletter would provide an annual update that includes timely information about key County programs and services; points residents to more sources of information about the County (e.g., website, eAlerts, social media sites, etc); and reinforces how information will be communicated in an emergency (Oxford 72 Hours, local media, social media, etc.). Response and feedback from the newsletter will help determine if a print version of the newsletter, delivered to all homes, should be considered for subsequent years. This goal is contingent on support from the proposed **FTE 2027-14** Multimedia Specialist.	●	●		*Goal 3.2: Collaborate with our partners and communities*	
Support the Information Technology Team (Human Resources and Corporate Services) in the development and implementation of upgraded intranet The Information Technology (IT) Team is upgrading the Oxford County intranet, replacing aging technology and enhancing its effectiveness as an information source and communication channel for employees. The Strategic Communication & Engagement team will support the initiative by collaborating on information architecture; developing, updating and migrating content with internal clients (departments); providing corporate content as required; developing wireframes and design elements; and leading communications to employees throughout the project, including progress updates and launch activities.	●			*Goal 3.3: Attract, retain and engage staff*	
Collaborate with the IT Team on the development of an Oxford County mobile app. The Information Technology Team and Strategic Communication and Engagement have been in discussion about a pilot Oxford County mobile app. With mobile traffic (mobile devices + tablets) representing 44% of visits to the Oxford County website, and more than 90% of Canadians owning a smartphone, this represents an area of opportunity to better serve and engage with citizens, potentially aligning with branding for Service Oxford launched in 2026. The IT Team has technical resources to develop the product in house, with Communications identifying items for a pilot launch and supporting the visual identity and promotion of the app.	●	●		*Goal 3.2: Collaborate with our partners and communities*	

Budget

			LESS: 2026	2027	2027		$ OVER	% OVER
	2026	2026	NON-	BASE	BUDGET	2027	2026	2026
OPERATING	FORECAST	BUDGET*	RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET	BUDGET
REVENUES								
INTERDEPARTMENTAL RECOVERIES	(112,820)	**(112,820)**	-	(6,260)	-	**(119,080)**	(6,260)	5.5%
TOTAL REVENUES	**(112,820)**	**(112,820)**	**-**	**(6,260)**	**-**	**(119,080)**	**(6,260)**	**5.5%**
EXPENSES								
SALARIES AND BENEFITS	824,983	**824,983**	-	38,470	(3,005)	**860,448**	35,465	4.3%
OPERATING EXPENSES	57,730	**59,320**	(4,300)	3,530	1,005	**59,555**	235	0.4%
CONTRACTED SERVICES	13,000	**13,000**	-	-	(1,000)	**12,000**	(1,000)	(7.7%)
FLEET AND FACILITY CHARGES	27,500	**27,500**	-	(2,800)	-	**24,700**	(2,800)	(10.2%)
INTERDEPARTMENTAL CHARGES	59,880	**59,880**	-	7,327	-	**67,207**	7,327	12.2%
TOTAL EXPENSES	**983,093**	**984,683**	**(4,300)**	**46,527**	**(3,000)**	**1,023,910**	**39,227**	**4.0%**
NET OPERATING	**870,273**	**871,863**	**(4,300)**	**40,267**	**(3,000)**	**904,830**	**32,967**	**3.8%**
CAPITAL								
CAPITAL EXPENSES	168	**-**	-	-	3,000	**3,000**	3,000	-
NET CAPITAL	**168**	**-**	**-**	**-**	**3,000**	**3,000**	**3,000**	**-**
SUMMARY								
TOTAL REVENUES	*(112,820)*	**(112,820)**	*-*	*(6,260)*	*-*	**(119,080)**	*(6,260)*	*5.5%*
TOTAL EXPENSES	*983,261*	**984,683**	*(4,300)*	*46,527*	*-*	**1,026,910**	*42,227*	*4.3%*
TOTAL PROGRAM SURPLUS/DEFICIT	*-*	**-**	*-*	*-*	*-*	**-**	*-*	*-*
TOTAL LEVY	**870,441**	**871,863**	**(4,300)**	**40,267**	**-**	**907,830**	**35,967**	**4.1%**
% BUDGET INCREASE (DECREASE)			***(0.5%)***	***4.6%***	***-***	***4.1%***		

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

Budget Impact Details

	CAPITAL #	OPERATING EXPENSES	CAPITAL EXPENSES	TOTAL EXPENSES	REVENUES	TAXATION	%
SERVICE LEVEL							
SCE-Multimedia Specialist [FTE 2027-14]	**113000**	97,816	3,000	100,816	100,816	-	
		97,816	**3,000**	**100,816**	**100,816**	-	
TOTAL		**97,816**	**3,000**	**100,816**	**100,816**	-	

Capital Budget

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2027 REQUEST	2028	2029-2036
FURNISHINGS AND EQUIPMENT							
113000 - Strategic Communications and Engagement	Laptop and Monitor for Multimedia Specialist **(FTE 2027-14)**	Expansion	N/A	**$3,000**	3,000	-	-
				$3,000	**$3,000**	**$0**	**$0**

FTE – Multimedia Specialist

FTE 2027-14

SUMMARY	
Type of FTE request	Maintain Service Level
Classification	Full-time - Permanent
Job Title	Multimedia Specialist
FTE	1.0
Description	This request is to meet the increased demand for communication support that has followed an increase in the activities of other departments and services. If approved, responsibilities would include: • covering off additional demand for graphic design, approximately 50% of time; • social media support (content development, monitoring, posting/scheduling), media buying (advertising coordination), and short-form video production, approximately 35% of time; and, • other supports to the communication team (writing, publication/newsletter support, etc.), approximately 15% of time.

STRATEGIC PLAN



Goal 3.2: Collaborate with our partners and communities

REQUEST DETAILS

At a glance: Increase in work demand

AREA	VOLUME	GROWTH	IMPACT
News	**159** news releases and updates in 2025	**+24%** over 2024	More content development, approvals, distribution and coordination across services.
Media relations	**198** media interviews facilitated in 2025	**+27%** over 2024	Increased coordination of interview requests, research, messaging, preparation and media response.
Community engagement	**113** public questions answered by September 1, 2026	**+85%** compared with all of 2025	Each question requires review, coordination with subject-matter experts and a public response.
Speak Up, Oxford!	**45,216** visits in 2025	**+12%** over 2024	Growing public participation requires content development, platform administration, monitoring and reporting.
Social media	**2,999** comments requiring review in 2026	**+14%** follower growth since 2024	Public comments require monitoring, assessment, coordination and, where appropriate, follow-up.
Construction	**32** major projects in 2025	**3x** as many projects as five years earlier	Each project can require multiple tactics, including notices, advertising, public meetings, media, social media, website updates and public inquiries.
Long-term care	**20** projects supported in 2025	**+67%** since 2021	Growing support for one-time initiatives alongside recurring communications.
Road safety reviews	**30+** projects supported since 2021	↑ from minimal activity before 2021	Multi-tactic support for public consultation, education, awareness and implementation of road safety measures.

Design impact	**400** products in 2025 **300+ Jan-Aug/26**	**40%** identified "rush" requests in 2026	**25** items in the design queue as of Sept. 1, 2026

REQUEST DETAILS

Background

The Strategic Communication and Engagement (SCE) team consists of six team members providing the following services to County departments:

- internal communications (announcements, intranet, internal project/program support, etc.)
- media relations, including media liaison and scheduling, spokesperson coaching, and research as needed
- social media strategy, content and advertising
- media buying / advertising coordination (budgeting, booking, review/approvals, providing records for EA and other processes)
- community engagement and public consultation support
- large-scale project support (e.g., waste management transition, budget survey, etc.)
- graphic design and other design consultations
- corporate identity / branding
- publication support (newsletter, plans and reports)
- marketing and promotional materials (writing, design, print coordination)
- web content and website updates, including *Speak Up, Oxford!*
- video coordination and/or production and podcasting
- photography
- special events support
- issues management, crisis communication, and emergency management support
- general communications consultation, document review, etc.
- communication programs: Council this Week, Oxford County Connections, Speak Up, Oxford!, Facts and Stats, media and social media monitoring, etc.

More information can be found in CAO 2026-10: Communication and Engagement Update - 2025

REQUEST DETAILS

Need for an additional resource

Growth in County programs and services

Over recent years, the demand for communication support has increased relative to increasing demands on County services and infrastructure resulting from rapid population growth, commitments outlined in Oxford County's Strategic Plan, and other factors (e.g., legislative changes).

Examples of increased communication needs that flow from enhanced service delivery include the following.

- **Construction.** Construction communication for major infrastructure/capital projects has tripled from five years ago, up to 32 studies and construction projects at year-end 2025 as noted in CAO 2026-19. The current number of projects for 2026 is at 32 as of September 1, although it should be noted there have been more construction phases requiring full public outreach cycles (advertising and promotion) as a part of projects this year (e.g., Oxford Road 2/Dundas Street in Woodstock, Oxford Road 2/Dundas Street corridor in Thamesford).
- **Road safety**. Between 2018 and 2021, communication support requests for road safety initiatives were minimal. Between 2021 and 2026 to date, there have been more than 30 road safety reviews requiring communication through from public engagement to implementation. In 2026, Public Works introduced a Traffic Management and Road Safety division that began work on a County-wide road safety strategy this year, which is expected to require ongoing education and awareness.
- **Business systems and project management**. The introduction of a business solutions internal service in 2025 and enhanced information technology service (both now in Human Resources and Corporate Services) has led to more internal communication over previous years, during which there had been only minimal requests for communication support.
- **Long-term care**. Recent legislative changes in long-term care, growth of the Family Transition Program and other projects have increased communication needs for Woodingford Lodge. The Communication team supported approximately 12 projects/items five years ago in 2021 and approximately 20 in 2025. Support level now is more comprehensive and encompasses a monthly newsletter developed in 2022, Woodingford Connections.
- **Housing and homelessness strategy**. Oxford County has shared more achievements in recent years in support of the "Housing for all" commitments in the Strategic Plan.

REQUEST DETAILS

- **Strategic initiatives**. The Strategic Initiatives and Intergovernmental Relations service-- with responsibilities for diversity, equity and inclusion (DEI), environmental sustainability, and the Safe and Well Oxford Plan-- has required greater internal and external communication support for a greater number of projects and awareness campaigns.

Demand for visual/graphic design services

Graphic design is a high demand service, and communication preferences in general have gravitated to visual mediums over those that are text-focused.

The Strategic Communication and Engagement team currently consists of one multimedia designer, who produces social media and digital graphics, marketing materials (flyers, posters, etc.), print and online advertisements, public notices and resident handouts, infographics, publications, etc., and who also provides some photography support. This is augmented by some external design support, although timing (prioritization) is more challenging with external support and more briefings and iterations are usually required than with “in house” support. The Senior Communication Advisor also provides graphic design for special projects.

Approximately 400 graphic design products were created in 2025 (posters, social media graphics including detour maps for construction, flyers, newsletters, notices, signage, web banners, etc.). In the first eight (8) months of 2026, more than 300 graphic design items have been created of varying complexity, including two print newsletters (one edition of Waterline and one edition of Wasteline, with another to follow). Approximately 40% of work requests were identified as “rush jobs.”

As of September 1, 2026, there are approximately 25 outstanding graphic design items in queue. Steady growth in the number of graphic design requests has resulted in longer wait times, impacting notice and lead times for public communication for both urgent and non-urgent items, as urgent items typically displace other waiting items.

While AI applications are, at appropriate times, making the graphic design process more efficient and providing some cost savings in terms of stretching our use of original photography, these efficiencies are within professional graphic design software platforms and have not yet proven to be a replacement for strategic, well-branded design that reflects and understands our services, community and culture.

Support for new and existing communication channels and programs

Communication methods and channels continue to evolve.

- **E-newsletter**. Oxford County’s most widely distributed and accessed newspaper, the home-delivered weekly Oxford Review, stopped printing after June 2026. This has left a gap in news reach, even with growth of the Woodstock-Ingersoll Echo, a printed bi-weekly newspaper distributed through drop-off locations. With this gap, and with communication feedback surveys showing a preference for

REQUEST DETAILS

email communication, Strategic Communication and Engagement has listed among its 2027 business goals the development of an annual corporate newsletter, contingent on additional staffing support.

- **Intranet**. The Communication team will support the Information Technology (IT) Team in upgrading the Oxford County intranet, replacing aging technology and enhancing its effectiveness as an information source and communication channel for employees. Communications will support the initiative over 2026 in various ways (writing, inputting, design, organization, etc.) and will contribute ongoing staff hours to maintain content.
- **Short-form video** (short videos for mobile/social media applications) is one of the strongest areas of communication growth but continues to be a challenge to resource. The multimedia designer role was intended to support short-form video production, but the demand for static graphic design has not allowed for this. This would be a dedicated area for the multimedia specialist, if approved.
- **Web**. Additional web content to reflect new activity and/or service growth across programs and departments has increased web communication work. Responsibility for content creation and maintenance has also shifted from the IT team to the Communications team, enabling IT staff to focus on technical web services while communications staff manage web and digital content.
- **Engagement** on *Speak Up, Oxford!* is also steadily increasing, from nearly 44,000 visits for all of 2025 to more than 49,000 visits up to September 1, 2026. Impact on workload can be shown in questions asked and answered through *Speak Up, Oxford*, which increased from 61 questions total across 673 visits to a project *Question and Answer* tool in 2025, to 113 submissions up to September 1, 2026, with 2,354 visits to a *Question and Answer* tool.
- **Social media** growth has had a workload impact, requiring more frequent monitoring and response. In 2025, Oxford County had 17,400 followers across its four main corporate channels: Facebook, Instagram, X and YouTube. As of September 10, 2026, total followers across these platforms is 19,105. So far in 2026, there have been 2,999 comments to the County's main Facebook page posts, all requiring some degree of review (except those automatically hidden by the application for language or other filters).

Staffing relative to comparable municipal communication departments

In 2024, Strategic Communication and Engagement reached out to municipal/regional comparators identified by the Chief Administrative Officer. Of the five municipal communication departments approached in that year, staffing levels ranged from between 6 and 11.

Summary

Additional graphic design support was identified as a need for both the 2025 and 2026 budget processes but was not pursued to allow more time to monitor demand and in favour of a communication officer role in 2025. Despite attempts to backfill with external graphic design, internal tight deadlines and less timing/priority control over external parties make this a challenge to sustain. The multimedia

REQUEST DETAILS

specialist role will support growing graphic design and social media needs, the latter relieving other team members from these duties and allowing them to contribute more to comprehensive project support. Overall, this will ensure the Communication team can continue to support programs and services in informing and engaging the public, employees and partners.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Revenues			
Allocation to Capital Projects (Capital Reserve Funding)	$3,150	$97,666	$100,816
Total revenues	**3,150**	**97,666**	**100,816**
Expenses			
Salaries and benefits	-	97,811	97,811
Purchased services	-	(1,000)	(1,000)
Advertising for job posting	150	-	150
Memberships/dues/subscriptions	-	355	355
Training	-	500	500
Computer: Laptop	3,000	-	3,000
Total expenses	**3,150**	**97,666**	**100,816**
County Levy	**$-**	**$-**	**$-**
**Initiative Gapping – Position planned to start April 2027*			

Services Overview

Full-Time Equivalents **5.0** FTE → 0.0 Base

Service	Service Description	2025 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.	**7,151** Charges received	Support

Key Performance Indicators

	2023 Actual	2024 Actual	2025 Actual	2026 Forecast	2027 Budget	Target
Number of charges filed – (Part I and Part III)	7,261	8,305	7,151	6,600	6,500	N/A
Courtroom operating hours	202	313	355	350	350	350
Average days to disposition at trial – Part I	200	193	181	175	175	185>
Events heard – Part I and Part III	7,393	8,713	7,863	7,800	7,500	N/A

Goals and Objectives

Description	2027	2028	2029	Strategic Plan	Other Plan Alignment
Strategic Policy Review Provincial Offences Act The Ministry of the Attorney General Provincial Offence Unit is undertaking a comprehensive phased strategic policy review to address system-wide pressures. This includes exploring opportunities to resolve routine administrative matters outside of court, helping to prioritize more complex cases. Recommendations and a roadmap for a sustainable and modernized POA system are expected to be presented by the Ministry of the Attorney General in Q4 – 2026 or Q1 – 2027. Early Resolution reform and Part III prosecution model are anticipated to be included in the Policy Review.	●			*Goal 3.1: Continuous improvement and results-driven solutions*	

Budget

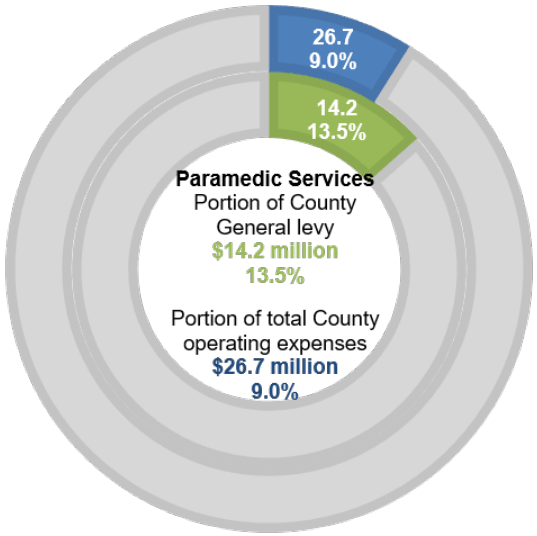
			LESS: 2026	2027	2027		$ OVER	% OVER
	2026	2026	NON-	BASE	BUDGET	2027	2026	2026
OPERATING	FORECAST	BUDGET*	RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET	BUDGET
REVENUES								
GENERAL REVENUES	(1,032,666)	(1,020,000)	-	-	-	(1,020,000)	-	-
GRANTS AND GOVERNMENT TRANSFERS	(62,325)	(15,000)	-	-	-	(15,000)	-	-
TOTAL REVENUES	**(1,094,991)**	**(1,035,000)**	**-**	**-**	**-**	**(1,035,000)**	**-**	**-**
EXPENSES								
SALARIES AND BENEFITS	571,154	573,933	-	8,267	-	582,200	8,267	1.4%
OPERATING EXPENSES	63,110	76,213	-	(3,241)	-	72,972	(3,241)	(4.3%)
CONTRACTED SERVICES	420,704	443,004	-	29,100	-	472,104	29,100	6.6%
FLEET AND FACILITY CHARGES	134,000	134,000	-	2,700	-	136,700	2,700	2.0%
INTERDEPARTMENTAL CHARGES	122,936	122,936	-	24,041	-	146,977	24,041	19.6%
TOTAL EXPENSES	**1,311,904**	**1,350,086**	**-**	**60,867**	**-**	**1,410,953**	**60,867**	**4.5%**
NET OPERATING	**216,913**	**315,086**	**-**	**60,867**	**-**	**375,953**	**60,867**	**19.3%**
CAPITAL								
CAPITAL REVENUES	(56,136)	(65,000)	-	65,000	-	-	65,000	(100.0%)
CAPITAL EXPENSES	56,136	65,000	-	(65,000)	-	-	(65,000)	(100.0%)
NET CAPITAL	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
SUMMARY								
TOTAL REVENUES	*(1,151,127)*	(1,100,000)	-	*65,000*	-	(1,035,000)	*65,000*	*(5.9%)*
TOTAL EXPENSES	*1,368,040*	1,415,086	-	*(4,133)*	-	1,410,953	*(4,133)*	*(0.3%)*
TOTAL LEVY	**216,913**	**315,086**	**-**	**60,867**	**-**	**375,953**	**60,867**	**19.3%**
% BUDGET INCREASE (DECREASE)			**-**	***19.3%***	**-**	***19.3%***		

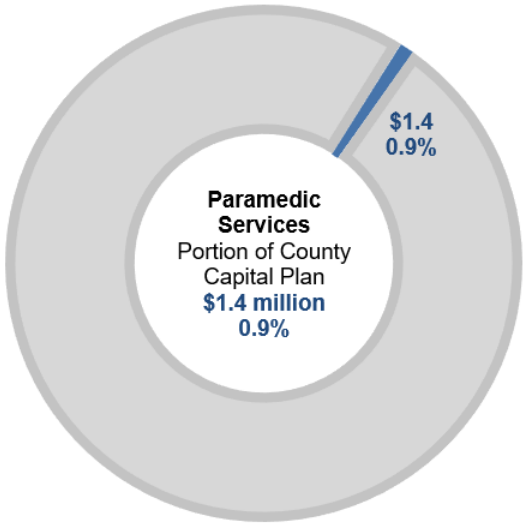
* May include in-year approved transfer and/or account reclassifications in accordance with Purchasing Policy No. 6.07

2027 BUDGET



11 Paramedic Services





	Division	Division Description	Services	2027 FTE Base	2027 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 facilities emergency transfers between hospitals.	▪ 911 Authority – Primary Public Safety Answering Point (P-PSAP) ▪ Paramedic Services – Land Ambulance ▪ Emergency Management	98.5	-
	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.	▪ Paramedic Services - Community Paramedicine	12.6	-
Total				**111.1**	**0.0**

Services Overview

Full-Time Equivalents **111.1 FTE** ↑1.0 Base

Service	Service Description	2025 Service Level	Service Type
911 Authority – Primary Public Safety Answering Point (P-PSAP)	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.	**87,600** 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.	**1,100** 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

- **1.0 FTE Superintendent – Regulatory Compliance Full-time -** to provide dedicated oversight and coordination of regulatory compliance, workforce monitoring, investigations, service reviews, and performance and clinical review processes.
  FTE 2027-15

Key Performance Indicators

	2023 Actual	2024 Actual	2025 Actual	2026 Forecast	2027 Target	Target
Total 911 patient encounters	20,501	22,193	22,534	23,000	24,750	N/A
Community Paramedic Unique Patients Rostered	623	652	1,100	860	900	900
Canadian Triage and Acuity Scale (CTAS) 1 Response Time Performance	71.0%	76.7%	77.5%	80.0%	80.0%	>70.0%
Workplace Safety and Insurance Board (WSIB) Lost Time (Events) / 100 Staff (Headcount)	10.8	15.4	10.0	12.9	10.0	↓

Goals and Objectives

Description	2027	2028	2029	Strategic Plan	Other Plan Alignment
Paramedic Services Deployment and Facilities Master Plan – Phase 2 Phase 2 builds upon the foundational work of the Master Plan by providing a more detailed staffing forecast and a more comprehensive evaluation of the proposed Paramedic Services HQ and Fleet Hub, with the support of Public Works staff.	●	●		*Goal 3.1: Continuous improvement and results-driven solutions*	PS Master Plan
Internal Business Process Review To ensure our internal business processes (Logistics, Quality Assurance, Education and Training) are efficient, so that Paramedic Services staff time is being utilized effectively.	●	●	●	*Goal 3.4: Financial sustainability*	
Emergency Management Program Update Continue to engage with area municipalities and external stakeholders to modernize the Oxford County Emergency Plan and supporting activities.	●	●		*Goal 1.3: Community health, safety and well-being*	Emergency Management Plan
Support Community Healthcare 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 program 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*	
AI and Analytics Pilot Integrate 911 and other operational call data from multiple sources, support ongoing call-volume and operational data monitoring, and enable authorized staff to query approved clinical and operational reference materials. This goal is dependant on Council's approval of **NI 2027-10**.	●	●	●	*Goal 3.1: Continuous improvement and results-driven solutions*	

Budget - Land Ambulance

OPERATING	2026 FORECAST	2026 BUDGET*	LESS: 2026 NON-RECURRING	2027 BASE BUDGET	2027 BUDGET IMPACTS	2027 BUDGET	$ OVER 2026 BUDGET	% OVER 2026 BUDGET
REVENUES								
GENERAL REVENUES	(53,000)	**(68,000)**	(7,000)	(14,400)	-	**(89,400)**	(21,400)	31.5%
GRANTS AND GOVERNMENT TRANSFERS	(11,026,327)	**(10,860,606)**	80,200	(1,236,535)	(232,950)	**(12,249,891)**	(1,389,285)	12.8%
RESERVE REVENUES	-	**(514,899)**	514,899	(226,250)	(292,178)	**(518,428)**	(3,529)	0.7%
TOTAL REVENUES	**(11,079,327)**	**(11,443,505)**	**588,099**	**(1,477,185)**	**(525,128)**	**(12,857,719)**	**(1,414,214)**	**12.4%**
EXPENSES								
SALARIES AND BENEFITS	18,883,205	**19,190,489**	-	1,129,398	193,413	**20,513,300**	1,322,811	6.9%
OPERATING EXPENSES	1,904,855	**1,789,310**	(74,832)	28,183	169,100	**1,911,761**	122,451	6.8%
CONTRACTED SERVICES	248,340	**388,376**	(106,000)	3,081	308,750	**594,207**	205,831	53.0%
EXTERNAL TRANSFERS	111,525	**54,600**	(54,600)	-	109,200	**109,200**	54,600	100.0%
CAPITAL RESERVE TRANSFERS	1,280,200	**1,280,200**	44,000	(44,000)	64,000	**1,344,200**	64,000	5.0%
RESERVE TRANSFERS	17,500	**-**	-	-	-	**-**	-	-
FLEET AND FACILITY CHARGES	892,530	**862,690**	(3,000)	74,885	20,020	**954,595**	91,905	10.7%
INTERDEPARTMENTAL CHARGES	970,625	**970,625**	-	275,796	-	**1,246,421**	275,796	28.4%
TOTAL EXPENSES	**24,308,780**	**24,536,290**	**(194,432)**	**1,467,343**	**864,483**	**26,673,684**	**2,137,394**	**8.7%**
NET OPERATING	**13,229,453**	**13,092,785**	**393,667**	**(9,842)**	**339,355**	**13,815,965**	**723,180**	**5.5%**
CAPITAL								
CAPITAL REVENUES	(2,701,697)	**(3,069,501)**	1,070,652	1,005,371	(23,605)	**(1,017,083)**	2,052,418	(66.9%)
CAPITAL EXPENSES	3,041,418	**3,386,738**	(1,387,889)	(1,005,371)	375,500	**1,368,978**	(2,017,760)	(59.6%)
NET CAPITAL	**339,721**	**317,237**	**(317,237)**	**-**	**351,895**	**351,895**	**34,658**	**10.9%**
SUMMARY								
TOTAL REVENUES	*(13,781,024)*	**(14,513,006)**	*1,658,751*	*(471,814)*	*(548,733)*	**(13,874,802)**	*638,204*	*(4.4%)*
TOTAL EXPENSES	*27,350,198*	**27,923,028**	*(1,582,321)*	*461,972*	*1,239,983*	**28,042,662**	*119,634*	*0.4%*
TOTAL LEVY	**13,569,174**	**13,410,022**	**76,430**	**(9,842)**	**691,250**	**14,167,860**	**757,838**	**5.7%**
% BUDGET INCREASE (DECREASE)			***0.6%***	***(0.1%)***	***5.2%***	***5.7%***		

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

Budget Impact Details – 911 Land Ambulance

	CAPITAL #	OPERATING EXPENSES	CAPITAL EXPENSES	TOTAL EXPENSES	REVENUES	TAXATION	%
ONE-TIME ITEMS							
PS-Paramedic Services Master Plan Phase 2 [PS 2026-04]		270,000	-	270,000	220,000	**50,000**	0.4%
PS-Tuition Reimbursement Program		6,000	-	6,000	-	**6,000**	0.0%
PS-Mental Health Supports		18,750	-	18,750	18,750	**-**	
PS-Legacy Oil and Gas Well		105,000	-	105,000	105,000	**-**	
PS-Dedicated Offload Delay Nurses		109,200	-	109,200	109,200	**-**	
		508,950	**-**	**508,950**	**452,950**	**56,000**	**0.4%**
SERVICE LEVEL							
PS-Logistics On Call		20,186	-	20,186	-	**20,186**	0.2%
PS-Superintendent Regulatory Compliance [FTE 2027-15]	C0658O	174,127	5,500	179,627	72,178	**107,449**	0.8%
PS-Ambulance Cell Phones		16,200	-	16,200	-	**16,200**	0.1%
PS-Virtual Emergency Operations Centre Maintenance		5,000	-	5,000	-	**5,000**	0.0%
		215,513	**5,500**	**221,013**	**72,178**	**148,835**	**1.1%**
NEW INITIATIVES							
PS-AI and Analytics Pilot [NI 2027-10]		56,000	-	56,000	-	**56,000**	0.4%
		56,000	**-**	**56,000**	**-**	**56,000**	**0.4%**
CAPITAL RESERVE CONTRIBUTION							
PS-Capital Contribution Change		45,200	-	45,200	-	**45,200**	0.3%
		45,200	**-**	**45,200**	**-**	**45,200**	**0.3%**
COUNCIL-APPROVED COMMITMENTS							
PS-Tavistock Base Permanent Location Addition [PS 2026-01]		38,820	-	38,820	-	**38,820**	0.3%
PS-Ambulance Fleet Enhancement [NI 2026-08]	510000	-	185,000	185,000	-	**185,000**	1.4%
PS-Primary Care Paramedics [FTE 2026-14]	510000	-	185,000	185,000	23,605	**161,395**	1.2%
		38,820	**370,000**	**408,820**	**23,605**	**385,215**	**2.9%**
TOTAL		**864,483**	**375,500**	**1,239,983**	**548,733**	**691,250**	**5.2%**

Capital Budget – 911 Land Ambulance

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 CFWD	2027 REQUEST	2028	2029-2036
FACILITIES								
C0675O - EMS - Woodstock - Mill St Facility	Roof Coverings - Built Up Roof - Assessment	Replacement	Poor	**$3,000**	-	3,000	-	-
C0676O - EMS - Woodstock - Bysham Facility	Overhead Doors	Replacement	Poor	**$10,000**	-	10,000	-	-
C0680O - EMS - Norwich - Tidey Facility	Various projects as identified from the Building Condition Assessments	Replacement	Poor	**$78,000**	-	78,000	-	-
FURNISHINGS AND EQUIPMENT								
C0658O - EMS - Equipment	Computer Equipment and furnishings - Superintendent Regulatory Compliance **(FTE 2027-15)**	Expansion	N/A	**$5,500**	-	5,500	-	-
C0658O - EMS - Equipment	Regular annual equipment replacement including Automated External Defibrillators, Stair Chairs and various other equipment	Replacement	Poor	**$272,450**	-	272,450	-	-
VEHICLES								
510000 - Paramedic Services	**2026 Procurement for 2027 Delivery** Ambulance (1) **(FTE 2026-14)**	Expansion	N/A	**$185,000**	-	185,000	-	-
510000 - Paramedic Services	**2026 Procurement for 2027 Delivery** New Ambulance (1) **(NI 2026-08)**	Expansion	N/A	**$185,000**	-	185,000	-	-
510000 - Paramedic Services	**2026 Early Procurement for 2027 Delivery** Ambulance Replacement (2)	Replacement	Poor	**$370,000**	-	370,000	-	-
510000 - Paramedic Services	**CARRY FORWARD BUDGET:** Prior year's approved budget not spent. Unit 1096 - Insurance Recovery			**$185,028**	185,028	-	-	-
510000 - Paramedic Services	**CARRY FORWARD BUDGET:** Prior year's approved budget not spent. Unit 1007			**$75,000**	75,000	-	-	-
				$1,368,978	**$260,028**	**$1,108,950**	**$0**	**$0**

** The 2027 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

			LESS: 2026	2027	2027		$ OVER	% OVER
	2026	2026	NON-	BASE	BUDGET	2027	2026	2026
	FORECAST	BUDGET*	RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET	BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES	(412,790)	**(410,400)**	-	(2,390)	-	**(412,790)**	(2,390)	0.6%
GRANTS AND GOVERNMENT TRANSFERS	(2,061,454)	**(2,126,421)**	(126,450)	252,871	-	**(2,000,000)**	126,421	(5.9%)
TOTAL REVENUES	**(2,474,244)**	**(2,536,821)**	**(126,450)**	**250,481**	**-**	**(2,412,790)**	**124,031**	**(4.9%)**
EXPENSES								
SALARIES AND BENEFITS	1,806,771	**2,201,969**	126,450	(431,055)	-	**1,897,364**	(304,605)	(13.8%)
OPERATING EXPENSES	469,129	**133,901**	-	157,321	-	**291,222**	157,321	117.5%
CONTRACTED SERVICES	22,000	**24,000**	-	-	-	**24,000**	-	-
FLEET AND FACILITY CHARGES	44,438	**45,045**	-	1,665	-	**46,710**	1,665	3.7%
INTERDEPARTMENTAL CHARGES	131,906	**131,906**	-	21,588	-	**153,494**	21,588	16.4%
TOTAL EXPENSES	**2,474,244**	**2,536,821**	**126,450**	**(250,481)**	**-**	**2,412,790**	**(124,031)**	**(4.9%)**
NET OPERATING	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
CAPITAL								
CAPITAL REVENUES	(147,156)	**(126,450)**	126,450	-	-	**-**	126,450	(100.0%)
CAPITAL EXPENSES	147,156	**126,450**	(126,450)	-	-	**-**	(126,450)	(100.0%)
NET CAPITAL	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
SUMMARY								
TOTAL REVENUES	*(2,621,400)*	**(2,663,271)**	*-*	*250,481*	*-*	**(2,412,790)**	*250,481*	*(9.4%)*
TOTAL EXPENSES	*2,621,400*	**2,663,271**	*-*	*(250,481)*	*-*	**2,412,790**	*(250,481)*	*(9.4%)*
TOTAL LEVY	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
% BUDGET INCREASE (DECREASE)			**-**	**-**	**-**	**-**		

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

FTE – Superintendent – Regulatory Compliance

FTE 2027-15

SUMMARY

Type of FTE request	Maintain Service Level
Classification	Full-time - Permanent
Job Title	Superintendent – Regulatory Compliance
FTE	1.0
Description	One permanent full-time Superintendent – Regulatory Compliance reporting to the Commander – Operations to provide dedicated oversight and coordination of regulatory compliance, workforce monitoring, investigations, service reviews, and performance and clinical review processes. The position will consolidate responsibilities currently distributed among operational and administrative staff, improve timely follow-up, and maintain service-review readiness as staffing, demand and compliance requirements increase.

STRATEGIC PLAN

Goal 3.1: Continuous improvement and results-driven solutions

REQUEST DETAILS

Background

Oxford County Paramedic Services (OCPS) operates in a highly regulated, unionized, 24/7 emergency services environment. Regulatory, patient care, workforce and performance oversight responsibilities are currently shared across operational and administrative staff working both Monday-to-Friday and rotating schedules. When unionized staff backfill non-union Superintendent positions, operational continuity must take priority, and the full range of management-level compliance and administrative requirements cannot always be completed. Outstanding work is then reassigned to other Superintendents or senior leaders, adding pressure to operational and administrative workloads.

Dedicated regulatory compliance capacity

The Superintendent – Regulatory Compliance will report to the Commander – Operations and provide a consistent point of accountability for monitoring part-time availability obligations, absenteeism follow-up, legislative and service-standard compliance, patient care and service-delivery investigations, and service review coordination. The position will act as the operational lead for

REQUEST DETAILS

continuous service-review readiness, coordinate performance and clinical reviews with front-line Superintendents to ensure required staff monitoring is completed and documented and provide direct investigative and administrative capacity when operational Superintendents are unavailable or managing competing priorities.

The role will also use business intelligence tools to identify and monitor trends and coordinate resulting education, training, corrective action or process improvement with the appropriate operational, clinical, education and corporate resources. The position requires experience leading investigations, working in unionized environments, performance management and the use of business intelligence tools.

Current workload and service pressures

- **Annual paramedic evaluations:** approximately 150 paramedics require an annual review of adherence to applicable legislation and standards, with results communicated back to each paramedic for feedback. This role will ensure front-line superintendents complete the required evaluations and evaluate trends to inform other training and QA activities.
- **Patient care and service-delivery investigations:** approximately 30 complaints each year require thorough investigation, documentation, findings and follow-up. This role will coordinate investigation activities with front-line superintendents to ensure investigations are completed in a timely and consistent manner. This role will be responsible for developing investigation summaries and any relevant recommendations.
- **Part-time availability monitoring:** approximately 80 part-time staff have collective agreement availability obligations that must be reviewed monthly, representing up to approximately 960 staff-month reviews annually. Non-compliance requires follow-up and additional monitoring. This role will coordinate follow-up meetings with the relevant superintendent and staff to ensure performance issues are addressed in a timely manner and non-compliance is corrected.
- **Absenteeism management:** multiple employees are exceeding normal or entitled absenteeism levels, requiring coordinated in-person meetings, documentation, ongoing monitoring and follow-up with Superintendents and Human Resources.
- **Service review readiness:** the formal service review occurs every three years and is currently led by the Director/Chief of Paramedic Services. The proposed position will lead administrative coordination and continuous service-review readiness, reducing the significant burden of organizing records episodically.

Implications if not approved

Without dedicated capacity, these responsibilities will continue to compete with immediate staffing, deployment, employee and service-delivery priorities. This increases the risk of delayed or inconsistent completion of annual evaluations, investigations, availability monitoring, absenteeism follow-up and other compliance processes; limits proactive trend analysis and education; and continues the significant administrative burden on operational leaders and the Director/Chief. As staffing levels, call volumes and legislative standards continue to change, the current distributed model will become increasingly difficult to sustain while maintaining OCPS' high standards of patient care and service delivery.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Revenues			
Provincial funding[1]	$-	$-	$-
Corporate general reserve funding – to gap position until June	72,178	-	72,178
Total revenues	**72,178**	**-**	**72,178**
Expenses			
Salaries and benefits	-	173,227	173,227
Telecommunications	600	300	900
Computer: Laptop	2,500	-	2,500
Furniture: Office furniture	3,000	-	3,000
Total expenses	**6,100**	**173,527**	**179,627**
County Levy	**$(66,078)**	**$173,527**	**$107,449**
Initiative Gapping – *position planned to start June2027*	-	-	-

[1] Costs will be cost-shared with the province at 50% starting in 2028 for eligible costs

New Initiative – AI and Analytics Pilot

NI 2027-10

SUMMARY

Fund a 2027 Paramedic Services pilot of a governed AI and Analytics platform. The 2-year pilot will integrate 911 and other operational call data from multiple sources, support ongoing call-volume and operational data monitoring, and enable authorized staff to query approved clinical and operational reference materials. Paramedic Services will be the pilot site, with enterprise applicability assessed for other Oxford County departments.

STRATEGIC PLAN



Goal 3.1: Continuous improvement and results-driven solutions

REQUEST DETAILS

Background

Paramedic Services receives 911 demand and operational information from multiple source systems. Bringing these datasets together for recurring analysis is time-consuming and limits the ability to monitor trends in a consistent and timely manner. Ongoing review of call volume and demand patterns is also required to validate OCPS Master Plan assumptions and inform service planning.

Specialized AI platforms can provide a common data and AI environment for structured data and approved unstructured reference material. Desired capabilities support natural-language analysis, document search, summarization, and agent-assisted workflows within a governed environment. The initiative establishes a controlled Paramedic Services pilot for 2 years to accommodate evaluation for broader County use.

Pilot scope and expected benefits

- Aggregate 911 call data from multiple sources for integrated operational analysis.
- Create repeatable monitoring of call volumes, trends, demand patterns and OCPS Master Plan indicators.
- Add approved clinical and operational reference materials that authorized staff can query, with source-grounded answers and staff verification.
- Evaluate multiple approved AI models and agents for analysis, summarization, document retrieval and administrative efficiencies.

REQUEST DETAILS

- Measure data quality, staff time saved, answer accuracy, platform usage and cost to inform an enterprise assessment for other County departments.

Governance and protection of client data

Contractual and governance requirements will confirm that the County retains ownership and control of its data, including client information, prompts and outputs. Any approved platform or service must process County data only for authorized project purposes, support applicable privacy, security, records management and data-classification requirements, and include appropriate safeguards such as Canadian or approved regional hosting, encryption at rest and in transit, logging, access controls, auditability and independent assurance where available.

- Role-based access will limit data, AI functions, agents and specific models to approved user roles. Broad default access will be reviewed and removed where not required
- The pilot will use only approved AI features and services within the authorized project environment. External web search, connectors or tools that transmit data outside the approved environment will not be enabled without separate privacy and security approval.
- Cross-region processing, external model access or data movement outside approved geographic and contractual boundaries will be disabled or restricted unless separately assessed and approved. Single sign-on, multi-factor authentication, least-privilege access, activity logging, periodic access review and consumption monitoring will be required.
- Identifiable client data will not be used until privacy, information security, records management, contractual and data-classification reviews are complete. Data minimization and de-identification will be applied where feasible
- AI outputs will support analysis and staff work; they will not make autonomous clinical, dispatch or operational decisions. Staff remain responsible for validating outputs and source material

Implementation and evaluation

Subject to budget approval, Paramedic Services will work with Corporate Services to complete procurement and governance reviews, configure the pilot, connect priority data sources, establish approved reference collections and train a limited user group. Pilot results will be evaluated during the 2027 operating cycle before any expansion. Broader County adoption would require a separate enterprise assessment and budget decision.

Training can be provided either through the vendor directly or through a 3rd party training partner. This is an optional, but highly recommended activity to support successful project launch.

Implications if not approved

Paramedic Services will continue to assemble and analyze information through existing fragmented and manual processes, limiting the timeliness and repeatability of OCPS Master Plan monitoring and slowing access to integrated insights. The County will also defer a governed, evidence-based evaluation of AI capabilities, costs and enterprise controls.

BUDGET REQUIREMENTS

Preliminary annual operating estimate based on an enterprise commitment of approximately $36,000. Final cost will depend on contract terms, consumption, taxes and any integration, implementation or training services.

	2027	2028
Expenses		
One-time: Computer software: enterprise subscription and consumption (annual for 2 years)	$36,000	$36,000
One-time: Purchased Services: training vendor	20,000	-
Total expenses	**56,000**	**36,000**
County Levy	**$56,000**	**$36,000**

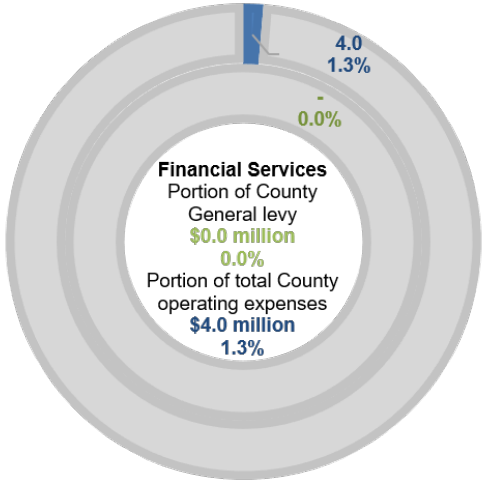
FTE REQUIREMENTS

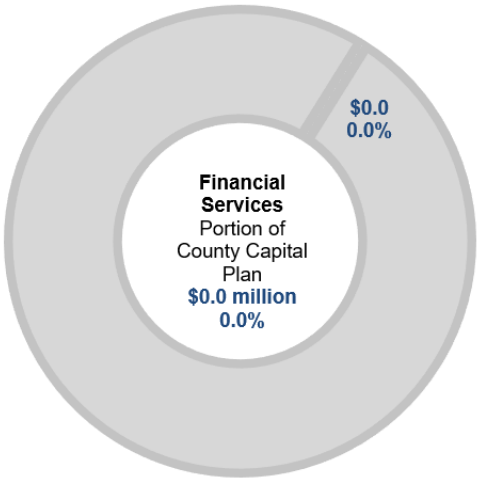
No additional FTE is required. Existing Paramedic Services and Corporate Services staff will support pilot implementation and evaluation.

2027 BUDGET

12 Financial Services







	Division	Division Description	Services	2027 FTE Base	2027 FTE Temp
Financial Services Director of Financial Services	**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	23.0	-
Total				**23.0**	**0.0**

Services Overview

Full-Time Equivalents **23.0** FTE ↑1.0 Base

Service	Service Description	2025 Service Level	Service Type
Accounting	An internal service that provides accounts receivable and accounts payable for the County of Oxford.	**45,369** AR and AP invoices processed	Support
Payroll	An internal service that provides payroll services for the County of Oxford.	**22,579** Payroll deposits	Support
Fiscal Management	An internal service that provides financial reporting for the County of Oxford.	**242** Financial reports completion	Support
Treasury	An internal service that provides cash flow, investment, purchasing coordination and debt management for the County of Oxford.	**$295.6 million** in cash and investments managed **$30.8 million** in County debt	Support
Asset Management	An internal service that provides long-term asset planning for the County of Oxford.	**$3.9 billion** Asset replacement value (2026 Asset Management Plan Update)	Support

- **1.0 FTE Finance Coordinator Full-time -** to address a gap in foundational financial support. **FTE 2027-16**

Key Performance Indicators

	2023 Actual	2024 Actual	2025 Actual	2026 Forecast	2027 Budget	Target
Number of invoices paid - Accounts Payable (AP)	34,242	37,685	38,843	40,700	42,000	N/A
Number of invoices issued - Accounts Receivable (AR)	5,203	5,552	6,526	5,200	5,200	N/A
Number of payroll deposits	21,839	22,016	22,579	24,000	23,500	N/A
Bad debt write-off as a percentage of billed revenue	0.2%	0.2%	0.4%	0.2%	0.2%	0.2%
Date budget approved	Jan 2023[1]	Dec	Dec	Dec	Jan 2027[1]	Dec
Number of external financial reports prepared	200	211	242	245	260	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	2027	2028	2029	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 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*	
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 continuation of the 2026 Business Plan goal includes investigating whether aquifers should be a part of the natural assets inventory and identifying further ways natural assets can be included in County-wide programming and projects.	●			*Goal 1.2: Sustainable infrastructure and development*	Asset Management Plan
Implement Financial System Software Replacement Procure and implement a modern financial Enterprise Resource Planning (ERP) system to serve as the central source of financial records and supports day-to-day financial processing, reporting, internal controls, and decision-making across the County. The existing system is approaching end-of-life, with vendor support expected to end December 31, 2029. The initiative includes a three-year temporary contract resource to support planning, implementation, and system stabilization. **NI 2027-11**	●	●	●	*Goal 3.4: Financial sustainability*	
Implement Payroll and Scheduling System Support the continued roll-out of the new payroll and scheduling software as approved from **NI 2024-14** – Payroll and Scheduling Software.	●			*Goal 3.1: Continuous improvement and results-driven solutions*	

Budget

			LESS: 2026	2027	2027		$ OVER	% OVER
	2026	2026	NON-	BASE	BUDGET	2027	2026	2026
	FORECAST	BUDGET*	RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET	BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES	(161,806)	**(181,190)**	-	(7,460)	-	**(188,650)**	(7,460)	4.1%
RESERVE REVENUES	(451,486)	**(442,464)**	50,000	392,464	(85,000)	**(85,000)**	357,464	(80.8%)
INTERDEPARTMENTAL RECOVERIES	(3,496,554)	**(3,496,554)**	-	(93,539)	(219,617)	**(3,809,710)**	(313,156)	9.0%
TOTAL REVENUES	**(4,109,846)**	**(4,120,208)**	**50,000**	**291,465**	**(304,617)**	**(4,083,360)**	**36,848**	**(0.9%)**
EXPENSES								
SALARIES AND BENEFITS	2,856,932	**3,042,202**	100,000	61,796	84,117	**3,288,115**	245,913	8.1%
OPERATING EXPENSES	685,467	**680,052**	(150,000)	(181,627)	75,000	**423,425**	(256,627)	(37.7%)
CONTRACTED SERVICES	528,481	**310,054**	-	(173,234)	140,000	**276,820**	(33,234)	(10.7%)
FLEET AND FACILITY CHARGES	87,900	**87,900**	-	1,600	-	**89,500**	1,600	1.8%
TOTAL EXPENSES	**4,158,780**	**4,120,208**	**(50,000)**	**(291,465)**	**299,117**	**4,077,860**	**(42,348)**	**(1.0%)**
NET OPERATING	**48,934**	**-**	**-**	**-**	**(5,500)**	**(5,500)**	**(5,500)**	**-**
CAPITAL								
CAPITAL REVENUES	(472,790)	**(476,117)**	5,000	471,117	-	**-**	476,117	(100.0%)
CAPITAL EXPENSES	473,822	**476,117**	(5,000)	(471,117)	5,500	**5,500**	(470,617)	(98.8%)
NET CAPITAL	**1,032**	**-**	**-**	**-**	**5,500**	**5,500**	**5,500**	**-**
SUMMARY								
TOTAL REVENUES	*(4,582,636)*	**(4,596,325)**	*55,000*	*762,582*	*(304,617)*	**(4,083,360)**	*512,965*	*(11.2%)*
TOTAL EXPENSES	*4,632,602*	**4,596,325**	*(55,000)*	*(762,582)*	*304,617*	**4,083,360**	*(512,965)*	*(11.2%)*
TOTAL LEVY	**49,966**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
% BUDGET INCREASE (DECREASE)			**-**	**-**	**-**	**-**		

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

Budget Impact Details

	CAPITAL #	OPERATING EXPENSES	CAPITAL EXPENSES	TOTAL EXPENSES	REVENUES	INTERDEPT RECOVERY	%
ONE-TIME ITEMS							
FIN-WSIB Actuarial Report		10,000	-	10,000	10,000	-	
FIN-HRIS project extension implementation costs		75,000	-	75,000	75,000	-	
		85,000	**-**	**85,000**	**85,000**	**-**	
SERVICE LEVEL							
FIN-Finance Coordinator [FTE 2027-16]	120000	111,118	5,500	116,618	-	**116,618**	3.3%
		111,118	**5,500**	**116,618**	**-**	**116,618**	**3.3%**
NEW INITIATIVES							
FIN-Financial System ERP Replacement [NI 2027-11]		730,000	-	730,000	500,000	**230,000**	6.6%
		730,000	**-**	**730,000**	**500,000**	**230,000**	**6.6%**
INITIATIVE GAPPING							
FIN-Finance Coordinator [FTE 2027-16]	120000	(27,000)	-	(27,000)	-	**(27,000)**	(0.8%)
FIN-Financial System ERP Replacement [NI 2027-11]		(600,000)	-	(600,000)	(500,000)	**(100,000)**	(2.9%)
		(627,000)	**-**	**(627,000)**	(500,000)	**(127,000)**	**(3.6%)**
TOTAL		**299,118**	**5,500**	**304,618**	**85,000**	**219,618**	**6.3%**

Capital Budget

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2027 REQUEST**	2028	2029-2036
FURNISHINGS AND EQUIPMENT							
120000 - Finance	Laptop, monitors and office furniture - Finance Coordinator **(FTE 2027-16)**	Expansion	N/A	**$5,500**	5,500	-	-
				$5,500	**$5,500**	**$0**	**$0**

** The 2027 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 – Finance Coordinator

FTE 2027-16

SUMMARY

Type of FTE request	Maintain Service Level
Classification	Full-time - Permanent
Job Title	Finance Coordinator
FTE	1.0
Description	The Financial Services department is seeking to add a Finance Coordinator to address a gap in foundational financial support. Managers and professional staff are currently completing simple financial support activities that reduce the time available for financial oversight, staff leadership, and strategic planning. Establishing this position would better align responsibilities across the department, strengthen the reliability and timeliness of financial information, and support the development of future municipal finance expertise.

STRATEGIC PLAN

Goal 3.3: Attract, retain and engage staff

REQUEST DETAILS

Background

As County departments have expanded in scope and complexity, so too have the demands on the Financial Services department. 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 Finance Coordinator will realign responsibilities more appropriately across the team, alleviate operational bottlenecks, and support the County's commitment to financial stewardship, modernization, and continuous improvement.

This request was brought forward in the prior budget cycle and was not approved. Since that time, the department has continued to absorb the capacity gap within its existing staffing complement; however, this has not been without consequences. Existing staff have continued to maintain core financial operations and service delivery with overtime; however, this has required ongoing reprioritization of work. As a result,

REQUEST DETAILS

several strategic initiatives, process improvement projects, and business plan objectives have progressed more slowly than planned as resources have been focused on legislated, operational, and time-sensitive requirements. Some examples:

- The payroll and scheduling system implementation has been delayed on three occasions mainly driven by staffing capacity constraints. These delays have extended project timelines, increased implementation costs associated with onboarding and re-onboarding activities and limited the department's ability to provide consistent project support and oversight.
- Resources have been directed toward immediate operational and statutory requirements, limiting the department's ability to undertake broader strategic reviews, including a comprehensive assessment of Council's unfinished business items on the financial implications of growth.
- The 2026 departmental business plan objective to review and improve Water and Wastewater billing processes has been deferred due to competing operational priorities and staff resources redirected to cover departmental absences.
- Capacity constraints have reduced the department's ability to support corporate modernization initiatives, including payment processing improvements in both customer service and Library (business plan goal).
- Competing operational demands have limited the department’s ability to maintain and advance its policy framework. As a result, 40% of Finance policies are more than 10 years old, while the development of new policies, including a potential Development Charge Deferral Policy, continues to be deferred.
- Some ministry and council reporting and analytical work has been deferred to accommodate higher-priority operational requirements and organizational initiatives.

These impacts demonstrate that the current approach is not sustainable and that existing resources are insufficient to support both daily service delivery and the County’s growing financial and organizational priorities. Since the previous request, workload pressures have continued to increase while expectations related to financial reporting, growth management, grants, reserve planning, system modernization, and organizational support have expanded. The request is being resubmitted because the need remains operationally significant and is affecting the department’s ability to move from reactive day-to-day support to proactive financial oversight, analysis, and continuous improvement.

- **Realigns routine work to the appropriate level:** Professional staff continue to absorb routine and entry-level financial tasks, including reporting support, records coordination, document updates, reconciliations, and follow-up tracking. A Finance Coordinator would allow this work to be completed at the appropriate level while improving responsiveness, reducing operational bottlenecks, and preserving professional staff capacity for oversight, analysis, and strategic financial priorities.
- **Improves financial oversight and funding optimization:** While the position is not expected to directly generate revenue, it would help preserve professional staff capacity to identify and maximize upper-tier funding opportunities, complete timely spending and variance analysis, monitor emerging financial risks, and provide earlier financial advice to departments. Given the scale of operating,

REQUEST DETAILS

capital, reserve, grant, and development charge activities overseen by the department, even small improvements decision-making have the potential to produce benefits that exceed the cost of the position over time.

- **Supports proactive financial leadership:** Growth, development charges, capital planning, reserve impacts, provincial changes, standalone financial systems, grant administration, and interdepartmental coordination have increased the volume and complexity of financial work. Dedicated foundational support would create capacity for managers and professional staff to step back, assess emerging risks, complete timely analysis, and provide strategic advice rather than relying primarily on reactive problem-solving.
- **Supports modernization, documentation, and public communication:** Current capacity constraints continue to defer modernization requests from supporting departments and create risk in repetitive but critical work such as templates, public-facing financial information, internal documents, procedures, and records. A dedicated support role would improve standardization, reduce version control and deadline risks, strengthen documentation, and support more timely and accurate communication with the public.
- **Strengthens workload sustainability, retention, and business continuity:** Sustained workload pressures, vacancies, leaves, overtime, and periods of short-staffing continue to affect the department's ability to maintain service levels and support organizational priorities. Additional foundational support would help distribute work more appropriately, reduce the risk of staff fatigue and turnover, preserve institutional knowledge, and improve continuity during staff transitions or absences. This would strengthen organizational resilience while allowing professional staff to focus on higher-value activities that support financial stewardship and informed decision-making.

While administrative positions may not present the same immediate service visibility as front-line roles, the risk of not addressing this capacity gap is significant. There are financial, operational, and human resource risks, including delayed analysis, missed funding opportunities, reduced business continuity, deferred modernization initiatives, and diminished organizational capacity to respond to emerging priorities. Given the scale and complexity of the financial activities overseen by the department, the resulting benefits have the potential to partially offset the cost of the position over time through avoided errors, improved funding outcomes, stronger financial oversight, and more effective use of County resources by providing timely financial analysis. Approving the Finance Coordinator position would address a long-standing capacity gap, strengthen financial stewardship, improve business continuity, support modernization initiatives, and enable professional staff to focus on higher-value activities that support informed decision-making and long-term organizational success.

Implications if not approved

Without additional foundational financial support, managers and professional staff will continue to absorb recurring coordination, reporting, documentation, and process support activities that limit capacity for financial oversight, strategic planning, staff development, business continuity initiatives, and organizational improvement efforts.

Existing workload pressures, combined with ongoing vacancies, leaves, turnover, and increasing service demands, will continue to challenge the department's ability to balance operational requirements with strategic priorities. This may result in further delays to modernization initiatives, reduced capacity for proactive financial analysis, increased reliance on overtime, and continued risks related to staff fatigue,

REQUEST DETAILS

knowledge retention, and business continuity. Over time, the absence of additional support may reduce the department's ability to respond effectively to increasing organizational complexity and evolving financial requirements.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Expenses			
Salaries and benefits	$-	$111,118	**$111,118**
Computer: Laptop and computer equipment	2,500	-	**2,500**
Furniture	3.000	-	**3,000**
Total expenses	**5,500**	**111,118**	**116,618**
Net Interdepartmental Charge	**$5,500**	**$111,118**	**$116,618**
Initiative Gapping – *start April 2026*	-	*(27,000)*	*(27,000)*
2027 Budget Impact	**$5,500**	**$84,118**	**$89,618**
2028 Budget Impact	**$-**	**$111,118**	**$111,118**

New Initiative – Financial System Software

NI 2027-11

SUMMARY

Procure and implement a modern financial Enterprise Resource Planning (ERP) system to serve as the central source of financial records and supports day-to-day financial processing, reporting, internal controls, and decision-making across the County. The existing system is approaching end-of-life, with vendor support expected to end December 31, 2029. The initiative includes a three-year temporary contract resource to support planning, implementation, and system stabilization.

STRATEGIC PLAN



Goal 3.1: Continuous improvement and results-driven solutions

REQUEST DETAILS

Background

The County's current financial management software serves as the foundation for core financial operations, including accounting, payroll (currently in the process of migrating), revenue management, and financial reporting. The existing Microsoft Dynamics Great Plains (GP) system is approaching end-of-life, with vendor support expected to end December 31, 2029. As support phases out, the County faces increasing risks related to system reliability, cybersecurity, and business continuity.

The County has relied on GP for more than two decades and, over time, has implemented several standalone systems to meet evolving operational requirements. While these solutions have supported service delivery, they have increased reliance on manual processes, duplicate data entry, custom integrations, and workarounds that reduce efficiency and limit reporting capabilities.

Replacing the financial system presents an opportunity to modernize core business processes, strengthen internal controls, improve data accessibility, and reduce operational risk through a more integrated and scalable platform. The proposed project will procure and implement a modern ERP solution that supports current business needs while providing a foundation for future corporate system integration and organizational growth.

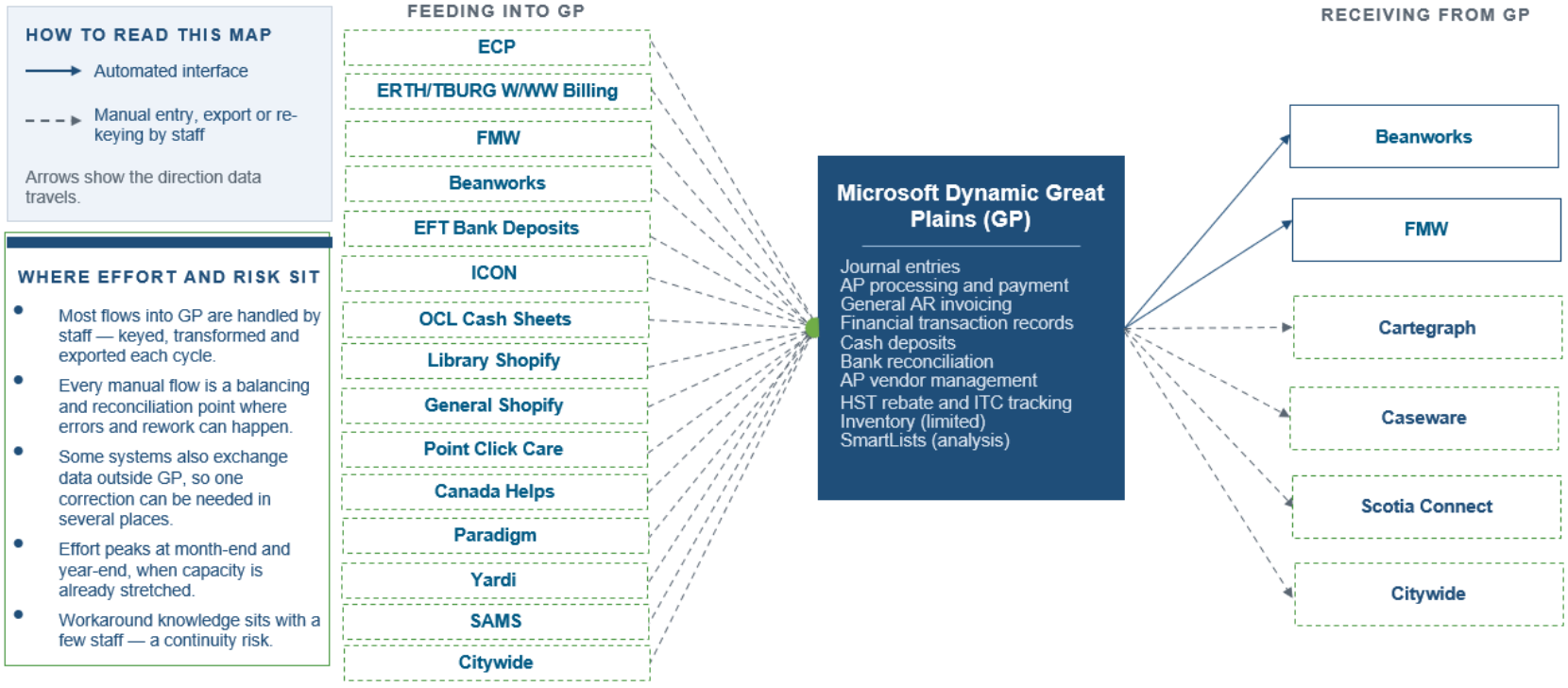
Scope

The scope of this initiative includes the replacement of the County's core financial enterprise system, which serves as the central source of financial records and supports day-to-day financial processing, reporting, internal controls, and decision-making across the organization. Core functionality includes the general ledger, journal entries, accounts payable, accounts receivable, cash management, bank reconciliations, vendor management, HST rebate and input tax credit tracking, financial reporting, transaction analysis, and other foundational financial processes.

REQUEST DETAILS

Table 1 illustrates the current financial system environment and highlights the extensive network of integrations that support the County's financial operations. Many of these integrations rely on manual intervention, duplicate data entry, custom interfaces, or a limited number of staff with specialized system knowledge. The replacement ERP provides an opportunity to simplify and modernize these interactions, reduce operational risk, improve automation and data consistency, and establish a more sustainable and scalable technology foundation for the future.

Table 1: Current Financial System Interaction



GP sits at the center as the core financial system. Each dashed line represents finance staff moving and balancing data — the effort and error exposure a replacement system is intended to remove as many as possible.

The replacement solution will serve as the nexus of the County's financial records and must support integration with numerous corporate systems that have been implemented over time to meet evolving business requirements. As the County's technology environment has expanded, so too has the complexity of financial data flows, reporting requirements, payment methods, and system integrations. Today, the financial system supports information exchanges with numerous business applications that are critical to payroll, billing, accounts payable, revenue collection, asset management, budgeting, and financial reporting processes.

REQUEST DETAILS

The County's payment environment has also evolved significantly since the current system was implemented. While transactions were historically processed primarily through cash and cheque, the organization now supports a variety of payment methods including credit cards, debit cards, online payments, electronic funds transfers (EFT), wire payments, and e-transfers. The replacement system must support modern payment processing requirements while providing improved reconciliation, reporting, and oversight of cash receipts and financial transactions.

Overall, the replacement ERP must function as the nexus of the County's financial records, supporting core financial processes while integrating with a broad range of operational systems. As the organization's technology landscape continues to evolve, automation, data consistency, cybersecurity, and scalability will be critical requirements of the future solution.

Financial Systems Contracted Support Resource

The County will require a dedicated contracted resource to support the ERP replacement project throughout the planning, implementation, and stabilization phases. Prior to procurement, the resource will lead business process reviews, document current and future state workflows, map system integrations and data flows, assess reporting requirements, and review the chart of accounts and financial structures to support efficient reporting and long-term system optimization. The County maintains over 23,000 general ledger accounts, with approximately 12,000 active accounts. A comprehensive review will be required to reduce complexity, improve consistency, enhance reporting capabilities, and ensure the new ERP system is configured to support the County's future operational requirements.

During procurement and implementation, the resource will coordinate vendor activities, support requirements gathering, participate in solution design and configuration decisions, oversee data migration and testing activities, facilitate change management initiatives, and serve as the primary liaison between business users and the implementation partner. Having a dedicated resource is critical to ensuring County requirements are properly represented and to completing the significant volume of work that cannot be performed by the software vendor alone.

Following implementation, the resource will support system stabilization, issue resolution, user adoption, process refinement, and knowledge transfer activities. This role will help ensure operational continuity, reduce reliance on external consultants, build internal capacity, and support a successful transition to the new ERP solution while maintaining day-to-day financial operations.

Implications if not approved

While implementation timing may be adjusted, the replacement of the County's financial system cannot be avoided. If a replacement solution is not approved, the County will continue to rely on the existing platform. After 2029, vendor support for GP will end, the County will face increasing risks related to cybersecurity, system reliability, business continuity, and the ability to support evolving operational requirements. Beyond 2031, the system is expected to become unsupported and no longer be capable of reliably processing the County's financial transactions.

Delaying the project further increases the likelihood that the County will be forced to undertake a replacement under more constrained timelines as vendor support diminishes. It may also result in higher implementation costs and reduced access to experienced implementation partners, as municipalities across Ontario and Canada continue to compete for limited ERP implementation resources. A planned transition will help reduce organizational risk while maximizing the long-term value of the County's investment.

REQUEST DETAILS

This initiative is not simply a software replacement; it is an opportunity to modernize corporate business processes, improve organizational efficiency, and establish a sustainable technology foundation for the next decade and beyond.

BUDGET REQUIREMENTS

Cost estimates are preliminary and will be refined through the procurement and requirements-gathering process. The costs associated with ERP solutions can vary significantly depending on the functionality selected, implementation approach, licensing model, integration requirements, and the degree of business process automation incorporated into the solution.

Municipal ERP implementations are particularly challenging to estimate in the early stages due to the unique operating models, service delivery requirements, and technology environments of individual municipalities. The County currently utilizes a number of standalone systems and custom integrations that support financial, operational, and reporting processes. As a result, direct cost comparisons between municipal ERP implementations are often difficult, as scope, functionality, integration complexity, and organizational requirements vary considerably.

The budget estimates presented below represent the best assessment based on current market information and preliminary implementation assumptions. Further refinement of project costs will occur throughout 2027 and 2028 as business requirements are validated, system integration needs are documented, procurement activities are completed, and implementation strategies are developed. While the estimated costs may change as the project progresses, the need to replace the County's current financial system remains unchanged, and early planning will help ensure the County is well positioned to select the solution that best meets its operational requirements and long-term strategic objectives.

	2027	2028	2029
Revenues			
Reserve funding: Corporate General	$-	$500,000	$-
Total revenues	**-**	**500,000**	**-**
Expenses			
One-time: Contract support resource: contract FTE and/or service (annual for 3 years)	130,000	130,000	130,000
One-time: Software implementation	-	500,000	-
Base: Software net annual cost	-	100,000	100,000
Total expenses	**130,000**	**730,000**	**230,000**
Net Interdepartmental Charge	**$130,000**	**$230,000**	**$230,000**

BUDGET REQUIREMENTS

As part of the ERP procurement process, existing financial software applications (and possibly other standalone systems) may be evaluated as optional components of the proposed solution. Depending on the vendor's approach, some functionality currently provided through standalone applications may be incorporated into the ERP platform, resulting in potential savings from the software costs identified above.

	2027 Budget
Beanworks (Accounts payable automation)	$62,000
FMW (Budget software and reporting)	18,150
Caseware (Audit working papers and financial statements)	6,800
Citywide (Asset management plan and tangible capital asset reporting)	19,200
Total	**$106,150**

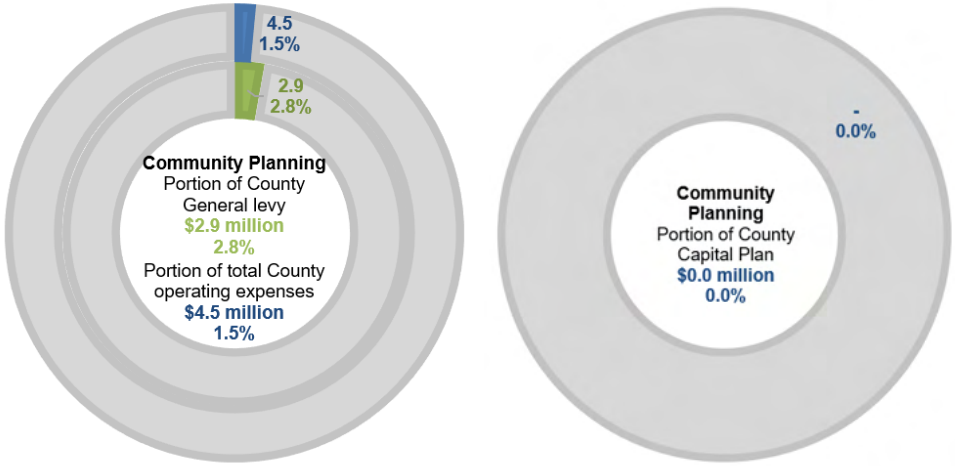
FTE REQUIREMENTS

The ERP replacement project requires a dedicated resource throughout the planning, implementation, and stabilization phases to ensure continuity and successful project delivery. The resource may be provided through a temporary FTE, contracted support, or another appropriate resourcing approach.

2027 BUDGET



13 Community Planning



	Division	Division Description	Services	2027 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.	▪ Development Review ▪ Land Use Policy and Strategic Planning	20.7
Total				**20.7**

Services Overview

Full-Time Equivalents **20.7** FTE → 0.0 Base

Service	Service Description	2025 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.	**411** 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.	**18** Major policy/strategic planning initiatives, including, but not limited to, County Official Plan and Area Municipal Zoning By-Law updates	Community

Key Performance Indicators

	2023 Actual	2024 Actual	2025 Actual	2026 Forecast	2027 Budget	Target
Total development applications processed	397	454	411	400	400	n/a
Total number of reports completed and presented to councils and committees	410	388	360	350	350	n/a
Residential density - new subdivisions - (units per hectare) large urban centers	35.3	76.0	77.0	35.0	35.0	30.0+
Residential density - new subdivisions – (units per hectare) serviced villages	-	31.9	44.0	30.0	25.0	25.0
Approved single detached and semi-detached units	2,119	152	206	↑	-	625
Approved townhouses/ground oriented multi-unit	1,398	151	1,131	↓	-	260
Approved apartment units	883	606	197	↑	-	265
Agricultural lands re-designated/rezoned for non-agricultural use (in hectares)	87.9	345.0	7.3	-	↑	↓

Goals and Objectives

Description	2027	2028	2029	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. Staff completed the development of the overall workplan, updates to various background studies and data, and engagement on community visioning in 2026. **NI 2026-09** Key components of this project that will be the focus in 2027 and beyond include: • Continued background research and data analysis; • Undertaking various supporting studies (e.g. urban structure review, agricultural system analysis, commercial/employment policy review, community/urban design etc.) and related consultation; • (2028) Development of draft policy directions and, ultimately, proposed draft policies; and • (2028 - 2029) Adoption of new OP and provincial approval	●	●	●	*Goal 1.2: Sustainable infrastructure and development*	Official Plan
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 Analysis and Land Needs Assessment (approved March 2026). Potential and/or planned Secondary Planning and/or Area Studies for 2027 include Norwich, Mt. Elgin, and Thamesford and completing work to establish a new process and criteria for identification of rural employment opportunity areas.	●	●	●	*Goal 1.2: Sustainable infrastructure and development*	Official Plan

Description	2027	2028	2029	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: • Completion 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*	Official Plan
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, support financial sustainability, and ensure the timely identification of potential future infrastructure needs. Partner with Public Works to provide regular status updates to Area Municipal Councils and staff with respect to the availability of water and wastewater servicing capacity and remaining land supply in terms of both PPS minimum land supply requirements and the County's Water and Wastewater Capacity Allocation Protocol. 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*	Official Plan Wastewater Master Plan Asset Management 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 complete application requirements, further delegation of approvals, coordinated and comprehensive review of planning application fees/processes, etc.	●	●	●	*Goal 3.1: Continuous improvement and results-driven solutions*	Official Plan

Budget

OPERATING	2026 FORECAST	2026 BUDGET*	LESS: 2026 NON-RECURRING	2027 BASE BUDGET	2027 BUDGET IMPACTS	2027 BUDGET	$ OVER 2026 BUDGET	% OVER 2026 BUDGET
REVENUES								
GENERAL REVENUES	(881,688)	(1,121,670)	60,000	70,635	-	(991,035)	130,635	(11.6%)
RESERVE REVENUES	(116,000)	(715,318)	690,000	15,318	(896,000)	(906,000)	(190,682)	26.7%
TOTAL REVENUES	**(997,688)**	**(1,836,988)**	**750,000**	**85,953**	**(896,000)**	**(1,897,035)**	**(60,047)**	**3.3%**
EXPENSES								
SALARIES AND BENEFITS	2,969,194	3,004,194	-	109,690	-	3,113,884	109,690	3.7%
OPERATING EXPENSES	85,197	110,315	(20,000)	7,063	7,000	104,378	(5,937)	(5.4%)
CONTRACTED SERVICES	474,500	1,202,818	(790,000)	(185,318)	889,000	1,116,500	(86,318)	(7.2%)
RESERVE TRANSFERS	120,000	120,000	-	-	30,000	150,000	30,000	25.0%
FLEET AND FACILITY CHARGES	89,000	89,000	-	3,900	-	92,900	3,900	4.4%
INTERDEPARTMENTAL CHARGES	215,886	215,886	-	17,478	-	233,364	17,478	8.1%
TOTAL EXPENSES	**3,953,777**	**4,742,213**	**(810,000)**	**(47,187)**	**926,000**	**4,811,026**	**68,813**	**1.5%**
NET OPERATING	**2,956,089**	**2,905,225**	**(60,000)**	**38,766**	**30,000**	**2,913,991**	**8,766**	**0.3%**
CAPITAL								
CAPITAL REVENUES	(2,000)	(2,000)	-	2,000	-	-	2,000	(100.0%)
CAPITAL EXPENSES	5,000	5,000	(3,000)	(2,000)	-	-	(5,000)	(100.0%)
NET CAPITAL	**3,000**	**3,000**	**(3,000)**	**-**	**-**	**-**	**(3,000)**	**(100.0%)**
SUMMARY								
TOTAL REVENUES	*(999,688)*	(1,838,988)	*750,000*	*87,953*	*(896,000)*	(1,897,035)	*(58,047)*	*3.2%*
TOTAL EXPENSES	*3,958,777*	4,747,213	*(813,000)*	*(49,187)*	*926,000*	4,811,026	*63,813*	*1.3%*
TOTAL LEVY	**2,959,089**	**2,908,225**	**(63,000)**	**38,766**	**30,000**	**2,913,991**	**5,766**	**0.2%**
% BUDGET INCREASE (DECREASE)			***(2.2%)***	***1.3%***	***1.0%***	***0.2%***		

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

Budget Impact Details

	EXPENSES	REVENUES	TAXATION	%
SERVICE LEVEL				
PLN-Increased Contribution to Planning Reserve	30,000	-	**30,000**	1.0%
	30,000	**-**	**30,000**	**1.0%**
COUNCIL-APPROVED COMMITMENTS				
PLN-New Oxford County Official Plan [NI 2026-09]	1,296,000	1,296,000	**-**	
	1,296,000	**1,296,000**	**-**	
TOTAL	**1,326,000**	**1,296,000**	**30,000**	**1.0%**

2027 BUDGET



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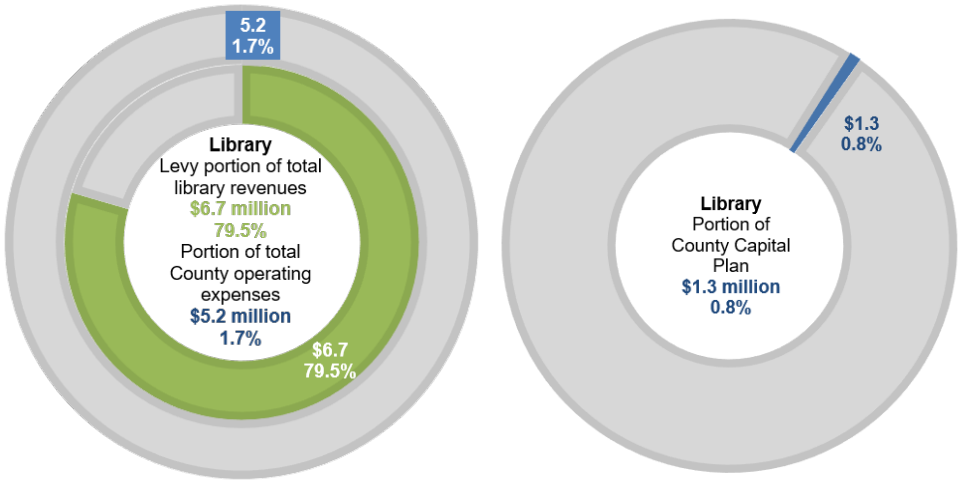

	Division	Division Description	Services	2027 FTE Base	2027 FTE Temp
Oxford County Library Board	**Library**	Oxford County Library (OCL) serves seven of the area municipalities that make up Oxford County by providing access to reading, culture, technology, trusted information and creative learning opportunities. 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 and bookmobile services through Ox on the Run.	▪ Library Collections ▪ Library Programming ▪ Library Information Services ▪ Library Public Space Access ▪ Library Technology Access and Coaching	42.3	0.0
Total				**42.3**	**0.0**

Services Overview

Full-Time Equivalents **42.3** FTE ↑0.8 Base

Service	Service Description	2025 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.	**629,788** Items borrowed, downloaded, or streamed **405** 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.	**38,801** People attended **2,138** 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).	**923** Research database uses **3,786** Online learning / tutoring sessions **1,917** Readers' advisory requests **379** Local history requests	Information
Library Public Space Access	An external service providing welcoming and accessible meeting places.	**574** Library room rentals for public use **831** Bookings were made for study room spaces	Community
Library Technology Access and Coaching	An external service providing public access to technology and the internet.	**17,808** Wireless internet sessions **11,108** In-branch public computer sessions **3,082** Technology coaching sessions were offered at library branches.	Community

- **1.0 FTE Makerspace Facilitator Full-time -** and **(0.4) FTE Page Part-time -** to expand technology programming and services offered by Oxford County Library by providing support for customers using the Ingersoll Makerspace, while also planning and implementing expanded maker programming and services throughout the system. **FTE 2027-17**
- **0.2 FTE Library Programming Support Part-time Part-time -** to support planning and delivery of programming at various branches, minor adjustment made to FTE requirement.

Key Performance Indicators

	2023 Actual	2024 Actual	2025 Actual	2026 Forecast	2027 Budget	Target
Number of active library cards	18,841	20,454	20,594	20,500	21,000	↑
Percentage of collection purchase requests filled	94%	93%	93%	92%	90%	90%
Physical and electronic materials circulation	638,990	652,740	629,788	633,000	637,000	↑
Branch attendance / Mobile Unit attendance	206,209	223,317	217,038	220,000	222,000	↑
Number of programs offered (Branch and Virtual)	1,846	2,275	2,138	2,600	2,700	↑
Attendance at programs (Branch and Virtual)	29,108	39,061	38,801	39,000	40,000	↑
Attendance at Tech Coaching Sessions (Branch and Mobile Unit)	2,448	2,626	3,082	3,000	3,100	↑

Goals and Objectives

Description	2027	2028	2029	Strategic Plan	Other Plan Alignment
Preparing for Ontario Public Library Reaccreditation As a Provincially Accredited Public Library, Oxford County Library is required to undergo reaccreditation every five years. The Library is scheduled for the next reaccreditation in 2028. During 2027, Library staff will conduct a comprehensive review of accreditation standards, update and organize required documentation, assess facility and space requirements, and implement or plan any necessary improvements to ensure full compliance and readiness for reaccreditation.	●			*Goal 3.1: Continuous improvement and results-driven solutions*	LIBRARY STRATEGIC PLAN *Goal 1: Sustain service excellence*
Orientation of New Library Board Library Administrative staff will successfully implement the Library Board Orientation Plan developed in 2026 to ensure all new and returning Library Board members receive consistent and comprehensive onboarding experience. By incorporating governance best practices, strategic planning principles, and sector resources from the Ontario Library Service and Ontario Library Association, staff will equip Board members to effectively contribute to strategic decision-making and future strategic planning, while supporting board integration and governance readiness and engagement.	●			*Goal 3.1: Continuous improvement and results-driven solutions*	LIBRARY STRATEGIC PLAN *Goal 1: Sustain service excellence*
Service Delivery Model Update Library management team will engage staff and customers through surveys and feedback opportunities to evaluate the effectiveness of the 2023 Service Delivery Model. The team will use the findings from these engagement opportunities to develop an updated model that reflects evolving community needs and informs future investments in services, spaces, collections, programming and technology for the next three to five years.	●			*Goal 3.2: Collaborate with our partners and communities*	LIBRARY STRATEGIC PLAN *Goal 3: Innovate access to service*
Community Artificial Intelligence (AI) Literacy Library staff will launch a "Mobile AI Tech Trunk" initiative to deliver a regular speaker series and workshops on AI Literacy across Oxford County Library's seven communities, reaching local residents and achieving an 80% participant confidence rate in identifying and using basic AI tools.	●			*Goal 3.2: Collaborate with our partners and communities*	LIBRARY STRATEGIC PLAN *Goal 3: Innovate access to service*

Budget

OPERATING	2026 FORECAST	2026 BUDGET*	LESS: 2026 NON-RECURRING	2027 BASE BUDGET	2027 BUDGET IMPACTS	2027 BUDGET	$ OVER 2026 BUDGET	% OVER 2026 BUDGET
REVENUES								
GENERAL REVENUES	(56,726)	(35,994)	-	(4,700)	-	(40,694)	(4,700)	13.1%
GRANTS AND GOVERNMENT TRANSFERS	(138,904)	(138,904)	-	-	-	(138,904)	-	-
RESERVE REVENUES	(250,128)	(250,128)	9,576	-	-	(240,552)	9,576	(3.8%)
TOTAL REVENUES	**(445,758)**	**(425,026)**	**9,576**	**(4,700)**	**-**	**(420,150)**	**4,876**	**(1.1%)**
EXPENSES								
SALARIES AND BENEFITS	3,636,543	3,774,937	-	150,076	84,310	4,009,323	234,386	6.2%
OPERATING EXPENSES	578,827	582,188	(1,800)	(736)	10,400	590,052	7,864	1.4%
CONTRACTED SERVICES	1,401	1,200	-	100	-	1,300	100	8.3%
CAPITAL RESERVE TRANSFERS	425,000	425,000	-	-	42,000	467,000	42,000	9.9%
RESERVE TRANSFERS	119,576	119,576	(9,576)	-	-	110,000	(9,576)	(8.0%)
FLEET AND FACILITY CHARGES	829,529	853,333	35,800	(23,336)	-	865,797	12,464	1.5%
INTERDEPARTMENTAL CHARGES	945,149	945,149	-	89,796	-	1,034,945	89,796	9.5%
TOTAL EXPENSES	**6,536,025**	**6,701,383**	**24,424**	**215,900**	**136,710**	**7,078,417**	**377,034**	**5.6%**
PROGRAM SURPLUS/(DEFICIT)								
OPERATING SURPLUS/(DEFICIT)	190,890	-	-	-	-	-	-	-
TOTAL PROGRAM SURPLUS/(DEFICIT)	**190,890**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
NET OPERATING	**6,281,157**	**6,276,357**	**34,000**	**211,200**	**136,710**	**6,658,267**	**381,910**	**6.1%**
CAPITAL								
CAPITAL REVENUES	(499,915)	(797,905)	300,000	(647,095)	(150,000)	(1,295,000)	(497,095)	62.3%
CAPITAL EXPENSES	516,115	818,905	(321,000)	647,095	152,500	1,297,500	478,595	58.4%
NET CAPITAL	**16,200**	**21,000**	**(21,000)**	**-**	**2,500**	**2,500**	**(18,500)**	**(88.1%)**
SUMMARY								
TOTAL REVENUES	*(945,673)*	**(1,222,931)**	*309,576*	*(651,795)*	*(150,000)*	**(1,715,150)**	*(492,219)*	*40.2%*
TOTAL EXPENSES	*7,052,140*	**7,520,288**	*(296,576)*	*862,995*	*289,210*	**8,375,917**	*855,629*	*11.4%*
TOTAL PROGRAM SURPLUS/DEFICIT	*190,890*	**-**	-	-	-	**-**	-	-
TOTAL LEVY	**6,297,357**	**6,297,357**	**13,000**	**211,200**	**139,210**	**6,660,767**	**363,410**	**5.8%**
% BUDGET INCREASE (DECREASE)			***0.2%***	***3.4%***	***2.2%***	***5.8%***		

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

Budget Impact Details

	CAPITAL #	OPERATING EXPENSES	CAPITAL EXPENSES	TOTAL EXPENSES	REVENUES	TAXATION	%
ONE-TIME ITEMS							
OCL-AI Programming		5,000	-	5,000	-	**5,000**	0.1%
		5,000	**-**	**5,000**	**-**	**5,000**	**0.1%**
SERVICE LEVEL							
OCL-Increased Usage Demand		5,400	-	5,400	-	**5,400**	0.1%
OCL-Makerspace Facilitator [FTE 2027-17]	C0670T	64,349	2,500	66,849	-	**66,849**	1.1%
OCL-Mount Elgin Library Space [HRCS 2026-06]	C0659T	21,655	150,000	171,655	150,000	**21,655**	0.3%
OCL-Minor branch hour changes		19,961	-	19,961	-	**19,961**	0.3%
		111,365	**152,500**	**263,865**	**150,000**	**113,865**	**1.8%**
CAPITAL RESERVE CONTRIBUTION							
OCL-Capital Contribution Change		42,000	-	42,000	-	**42,000**	0.7%
		42,000	**-**	**42,000**	**-**	**42,000**	**0.7%**
INITIATIVE GAPPING							
OCL-Mount Elgin Library Space [HRCS 2026-06]	C0659T	(21,655)	-	(21,655)	-	**(21,655)**	(0.3%)
		(21,655)	**-**	**(21,655)**	-	**(21,655)**	**(0.3%)**
TOTAL		**136,710**	**152,500**	**289,210**	**150,000**	**139,210**	**2.2%**

PROJECT NO. AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2026 CFWD	2027 REQUEST	2028	2029-2036
C0426T - Library - Ingersoll Facility	Various projects as identified from the Building Condition Assessments	Replacement	Poor	**$21,500**	-	21,500	-	-
C0427T - Library - Thamesford Facility	Flat Roof Replacement - including HVAC Repair and Replacement	Replacement	Poor	**$98,000**	-	98,000	-	-
C0429T - Library - Tillsonburg Facility	Roof - design, Canopy Refresh and Roof Coverings	Replacement	Poor	**$402,500**	-	402,500	-	-
FURNISHINGS AND EQUIPMENT								
C0659T - Mt Elgin New Library	SWOX Mt Elgin Branch - Furniture, IT Equipment, and Collection Material **(HRCS 2026-06)**	Expansion	N/A	**$150,000**	-	150,000	-	-
C0670T - Library Equipment	Furniture - Public Use and Staff Use Public use, maker space and assistive technologies Shelving Improvements (Ingersoll and Tillsonburg)	Replacement	Poor	**$55,000**	-	55,000	-	-
C0670T - Library Equipment	Computer Equipment - Makerspace Facilitator **(FTE 2027-17)**	Expansion	N/A	**$2,500**	-	2,500	-	-
C0671T - Library - Collection Material	Annual refresh of collection materials, including non-traditional materials	Replacement	Poor	**$268,000**	-	268,000	-	-
610000 - Ox on the Run	**CARRY FORWARD BUDGET:** Prior year's approved budget not spent.			**$300,000**	300,000	-	-	-
				$1,297,500	**$300,000**	**$997,500**	**$0**	**$0**

FTE – Makerspace Facilitator

FTE 2027-17

SUMMARY

Type of FTE request	Expand Service Level
Classification	Full-time - Permanent
Job Title	Makerspace Facilitator
FTE	1.0
Description	The Makerspace Facilitator will expand technology programming and services by providing support for customers using the Ingersoll Makerspace, while also planning and implementing expanded maker programming and services at all branches of the Oxford County Library.

STRATEGIC PLAN

Goal 3.3: Attract, retain and engage staff

LIBRARY STRATEGIC PLAN

Goal 2: Grow engagement and member relationships

REQUEST DETAILS

Background

In 2022 Ingersoll Branch opened the first Makerspace at Oxford County Library. This dedicated space features equipment such as a 3D printer, iMac Design desktop, vinyl cutting machine, sewing machine and more. The space was featured in 2023 as part of the Ontario Library Association's Libraries as Place conference to showcase what rural library systems can do to create makerspaces in with limited space.

In 2022 the Oxford County Library Board passed an updated Service Delivery Model that highlighted the need to expand makerspaces throughout the Library's other 13 branch locations. The model outlines the Library's dedication to Maker Culture and STEAM (Science, Technology, Engineering, the Arts and Mathematics) learning, with a plan to create dedicated makerspaces at both Resource Branches (Ingersoll and Tillsonburg), Curiosity Cabinets at the Regional Branches (Norwich, Plattsville, Tavistock, Thamesford), and further maker options at the Village Branches.

In 2024 the Oxford County Library Board passed the 2024-2028 Library Strategic Plan. Strategy 2.3 under Grow engagement and member relationships instructs staff to "Plan and implement the expansion of non-traditional services to include more digital resources, access to technology and unique collections." Expanding the Library's makerspaces - including high, low and no-tech options – will be an important task assigned to the new Makerspace Facilitator.

REQUEST DETAILS

Also in 2024, the Library undertook a Rural Community Engagement survey to connect with the communities that host the 12 rural branches in Oxford County. 3D printing was clearly identified, through this process, as an important technology that survey respondents would like to see in the rural branches.

The Library completed a technology review in 2024 to look at the current and future technology needs. Through this review, consultants highlighted the need for review of makerspace offerings to keep the space current and future thinking; as well as the need to look at other technology offerings throughout the Library's other branch locations

At the request of the Library Board, the Makerspace position was temporarily implemented in 2026 as a part-time position by repurposing existing staffing hours. The Library converted vacant staffing hours from the Ingersoll Branch's staffing budget to create a 20-hour Makerspace position. The position has doubled the number of dedicated Makerspace appointments for the branch in just 2 months.

Implications if not approved

Should the expansion of the Makerspace Assistant position not occur in 2027, the Library will be unable to continue the expansion of makerspace programming and technical help system wide. This will result in customer service impacts as a growing number of customers are looking for assistance in maker equipment such as 3D printing, circuit / vinyl cutting, and other technologies

Conclusion

Oxford County Library has been working to develop excellent technology programs and services to provide County residents with access to new technologies and Maker resources to advance digital equity and literacy. The Makerspace Technician will allow the Library to continue to support technology learning, maker culture, and STEAM throughout the County.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Expenses			
Salaries and benefits – New Makerspace Facilitator	$-	$81,955	$81,955
Salaries and benefits – Savings of changing some existing Page hours	-	(17,606)	(17,606)
Computer: Laptop	2,500	-	2,500
Total expenses	**2,500**	**64,349**	**66,849**
Library Levy	**$2,500**	**$64,349**	**$66,849**

2027 BUDGET



15 Appendices

DESCRIPTION	CARRY FORWARD BUDGET (1)	2027 REQUESTED BUDGET (2)	2027 CAPITAL BUDGET	TAXATION	W/WW RATES & RESERVES	RESERVES	DC	GRANTS	DC DEBT (3)	DEBT (3)	OTHER SOURCES
00032 OCWMF GAS COLLECTION SYSTEM											
FACILITIES	-	50,000	**50,000**	-	-	50,000	-	-	-	-	-
TOTAL 00032 OCWMF GAS COLLECTION SYSTEM	-	50,000	**50,000**	-	-	50,000	-	-	-	-	-
11200 HUMAN RESOURCES - EQUIPMENT											
FURNISHINGS AND EQUIPMENT	-	2,500	**2,500**	2,500	-	-	-	-	-	-	-
TOTAL 11200 HUMAN RESOURCES - EQUIPMENT	-	2,500	**2,500**	2,500	-	-	-	-	-	-	-
11300 STRATEGIC COMMUNICATIONS AND ENGAGEMENT - EQUIPMENT											
FURNISHINGS AND EQUIPMENT	-	3,000	**3,000**	3,000	-	-	-	-	-	-	-
TOTAL 11300 STRATEGIC COMMUNICATIONS AND ENGAGEMENT - EQUIPMENT	-	3,000	**3,000**	3,000	-	-	-	-	-	-	-
11900 FACILITIES RENEWABLE ENERGY											
FACILITIES	3,004,419	239,600	**3,244,019**	-	-	130,000	411,450	400,000	-	2,302,569	-
TOTAL 11900 FACILITIES RENEWABLE ENERGY	3,004,419	239,600	**3,244,019**	-	-	130,000	411,450	400,000	-	2,302,569	-
12000 FINANCE - EQUIPMENT											
FURNISHINGS AND EQUIPMENT	-	5,500	**5,500**	5,500	-	-	-	-	-	-	-
TOTAL 12000 FINANCE - EQUIPMENT	-	5,500	**5,500**	5,500	-	-	-	-	-	-	-
12200 CLERKS - EQUIPMENT											
FURNISHINGS AND EQUIPMENT	-	5,500	**5,500**	5,500	-	-	-	-	-	-	-
TOTAL 12200 CLERKS - EQUIPMENT	-	5,500	**5,500**	5,500	-	-	-	-	-	-	-
12300 INFORMATION TECHNOLOGY - EQUIPMENT											
FURNISHINGS AND EQUIPMENT	-	277,500	**277,500**	5,500	-	272,000	-	-	-	-	-
TOTAL 12300 INFORMATION TECHNOLOGY - EQUIPMENT	-	277,500	**277,500**	5,500	-	272,000	-	-	-	-	-
12400 INFORMATION SERVICES - EQUIPMENT											
FURNISHINGS AND EQUIPMENT	-	3,000	**3,000**	3,000	-	-	-	-	-	-	-
TOTAL 12400 INFORMATION SERVICES - EQUIPMENT	-	3,000	**3,000**	3,000	-	-	-	-	-	-	-
22000 FLEET - LIFECYCLE REPLACEMENTS											
FLEET	60,000	4,153,730	**4,213,730**	-	-	4,213,730	-	-	-	-	-
TOTAL 22000 FLEET - LIFECYCLE REPLACEMENTS	60,000	4,153,730	**4,213,730**	-	-	4,213,730	-	-	-	-	-
28000 WASTE MANAGEMENT EQUIPMENT											
FURNISHINGS AND EQUIPMENT	-	40,000	**40,000**	-	-	40,000	-	-	-	-	-
TOTAL 28000 WASTE MANAGEMENT EQUIPMENT	-	40,000	**40,000**	-	-	40,000	-	-	-	-	-
30000 COMMUNITY AND SOCIAL SERVICES - EQUIPMENT											
FURNISHINGS AND EQUIPMENT	-	2,500	**2,500**	1,250	-	-	-	1,250	-	-	-

DESCRIPTION	CARRY FORWARD BUDGET (1)	2027 REQUESTED BUDGET (2)	2027 CAPITAL BUDGET	TAXATION	W/WW RATES & RESERVES	RESERVES	DC	GRANTS	DC DEBT (3)	DEBT (3)	OTHER SOURCES
TOTAL 30000 COMMUNITY AND SOCIAL SERVICES - EQUIPMENT	-	2,500	**2,500**	1,250	-	-	-	1,250	-	-	-
30004 OR4 AND OR15 INTERSECTION											
ROADS – PAVED	2,491,025	1,400,000	**3,891,025**	-	-	909,722	2,981,303	-	-	-	-
URBAN STORMWATER	300,000	-	**300,000**	-	-	300,000	-	-	-	-	-
TOTAL 30004 OR4 AND OR15 INTERSECTION	2,791,025	1,400,000	**4,191,025**	-	-	1,209,722	2,981,303	-	-	-	-
30035 OR35 (OR59 TO OR54)											
ROADS – PAVED	85,000	-	**85,000**	-	-	70,528	14,472	-	-	-	-
TOTAL 30035 OR35 (OR59 TO OR54)	85,000	-	**85,000**	-	-	70,528	14,472	-	-	-	-
36000 HOUSING - FURNISHINGS AND EQUIPMENT											
FURNISHINGS AND EQUIPMENT	-	45,900	**45,900**	-	-	45,900	-	-	-	-	-
TOTAL 36000 HOUSING - FURNISHINGS AND EQUIPMENT	-	45,900	**45,900**	-	-	45,900	-	-	-	-	-
39100 WOODINGFORD LODGE - WOODSTOCK - EQUIPMENT											
FURNISHINGS AND EQUIPMENT	5,800	405,140	**410,940**	3,850	-	377,090	-	-	-	-	30,000
TOTAL 39100 WOODINGFORD LODGE - WOODSTOCK - EQUIPMENT	5,800	405,140	**410,940**	3,850	-	377,090	-	-	-	-	30,000
39200 WOODINGFORD LODGE - INGERSOLL - EQUIPMENT											
FURNISHINGS AND EQUIPMENT	8,000	61,125	**69,125**	825	-	68,300	-	-	-	-	-
TOTAL 39200 WOODINGFORD LODGE - INGERSOLL - EQUIPMENT	8,000	61,125	**69,125**	825	-	68,300	-	-	-	-	-
39300 WOODINGFORD LODGE - TILLSONBURG - EQUIPMENT											
FURNISHINGS AND EQUIPMENT	8,000	116,525	**124,525**	825	-	123,700	-	-	-	-	-
TOTAL 39300 WOODINGFORD LODGE - TILLSONBURG - EQUIPMENT	8,000	116,525	**124,525**	825	-	123,700	-	-	-	-	-
50608 PLATTSVILLE - LAGOON BERM REPAIR											
WASTEWATER TREATMENT	100,000	450,000	**550,000**	-	550,000	-	-	-	-	-	-
TOTAL 50608 PLATTSVILLE - LAGOON BERM REPAIR	100,000	450,000	**550,000**	-	550,000	-	-	-	-	-	-
50718 THAMESFORD - WASTEWATER TREATMENT PLANT UPGRADE											
WASTEWATER TREATMENT	-	5,815,746	**5,815,746**	-	1,470,985	-	-	-	2,907,892	1,436,869	-
TOTAL 50718 THAMESFORD - WASTEWATER TREATMENT PLANT UPGRADE	-	5,815,746	**5,815,746**	-	1,470,985	-	-	-	2,907,892	1,436,869	-
50810 DRUMBO - WASTEWATER TREATMENT PLANT CAPACITY EXPANSION PHASE TWO											
WASTEWATER TREATMENT	600,000	-	**600,000**	-	274,368	-	325,632	-	-	-	-
TOTAL 50810 DRUMBO - WASTEWATER TREATMENT PLANT CAPACITY EXPANSION PHASE TWO	600,000	-	**600,000**	-	274,368	-	325,632	-	-	-	-

DESCRIPTION	CARRY FORWARD BUDGET (1)	2027 REQUESTED BUDGET (2)	2027 CAPITAL BUDGET	TAXATION	W/WW RATES & RESERVES	RESERVES	DC	GRANTS	DC DEBT (3)	DEBT (3)	OTHER SOURCES
50905 MT ELGIN - WASTEWATER TREATMENT PLANT CAPACITY EXPANSION											
WASTEWATER TREATMENT	4,133,000	750,000	**4,883,000**	-	722,668	-	740,907	-	3,419,425	-	-
TOTAL 50905 MT ELGIN - WASTEWATER TREATMENT PLANT CAPACITY EXPANSION	4,133,000	750,000	**4,883,000**	-	722,668	-	740,907	-	3,419,425	-	-
60200 TILLSONBURG - WELL 7A											
WATER TREATMENT	946,000	150,000	**1,096,000**	-	876,823	-	219,177	-	-	-	-
TOTAL 60200 TILLSONBURG - WELL 7A	946,000	150,000	**1,096,000**	-	876,823	-	219,177	-	-	-	-
60338 INGERSOLL - WALLACE LINE INDUSTRIAL PARK											
WATER DISTRIBUTION	250,000	3,060,000	**3,310,000**	-	1,062,949	-	2,247,051	-	-	-	-
TOTAL 60338 INGERSOLL - WALLACE LINE INDUSTRIAL PARK	250,000	3,060,000	**3,310,000**	-	1,062,949	-	2,247,051	-	-	-	-
60425 HOUSING - FACILITY PROJECTS											
FACILITIES	-	1,355,400	**1,355,400**	30,000	-	1,315,400	-	10,000	-	-	-
TOTAL 60425 HOUSING - FACILITY PROJECTS	-	1,355,400	**1,355,400**	30,000	-	1,315,400	-	10,000	-	-	-
61000 OX ON THE RUN (NI 2026-10)											
LIBRARIES	300,000	-	**300,000**	-	-	300,000	-	-	-	-	-
TOTAL 61000 OX ON THE RUN (NI 2026-10)	300,000	-	**300,000**	-	-	300,000	-	-	-	-	-
66000 HOMELESSNESS SUPPORT CENTRE											
FACILITIES	-	1,540,000	**1,540,000**	-	-	1,540,000	-	-	-	-	-
TOTAL 66000 HOMELESSNESS SUPPORT CENTRE	-	1,540,000	**1,540,000**	-	-	1,540,000	-	-	-	-	-
C0001 BRIDGE 224538 (OR19)											
BRIDGES AND STRUCTURAL CULVERTS	-	1,200,000	**1,200,000**	-	-	1,200,000	-	-	-	-	-
TOTAL C0001 BRIDGE 224538 (OR19)	-	1,200,000	**1,200,000**	-	-	1,200,000	-	-	-	-	-
C0003 WDSTK-OR35 (OR54 TO LANSDOWNE)											
ROADS – PAVED	-	150,000	**150,000**	-	-	124,460	25,540	-	-	-	-
ROADS – TRAFFIC OPERATIONS & ROADSIDE	-	25,000	**25,000**	20,000	-	-	5,000	-	-	-	-
TOTAL C0003 WDSTK-OR35 (OR54 TO LANSDOWNE)	-	175,000	**175,000**	20,000	-	124,460	30,540	-	-	-	-
C0005 OR4 AND OR17 INTERSECTION											
ROADS – PAVED	-	100,000	**100,000**	-	-	23,383	76,617	-	-	-	-
TOTAL C0005 OR4 AND OR17 INTERSECTION	-	100,000	**100,000**	-	-	23,383	76,617	-	-	-	-
C0006 OR18 (OR 13 TO HWY 19)											
ROADS – PAVED	-	200,000	**200,000**	-	-	165,947	34,053	-	-	-	-
TOTAL C0006 OR18 (OR 13 TO HWY 19)	-	200,000	**200,000**	-	-	165,947	34,053	-	-	-	-
C0007 OR19 (HWY 19 TO NORFOLK)											
ROADS – PAVED	-	700,000	**700,000**	-	-	580,817	119,183	-	-	-	-
RURAL STORMWATER	-	60,000	**60,000**	-	-	49,785	10,215	-	-	-	-

DESCRIPTION	CARRY FORWARD BUDGET (1)	2027 REQUESTED BUDGET (2)	2027 CAPITAL BUDGET	TAXATION	W/WW RATES & RESERVES	RESERVES	DC	GRANTS	DC DEBT (3)	DEBT (3)	OTHER SOURCES
TOTAL C0007 OR19 (HWY 19 TO NORFOLK)	-	760,000	**760,000**	-	-	630,602	129,398	-	-	-	-
C0010 WOODSTOCK - OR59 (WILSON TO NORWICH)											
ROADS – PAVED	-	150,000	**150,000**	-	-	124,460	25,540	-	-	-	-
TOTAL C0010 WOODSTOCK - OR59 (WILSON TO NORWICH)	-	150,000	**150,000**	-	-	124,460	25,540	-	-	-	-
C0011 WOODSTOCK - OR59 (CEDAR TO PARKINSON)											
ROADS – PAVED	-	150,000	**150,000**	-	-	124,461	25,539	-	-	-	-
TOTAL C0011 WOODSTOCK - OR59 (CEDAR TO PARKINSON)	-	150,000	**150,000**	-	-	124,461	25,539	-	-	-	-
C0012 TAVISTOCK - OR59 (WOODSTOCK ST S)											
ROADS – PAVED	-	100,000	**100,000**	-	-	100,000	-	-	-	-	-
TOTAL C0012 TAVISTOCK - OR59 (WOODSTOCK ST S)	-	100,000	**100,000**	-	-	100,000	-	-	-	-	-
C0013 WOODSTOCK - PEDESTRIAN CROSSING OR15 - FYFE											
ROADS – TRAFFIC OPERATIONS & ROADSIDE	-	150,000	**150,000**	120,000	-	-	30,000	-	-	-	-
TOTAL C0013 WOODSTOCK - PEDESTRIAN CROSSING OR15 - FYFE	-	150,000	**150,000**	120,000	-	-	30,000	-	-	-	-
C0015 TAVISTOCK - PEDESTRIAN CROSSING OR24 - ELIZABETH											
ROADS – TRAFFIC OPERATIONS & ROADSIDE	-	25,000	**25,000**	20,000	-	-	5,000	-	-	-	-
TOTAL C0015 TAVISTOCK - PEDESTRIAN CROSSING OR24 - ELIZABETH	-	25,000	**25,000**	20,000	-	-	5,000	-	-	-	-
C0017 WOODSTOCK - PEDESTRIAN CROSSING OR15 - ST PATRICKS											
ROADS – TRAFFIC OPERATIONS & ROADSIDE	-	25,000	**25,000**	20,000	-	-	5,000	-	-	-	-
TOTAL C0017 WOODSTOCK - PEDESTRIAN CROSSING OR15 - ST PATRICKS	-	25,000	**25,000**	20,000	-	-	5,000	-	-	-	-
C0019 INT UPGRADE - HOLBROOK OR 59/OR13/OR46											
ROADS – PAVED	-	300,000	**300,000**	-	-	300,000	-	-	-	-	-
TOTAL C0019 INT UPGRADE - HOLBROOK OR 59/OR13/OR46	-	300,000	**300,000**	-	-	300,000	-	-	-	-	-
C0020 OR59 (OR8 TO OR 34)											
ROADS – PAVED	-	3,545,000	**3,545,000**	-	-	3,545,000	-	-	-	-	-
BIKE LANES	-	750,000	**750,000**	430,731	-	-	319,269	-	-	-	-
TOTAL C0020 OR59 (OR8 TO OR 34)	-	4,295,000	**4,295,000**	430,731	-	3,545,000	319,269	-	-	-	-
C0021 OR119 (OR2 TO OR 16)											
ROADS – PAVED	-	108,000	**108,000**	-	-	108,000	-	-	-	-	-
BIKE LANES	-	15,000	**15,000**	15,000	-	-	-	-	-	-	-
TOTAL C0021 OR119 (OR2 TO OR 16)	-	123,000	**123,000**	15,000	-	108,000	-	-	-	-	-

DESCRIPTION	CARRY FORWARD BUDGET (1)	2027 REQUESTED BUDGET (2)	2027 CAPITAL BUDGET	TAXATION	W/WW RATES & RESERVES	RESERVES	DC	GRANTS	DC DEBT (3)	DEBT (3)	OTHER SOURCES
C0024 OR 2 (PRINCETON)											
ROADS – PAVED	-	30,000	**30,000**	-	-	15,000	-	-	-	-	15,000
TOTAL C0024 OR 2 (PRINCETON)	-	30,000	**30,000**	-	-	15,000	-	-	-	-	15,000
C0025 OR 25 (COBBLE HILLS TO OR119)											
ROADS – PAVED	-	1,070,000	**1,070,000**	-	-	53,000	-	1,017,000	-	-	-
TOTAL C0025 OR 25 (COBBLE HILLS TO OR119)	-	1,070,000	**1,070,000**	-	-	53,000	-	1,017,000	-	-	-
C0026 SIGNALS - OR2 AT OR7											
SIGNALS	-	100,000	**100,000**	-	-	100,000	-	-	-	-	-
TOTAL C0026 SIGNALS - OR2 AT OR7	-	100,000	**100,000**	-	-	100,000	-	-	-	-	-
C0029 RETAINING WALLS - REPLACEMENT											
ROADS – TRAFFIC OPERATIONS & ROADSIDE	-	275,000	**275,000**	-	-	275,000	-	-	-	-	-
TOTAL C0029 RETAINING WALLS - REPLACEMENT	-	275,000	**275,000**	-	-	275,000	-	-	-	-	-
C0030 INGERSOLL - OR119 (401 TO CLARKE)											
ROADS – PAVED	-	13,600,000	**13,600,000**	-	-	1,921,833	1,157,817	-	4,520,350	-	6,000,000
URBAN STORMWATER	-	250,000	**250,000**	-	-	250,000	-	-	-	-	-
WASTEWATER COLLECTION	-	140,000	**140,000**	-	140,000	-	-	-	-	-	-
WATER DISTRIBUTION	-	75,000	**75,000**	-	75,000	-	-	-	-	-	-
TOTAL C0030 INGERSOLL - OR119 (401 TO CLARKE)	-	14,065,000	**14,065,000**	-	215,000	2,171,833	1,157,817	-	4,520,350	-	6,000,000
C0031 URBANIZATION - BRIGHT											
ROADS – PAVED	-	300,000	**300,000**	-	-	172,311	127,689	-	-	-	-
TOTAL C0031 URBANIZATION - BRIGHT	-	300,000	**300,000**	-	-	172,311	127,689	-	-	-	-
C0032 CULVERT REPL - UNANTICIPATED											
RURAL STORMWATER	-	340,000	**340,000**	-	-	340,000	-	-	-	-	-
TOTAL C0032 CULVERT REPL - UNANTICIPATED	-	340,000	**340,000**	-	-	340,000	-	-	-	-	-
C0033 BRIDGE 686843 (OR2)											
BRIDGES AND STRUCTURAL CULVERTS	-	1,200,000	**1,200,000**	-	-	1,200,000	-	-	-	-	-
TOTAL C0033 BRIDGE 686843 (OR2)	-	1,200,000	**1,200,000**	-	-	1,200,000	-	-	-	-	-
C0034 CULVERT 687045 (OR2)											
BRIDGES AND STRUCTURAL CULVERTS	-	375,000	**375,000**	-	-	375,000	-	-	-	-	-
TOTAL C0034 CULVERT 687045 (OR2)	-	375,000	**375,000**	-	-	375,000	-	-	-	-	-
C0035 CULVERT 715213 (OR4)											
BRIDGES AND STRUCTURAL CULVERTS	-	1,200,000	**1,200,000**	-	-	1,200,000	-	-	-	-	-
TOTAL C0035 CULVERT 715213 (OR4)	-	1,200,000	**1,200,000**	-	-	1,200,000	-	-	-	-	-
C0037 BRIDGE 682935 (OR2)											
BRIDGES AND STRUCTURAL CULVERTS	-	2,600,000	**2,600,000**	-	-	130,000	-	2,470,000	-	-	-

DESCRIPTION	CARRY FORWARD BUDGET (1)	2027 REQUESTED BUDGET (2)	2027 CAPITAL BUDGET	TAXATION	W/WW RATES & RESERVES	RESERVES	DC	GRANTS	DC DEBT (3)	DEBT (3)	OTHER SOURCES
TOTAL C0037 BRIDGE 682935 (OR2)	-	2,600,000	**2,600,000**	-	-	130,000	-	2,470,000	-	-	-
C0038 BRIDGE 684847											
BRIDGES AND STRUCTURAL CULVERTS	-	1,350,000	**1,350,000**	-	-	1,350,000	-	-	-	-	-
TOTAL C0038 BRIDGE 684847	-	1,350,000	**1,350,000**	-	-	1,350,000	-	-	-	-	-
C0039 MISC OSIM REPAIRS											
BRIDGES AND STRUCTURAL CULVERTS	-	250,000	**250,000**	-	-	250,000	-	-	-	-	-
TOTAL C0039 MISC OSIM REPAIRS	-	250,000	**250,000**	-	-	250,000	-	-	-	-	-
C0040 WDSTK PROJ - BAYSWATER											
WASTEWATER COLLECTION	-	315,000	**315,000**	-	315,000	-	-	-	-	-	-
WATER DISTRIBUTION	-	341,000	**341,000**	-	341,000	-	-	-	-	-	-
TOTAL C0040 WDSTK PROJ - BAYSWATER	-	656,000	**656,000**	-	656,000	-	-	-	-	-	-
C0041 WDSTK PROJ - KENSINGTON											
WASTEWATER COLLECTION	-	347,000	**347,000**	-	347,000	-	-	-	-	-	-
WATER DISTRIBUTION	-	375,000	**375,000**	-	375,000	-	-	-	-	-	-
TOTAL C0041 WDSTK PROJ - KENSINGTON	-	722,000	**722,000**	-	722,000	-	-	-	-	-	-
C0042 WDSTK PROJ - KNIGHTSBRIDGE											
WASTEWATER COLLECTION	-	259,000	**259,000**	-	259,000	-	-	-	-	-	-
WATER DISTRIBUTION	-	180,000	**180,000**	-	180,000	-	-	-	-	-	-
TOTAL C0042 WDSTK PROJ - KNIGHTSBRIDGE	-	439,000	**439,000**	-	439,000	-	-	-	-	-	-
C0043 WDSTK PROJ - WELLINGTON											
WASTEWATER COLLECTION	-	204,000	**204,000**	-	204,000	-	-	-	-	-	-
WATER DISTRIBUTION	-	349,000	**349,000**	-	349,000	-	-	-	-	-	-
TOTAL C0043 WDSTK PROJ - WELLINGTON	-	553,000	**553,000**	-	553,000	-	-	-	-	-	-
C0044 WDSTK PROJ - GEORGE											
WASTEWATER COLLECTION	-	153,000	**153,000**	-	153,000	-	-	-	-	-	-
WATER DISTRIBUTION	-	166,000	**166,000**	-	166,000	-	-	-	-	-	-
TOTAL C0044 WDSTK PROJ - GEORGE	-	319,000	**319,000**	-	319,000	-	-	-	-	-	-
C0045 WDSTK PROJ - PRINCESS											
WASTEWATER COLLECTION	-	158,000	**158,000**	-	158,000	-	-	-	-	-	-
WATER DISTRIBUTION	-	179,000	**179,000**	-	179,000	-	-	-	-	-	-
TOTAL C0045 WDSTK PROJ - PRINCESS	-	337,000	**337,000**	-	337,000	-	-	-	-	-	-
C0049 WDSTK PROJ - HUNTER											
WASTEWATER COLLECTION	-	325,000	**325,000**	-	325,000	-	-	-	-	-	-
WATER DISTRIBUTION	-	813,000	**813,000**	-	813,000	-	-	-	-	-	-
TOTAL C0049 WDSTK PROJ - HUNTER	-	1,138,000	**1,138,000**	-	1,138,000	-	-	-	-	-	-

DESCRIPTION	CARRY FORWARD BUDGET (1)	2027 REQUESTED BUDGET (2)	2027 CAPITAL BUDGET	TAXATION	W/WW RATES & RESERVES	RESERVES	DC	GRANTS	DC DEBT (3)	DEBT (3)	OTHER SOURCES
C0050 WDSTK - METER INSTALLATION											
WATER DISTRIBUTION	-	5,668,126	**5,668,126**	-	5,668,126	-	-	-	-	-	-
TOTAL C0050 WDSTK - METER INSTALLATION	-	5,668,126	**5,668,126**	-	5,668,126	-	-	-	-	-	-
C0051 WDSTK - EAST WATER TOWER											
WATER DISTRIBUTION	-	2,600,000	**2,600,000**	-	2,600,000	-	-	-	-	-	-
TOTAL C0051 WDSTK - EAST WATER TOWER	-	2,600,000	**2,600,000**	-	2,600,000	-	-	-	-	-	-
C0053 WDSTK - THORNTON FEEDERMAIN REPL											
WATER DISTRIBUTION	150,000	350,000	**500,000**	-	151,018	-	348,982	-	-	-	-
TOTAL C0053 WDSTK - THORNTON FEEDERMAIN REPL	150,000	350,000	**500,000**	-	151,018	-	348,982	-	-	-	-
C0054 WDSTK - THORNTON FEEDMAIN RELINE											
WATER DISTRIBUTION	-	2,500,000	**2,500,000**	-	1,626,244	-	873,756	-	-	-	-
TOTAL C0054 WDSTK - THORNTON FEEDMAIN RELINE	-	2,500,000	**2,500,000**	-	1,626,244	-	873,756	-	-	-	-
C0056 TBURG PROJ - CHARLOTTE											
WASTEWATER COLLECTION	-	903,000	**903,000**	-	903,000	-	-	-	-	-	-
WATER DISTRIBUTION	-	684,000	**684,000**	-	684,000	-	-	-	-	-	-
TOTAL C0056 TBURG PROJ - CHARLOTTE	-	1,587,000	**1,587,000**	-	1,587,000	-	-	-	-	-	-
C0057 TBURG - WWTP EXPANSION PHASE 2											
WASTEWATER TREATMENT	-	500,000	**500,000**	-	309,806	-	190,194	-	-	-	-
TOTAL C0057 TBURG - WWTP EXPANSION PHASE 2	-	500,000	**500,000**	-	309,806	-	190,194	-	-	-	-
C0058 TBURG - JOHN POUND SPS											
WASTEWATER COLLECTION	50,000	200,000	**250,000**	-	-	-	250,000	-	-	-	-
TOTAL C0058 TBURG - JOHN POUND SPS	50,000	200,000	**250,000**	-	-	-	250,000	-	-	-	-
C0059 TBURG - JOHN POUND FORCEMAIN											
WASTEWATER COLLECTION	-	100,000	**100,000**	-	50,004	-	49,996	-	-	-	-
TOTAL C0059 TBURG - JOHN POUND FORCEMAIN	-	100,000	**100,000**	-	50,004	-	49,996	-	-	-	-
C0060 TBURG - WW OVERSIZE - LORRAINE											
WASTEWATER COLLECTION	-	1,460,000	**1,460,000**	-	1,460,000	-	-	-	-	-	-
TOTAL C0060 TBURG - WW OVERSIZE - LORRAINE	-	1,460,000	**1,460,000**	-	1,460,000	-	-	-	-	-	-
C0061 ING - THAMES RIVER TRUNK											
WASTEWATER COLLECTION	200,000	100,000	**300,000**	-	196,121	-	103,879	-	-	-	-
TOTAL C0061 ING - THAMES RIVER TRUNK	200,000	100,000	**300,000**	-	196,121	-	103,879	-	-	-	-
C0062 ING PROJ - CHARLES ST											
WASTEWATER COLLECTION	-	540,000	**540,000**	-	540,000	-	-	-	-	-	-
WATER DISTRIBUTION	-	743,000	**743,000**	-	743,000	-	-	-	-	-	-
TOTAL C0062 ING PROJ - CHARLES ST	-	1,283,000	**1,283,000**	-	1,283,000	-	-	-	-	-	-

DESCRIPTION	CARRY FORWARD BUDGET (1)	2027 REQUESTED BUDGET (2)	2027 CAPITAL BUDGET	TAXATION	W/WW RATES & RESERVES	RESERVES	DC	GRANTS	DC DEBT (3)	DEBT (3)	OTHER SOURCES
C0063 ING PROJ - UNION ST											
WASTEWATER COLLECTION	-	307,000	**307,000**	-	307,000	-	-	-	-	-	-
WATER DISTRIBUTION	-	218,000	**218,000**	-	218,000	-	-	-	-	-	-
TOTAL C0063 ING PROJ - UNION ST	-	525,000	**525,000**	-	525,000	-	-	-	-	-	-
C0064 ING - RELINING MILL AND CHARLES											
WASTEWATER COLLECTION	-	250,000	**250,000**	-	250,000	-	-	-	-	-	-
TOTAL C0064 ING - RELINING MILL AND CHARLES	-	250,000	**250,000**	-	250,000	-	-	-	-	-	-
C0065 ING - RELINING BEHIND WWTP											
WATER DISTRIBUTION	-	200,000	**200,000**	-	200,000	-	-	-	-	-	-
TOTAL C0065 ING - RELINING BEHIND WWTP	-	200,000	**200,000**	-	200,000	-	-	-	-	-	-
C0066 NOR - LAGOON EXPANSION											
WASTEWATER TREATMENT	-	500,000	**500,000**	-	183,537	-	316,463	-	-	-	-
TOTAL C0066 NOR - LAGOON EXPANSION	-	500,000	**500,000**	-	183,537	-	316,463	-	-	-	-
C0067 NOR - PALMER											
WASTEWATER COLLECTION	-	20,000	**20,000**	-	20,000	-	-	-	-	-	-
WATER DISTRIBUTION	-	16,000	**16,000**	-	16,000	-	-	-	-	-	-
TOTAL C0067 NOR - PALMER	-	36,000	**36,000**	-	36,000	-	-	-	-	-	-
C0068 TAV - WWTP EXPANSION/UPGRADE											
WASTEWATER TREATMENT	559,000	1,000,000	**1,559,000**	-	978,583	-	580,417	-	-	-	-
TOTAL C0068 TAV - WWTP EXPANSION/UPGRADE	559,000	1,000,000	**1,559,000**	-	978,583	-	580,417	-	-	-	-
C0069 TAV - WILLIAM ST SPS											
WASTEWATER COLLECTION	200,000	3,500,000	**3,700,000**	-	2,364,160	-	1,335,840	-	-	-	-
TOTAL C0069 TAV - WILLIAM ST SPS	200,000	3,500,000	**3,700,000**	-	2,364,160	-	1,335,840	-	-	-	-
C0070 TAV - EZT PROJ - ELIZABETH											
WASTEWATER COLLECTION	-	662,000	**662,000**	-	662,000	-	-	-	-	-	-
TOTAL C0070 TAV - EZT PROJ - ELIZABETH	-	662,000	**662,000**	-	662,000	-	-	-	-	-	-
C0071 TAV - WILLIAM ST EASEMENT											
WASTEWATER COLLECTION	-	2,000,000	**2,000,000**	-	1,086,332	-	913,668	-	-	-	-
TOTAL C0071 TAV - WILLIAM ST EASEMENT	-	2,000,000	**2,000,000**	-	1,086,332	-	913,668	-	-	-	-
C0072 PLAT - WWTP OPERATION ENHANCE											
WASTEWATER TREATMENT	-	4,000,000	**4,000,000**	-	1,540,000	-	216,650	-	583,350	1,660,000	-
TOTAL C0072 PLAT - WWTP OPERATION ENHANCE	-	4,000,000	**4,000,000**	-	1,540,000	-	216,650	-	583,350	1,660,000	-
C0076 NOR - EMILY STOWE											
WATER DISTRIBUTION	-	200,000	**200,000**	-	200,000	-	-	-	-	-	-
TOTAL C0076 NOR - EMILY STOWE	-	200,000	**200,000**	-	200,000	-	-	-	-	-	-

DESCRIPTION	CARRY FORWARD BUDGET (1)	2027 REQUESTED BUDGET (2)	2027 CAPITAL BUDGET	TAXATION	W/WW RATES & RESERVES	RESERVES	DC	GRANTS	DC DEBT (3)	DEBT (3)	OTHER SOURCES
C0077 PRINCETON SUPPLY REDUNDANCY											
WATER DISTRIBUTION	-	100,000	**100,000**	-	100,000	-	-	-	-	-	-
TOTAL C0077 PRINCETON SUPPLY REDUNDANCY	-	100,000	**100,000**	-	100,000	-	-	-	-	-	-
C0078 PLAT - MANGANESE FILTRATION											
WATER TREATMENT	-	315,000	**315,000**	-	252,000	-	63,000	-	-	-	-
TOTAL C0078 PLAT - MANGANESE FILTRATION	-	315,000	**315,000**	-	252,000	-	63,000	-	-	-	-
C0079 TAV - WELL 4											
WATER TREATMENT	171,000	500,000	**671,000**	-	368,898	-	302,102	-	-	-	-
TOTAL C0079 TAV - WELL 4	171,000	500,000	**671,000**	-	368,898	-	302,102	-	-	-	-
C0080 EMBRO - CT ENHANCEMENT											
WATER TREATMENT	30,000	400,000	**430,000**	-	66,846	-	47,679	-	315,475	-	-
TOTAL C0080 EMBRO - CT ENHANCEMENT	30,000	400,000	**430,000**	-	66,846	-	47,679	-	315,475	-	-
C0081 PLATTSVILLE - NEW WELL											
WATER TREATMENT	-	200,000	**200,000**	-	200,000	-	-	-	-	-	-
TOTAL C0081 PLATTSVILLE - NEW WELL	-	200,000	**200,000**	-	200,000	-	-	-	-	-	-
C0082 BEACHVILLE - NEW WELL											
WATER TREATMENT	-	175,000	**175,000**	-	175,000	-	-	-	-	-	-
TOTAL C0082 BEACHVILLE - NEW WELL	-	175,000	**175,000**	-	175,000	-	-	-	-	-	-
C0085 RENEWABLES - INGERSOLL WWTP											
FACILITIES	-	50,000	**50,000**	-	-	-	-	-	-	50,000	-
TOTAL C0085 RENEWABLES - INGERSOLL WWTP	-	50,000	**50,000**	-	-	-	-	-	-	50,000	-
C0086 CRACK SEALING - 2027											
ROADS – PAVED	-	350,000	**350,000**	-	-	250,000	-	-	-	-	100,000
TOTAL C0086 CRACK SEALING - 2027	-	350,000	**350,000**	-	-	250,000	-	-	-	-	100,000
C0087 DRAIN IMPROVEMENTS - 2027											
RURAL STORMWATER	-	220,000	**220,000**	-	-	220,000	-	-	-	-	-
TOTAL C0087 DRAIN IMPROVEMENTS - 2027	-	220,000	**220,000**	-	-	220,000	-	-	-	-	-
C0089 WDSTK - SE TRUNK SEWER RELINE											
WASTEWATER COLLECTION	-	600,000	**600,000**	-	390,371	-	209,629	-	-	-	-
TOTAL C0089 WDSTK - SE TRUNK SEWER RELINE	-	600,000	**600,000**	-	390,371	-	209,629	-	-	-	-
C0090 WDSTK - CITY PROJ OVERSIZING											
WATER DISTRIBUTION	-	514,000	**514,000**	-	154,761	-	359,239	-	-	-	-
TOTAL C0090 WDSTK - CITY PROJ OVERSIZING	-	514,000	**514,000**	-	154,761	-	359,239	-	-	-	-
C0091 TBURG - BOOSTED PRESSURE											
WATER DISTRIBUTION	-	199,000	**199,000**	-	199,000	-	-	-	-	-	-

DESCRIPTION	CARRY FORWARD BUDGET (1)	2027 REQUESTED BUDGET (2)	2027 CAPITAL BUDGET	TAXATION	W/WW RATES & RESERVES	RESERVES	DC	GRANTS	DC DEBT (3)	DEBT (3)	OTHER SOURCES
TOTAL C0091 TBURG - BOOSTED PRESSURE	-	199,000	**199,000**	-	199,000	-	-	-	-	-	-
C0092 ENERGY CONSERVATION - FACILITIES											
FACILITIES	-	583,500	**583,500**	-	-	583,500	-	-	-	-	-
TOTAL C0092 ENERGY CONSERVATION - FACILITIES	-	583,500	**583,500**	-	-	583,500	-	-	-	-	-
C0097 OR14 (OR21 TO OR15)											
RURAL STORMWATER	-	24,000	**24,000**	-	-	24,000	-	-	-	-	-
TOTAL C0097 OR14 (OR21 TO OR15)	-	24,000	**24,000**	-	-	24,000	-	-	-	-	-
C0110 INT ILLUMINATION											
ROADS – TRAFFIC OPERATIONS & ROADSIDE	100,000	30,000	**130,000**	24,000	-	50,000	6,000	-	-	-	50,000
TOTAL C0110 INT ILLUMINATION	100,000	30,000	**130,000**	24,000	-	50,000	6,000	-	-	-	50,000
C0234 TRAFFIC CALMING											
ROADS – PAVED	-	150,000	**150,000**	120,000	-	-	30,000	-	-	-	-
TOTAL C0234 TRAFFIC CALMING	-	150,000	**150,000**	120,000	-	-	30,000	-	-	-	-
C0236 FACILITIES - EQUIPMENT											
FURNISHINGS AND EQUIPMENT	-	32,500	**32,500**	-	-	32,500	-	-	-	-	-
TOTAL C0236 FACILITIES - EQUIPMENT	-	32,500	**32,500**	-	-	32,500	-	-	-	-	-
C0238 SOLAR - 82 FINKLE											
FACILITIES	-	20,000	**20,000**	-	-	-	-	-	-	20,000	-
TOTAL C0238 SOLAR - 82 FINKLE	-	20,000	**20,000**	-	-	-	-	-	-	20,000	-
C0239 SOLAR - SPRINGFORD YARD											
FACILITIES	-	20,000	**20,000**	-	-	-	-	-	-	20,000	-
TOTAL C0239 SOLAR - SPRINGFORD YARD	-	20,000	**20,000**	-	-	-	-	-	-	20,000	-
C0240 SOLAR - WOODSTOCK YARD											
FACILITIES	-	20,000	**20,000**	-	-	-	-	-	-	20,000	-
TOTAL C0240 SOLAR - WOODSTOCK YARD	-	20,000	**20,000**	-	-	-	-	-	-	20,000	-
C0241 SOLAR - DRUMBO YARD											
FACILITIES	-	20,000	**20,000**	-	-	-	-	-	-	20,000	-
TOTAL C0241 SOLAR - DRUMBO YARD	-	20,000	**20,000**	-	-	-	-	-	-	20,000	-
C0244 SOLAR - 70 MARIA											
FACILITIES	-	30,000	**30,000**	-	-	-	-	-	-	30,000	-
TOTAL C0244 SOLAR - 70 MARIA	-	30,000	**30,000**	-	-	-	-	-	-	30,000	-
C0245 SOLAR - 221 THAMES											
FACILITIES	-	20,000	**20,000**	-	-	-	-	-	-	20,000	-
TOTAL C0245 SOLAR - 221 THAMES	-	20,000	**20,000**	-	-	-	-	-	-	20,000	-
C0252 WDSTK - SANITARY OVERSIZING											

DESCRIPTION	CARRY FORWARD BUDGET (1)	2027 REQUESTED BUDGET (2)	2027 CAPITAL BUDGET	TAXATION	W/WW RATES & RESERVES	RESERVES	DC	GRANTS	DC DEBT (3)	DEBT (3)	OTHER SOURCES
WASTEWATER COLLECTION	-	67,000	**67,000**	-	67,000	-	-	-	-	-	-
TOTAL C0252 WDSTK - SANITARY OVERSIZING	-	67,000	**67,000**	-	67,000	-	-	-	-	-	-
C0259 WDSTK - SE TRUNK UPGRADES											
WASTEWATER COLLECTION	122,000	660,000	**782,000**	-	344,877	-	437,123	-	-	-	-
TOTAL C0259 WDSTK - SE TRUNK UPGRADES	122,000	660,000	**782,000**	-	344,877	-	437,123	-	-	-	-
C0270 WDSTK - NE INDUSTRIAL PARK SERVICING											
WASTEWATER COLLECTION	6,036,000	946,000	**6,982,000**	-	2,103,379	-	4,878,621	-	-	-	-
WATER DISTRIBUTION	3,399,000	534,000	**3,933,000**	-	1,183,983	-	34,017	-	2,715,000	-	-
TOTAL C0270 WDSTK - NE INDUSTRIAL PARK SERVICING	9,435,000	1,480,000	**10,915,000**	-	3,287,362	-	4,912,638	-	2,715,000	-	-
C0279 TBURG - WELL 2A											
WATER TREATMENT	-	300,000	**300,000**	-	300,000	-	-	-	-	-	-
TOTAL C0279 TBURG - WELL 2A	-	300,000	**300,000**	-	300,000	-	-	-	-	-	-
C0288 ING - SOUTH-WEST TRUNK											
WATER DISTRIBUTION	-	100,000	**100,000**	-	32,114	-	67,886	-	-	-	-
TOTAL C0288 ING - SOUTH-WEST TRUNK	-	100,000	**100,000**	-	32,114	-	67,886	-	-	-	-
C0291 ING - SOUTH-WEST INDUSTRIAL PARK											
WASTEWATER COLLECTION	572,108	3,728,000	**4,300,108**	-	1,322,051	-	2,978,057	-	-	-	-
TOTAL C0291 ING - SOUTH-WEST INDUSTRIAL PARK	572,108	3,728,000	**4,300,108**	-	1,322,051	-	2,978,057	-	-	-	-
C0337 ING PROJ - THAMES ST											
WATER DISTRIBUTION	-	2,000	**2,000**	-	2,000	-	-	-	-	-	-
TOTAL C0337 ING PROJ - THAMES ST	-	2,000	**2,000**	-	2,000	-	-	-	-	-	-
C0338 ING PROJ - WELLINGTON ST											
WASTEWATER COLLECTION	-	2,000	**2,000**	-	2,000	-	-	-	-	-	-
WATER DISTRIBUTION	-	2,000	**2,000**	-	2,000	-	-	-	-	-	-
TOTAL C0338 ING PROJ - WELLINGTON ST	-	4,000	**4,000**	-	4,000	-	-	-	-	-	-
C0339 ING PROJ - WELLINGTON AV											
WASTEWATER COLLECTION	-	2,000	**2,000**	-	2,000	-	-	-	-	-	-
WATER DISTRIBUTION	-	1,000	**1,000**	-	1,000	-	-	-	-	-	-
TOTAL C0339 ING PROJ - WELLINGTON AV	-	3,000	**3,000**	-	3,000	-	-	-	-	-	-
C0340 ING PROJ - NELSON AVE											
WASTEWATER COLLECTION	-	2,000	**2,000**	-	2,000	-	-	-	-	-	-
WATER DISTRIBUTION	-	1,000	**1,000**	-	1,000	-	-	-	-	-	-
TOTAL C0340 ING PROJ - NELSON AVE	-	3,000	**3,000**	-	3,000	-	-	-	-	-	-
C0341 ING PROJ - COTTAGE											
WASTEWATER COLLECTION	-	2,000	**2,000**	-	2,000	-	-	-	-	-	-

DESCRIPTION	CARRY FORWARD BUDGET (1)	2027 REQUESTED BUDGET (2)	2027 CAPITAL BUDGET	TAXATION	W/WW RATES & RESERVES	RESERVES	DC	GRANTS	DC DEBT (3)	DEBT (3)	OTHER SOURCES
WATER DISTRIBUTION	-	1,000	1,000	-	1,000	-	-	-	-	-	-
TOTAL C0341 ING PROJ - COTTAGE	-	3,000	3,000	-	3,000	-	-	-	-	-	-
C0342 ING PROJ - CHURCH											
WASTEWATER COLLECTION	-	2,000	2,000	-	2,000	-	-	-	-	-	-
WATER DISTRIBUTION	-	2,000	2,000	-	2,000	-	-	-	-	-	-
TOTAL C0342 ING PROJ - CHURCH	-	4,000	4,000	-	4,000	-	-	-	-	-	-
C0370 BRIDGE 856645 (OR8)											
BRIDGES AND STRUCTURAL CULVERTS	-	100,000	100,000	-	-	100,000	-	-	-	-	-
TOTAL C0370 BRIDGE 856645 (OR8)	-	100,000	100,000	-	-	100,000	-	-	-	-	-
C0371 CULVERT 963929 (OR28)											
BRIDGES AND STRUCTURAL CULVERTS	-	100,000	100,000	-	-	100,000	-	-	-	-	-
TOTAL C0371 CULVERT 963929 (OR28)	-	100,000	100,000	-	-	100,000	-	-	-	-	-
C0372 CULVERT 842608 (OR16)											
BRIDGES AND STRUCTURAL CULVERTS	-	100,000	100,000	-	-	100,000	-	-	-	-	-
TOTAL C0372 CULVERT 842608 (OR16)	-	100,000	100,000	-	-	100,000	-	-	-	-	-
C0373 BRIDGE 434825 (OR11)											
BRIDGES AND STRUCTURAL CULVERTS	-	100,000	100,000	-	-	100,000	-	-	-	-	-
TOTAL C0373 BRIDGE 434825 (OR11)	-	100,000	100,000	-	-	100,000	-	-	-	-	-
C0374 BRIDGE 843927 (OR16)											
BRIDGES AND STRUCTURAL CULVERTS	-	91,000	91,000	-	-	91,000	-	-	-	-	-
TOTAL C0374 BRIDGE 843927 (OR16)	-	91,000	91,000	-	-	91,000	-	-	-	-	-
C0375 BRIDGE 816765 (OR22)											
BRIDGES AND STRUCTURAL CULVERTS	-	91,000	91,000	-	-	91,000	-	-	-	-	-
TOTAL C0375 BRIDGE 816765 (OR22)	-	91,000	91,000	-	-	91,000	-	-	-	-	-
C0376 BRIDGE 324873 (OR18)											
BRIDGES AND STRUCTURAL CULVERTS	-	115,000	115,000	-	-	115,000	-	-	-	-	-
TOTAL C0376 BRIDGE 324873 (OR18)	-	115,000	115,000	-	-	115,000	-	-	-	-	-
C0377 BRIDGE 884114 (OR8)											
BRIDGES AND STRUCTURAL CULVERTS	-	102,000	102,000	-	-	102,000	-	-	-	-	-
TOTAL C0377 BRIDGE 884114 (OR8)	-	102,000	102,000	-	-	102,000	-	-	-	-	-
C0378 BRIDGE 374673 (OR6)											
BRIDGES AND STRUCTURAL CULVERTS	-	120,000	120,000	-	-	120,000	-	-	-	-	-
TOTAL C0378 BRIDGE 374673 (OR6)	-	120,000	120,000	-	-	120,000	-	-	-	-	-
C0415 RDS - DRUMBO YARD FACILITY											
FACILITIES	-	29,000	29,000	-	-	29,000	-	-	-	-	-

DESCRIPTION	CARRY FORWARD BUDGET (1)	2027 REQUESTED BUDGET (2)	2027 CAPITAL BUDGET	TAXATION	W/WW RATES & RESERVES	RESERVES	DC	GRANTS	DC DEBT (3)	DEBT (3)	OTHER SOURCES
TOTAL C0415 RDS - DRUMBO YARD FACILITY	-	29,000	**29,000**	-	-	29,000	-	-	-	-	-
C0418 COURTHOUSE 415 HUNTER FACILITY											
FACILITIES	-	154,500	**154,500**	-	-	154,500	-	-	-	-	-
TOTAL C0418 COURTHOUSE 415 HUNTER FACILITY	-	154,500	**154,500**	-	-	154,500	-	-	-	-	-
C0421 75 GRAHAM - FACILITY											
FACILITIES	-	232,000	**232,000**	-	-	232,000	-	-	-	-	-
TOTAL C0421 75 GRAHAM - FACILITY	-	232,000	**232,000**	-	-	232,000	-	-	-	-	-
C0422 410 BULLER - FACILITY											
FACILITIES	-	35,000	**35,000**	-	-	35,000	-	-	-	-	-
TOTAL C0422 410 BULLER - FACILITY	-	35,000	**35,000**	-	-	35,000	-	-	-	-	-
C0423 WFL - INGERSOLL ROOFING											
FACILITIES	-	483,500	**483,500**	-	-	483,500	-	-	-	-	-
TOTAL C0423 WFL - INGERSOLL ROOFING	-	483,500	**483,500**	-	-	483,500	-	-	-	-	-
C0424 WFL - INGERSOLL ROOF TOP UNITS											
FACILITIES	-	518,000	**518,000**	-	-	518,000	-	-	-	-	-
TOTAL C0424 WFL - INGERSOLL ROOF TOP UNITS	-	518,000	**518,000**	-	-	518,000	-	-	-	-	-
C0426 OCL - INGERSOLL FACILITY											
FACILITIES	-	21,500	**21,500**	-	-	21,500	-	-	-	-	-
TOTAL C0426 OCL - INGERSOLL FACILITY	-	21,500	**21,500**	-	-	21,500	-	-	-	-	-
C0427 OCL - THAMESFORD FACILITY											
FACILITIES	-	98,000	**98,000**	-	-	58,800	-	-	-	-	39,200
TOTAL C0427 OCL - THAMESFORD FACILITY	-	98,000	**98,000**	-	-	58,800	-	-	-	-	39,200
C0429 OCL - TILLSONBURG FACILITY											
FACILITIES	-	402,500	**402,500**	-	-	402,500	-	-	-	-	-
TOTAL C0429 OCL - TILLSONBURG FACILITY	-	402,500	**402,500**	-	-	402,500	-	-	-	-	-
C0432 ENERGY CONSERVATION ROADS											
ROADS – TRAFFIC OPERATIONS & ROADSIDE	-	9,500	**9,500**	-	-	9,500	-	-	-	-	-
TOTAL C0432 ENERGY CONSERVATION ROADS	-	9,500	**9,500**	-	-	9,500	-	-	-	-	-
C0438 WDSTK - WASTEWATER - EQUIPMENT											
FURNISHINGS AND EQUIPMENT	-	333,000	**333,000**	-	333,000	-	-	-	-	-	-
TOTAL C0438 WDSTK - WASTEWATER - EQUIPMENT	-	333,000	**333,000**	-	333,000	-	-	-	-	-	-
C0439 TBURG - WASTEWATER - EQUIPMENT											
FURNISHINGS AND EQUIPMENT	-	98,500	**98,500**	-	98,500	-	-	-	-	-	-
TOTAL C0439 TBURG - WASTEWATER - EQUIPMENT	-	98,500	**98,500**	-	98,500	-	-	-	-	-	-
C0440 ING - WASTEWATER - EQUIPMENT											

DESCRIPTION	CARRY FORWARD BUDGET (1)	2027 REQUESTED BUDGET (2)	2027 CAPITAL BUDGET	TAXATION	W/WW RATES & RESERVES	RESERVES	DC	GRANTS	DC DEBT (3)	DEBT (3)	OTHER SOURCES
FURNISHINGS AND EQUIPMENT	-	72,000	72,000	-	72,000	-	-	-	-	-	-
TOTAL C0440 ING - WASTEWATER - EQUIPMENT	-	72,000	72,000	-	72,000	-	-	-	-	-	-
C0441 NOR - WASTEWATER - EQUIPMENT											
FURNISHINGS AND EQUIPMENT	-	60,000	60,000	-	60,000	-	-	-	-	-	-
TOTAL C0441 NOR - WASTEWATER - EQUIPMENT	-	60,000	60,000	-	60,000	-	-	-	-	-	-
C0442 WDSTK - WATER - EQUIPMENT											
FURNISHINGS AND EQUIPMENT	-	420,000	420,000	-	420,000	-	-	-	-	-	-
TOTAL C0442 WDSTK - WATER - EQUIPMENT	-	420,000	420,000	-	420,000	-	-	-	-	-	-
C0443 TBURG - WATER - EQUIPMENT											
FURNISHINGS AND EQUIPMENT	-	155,000	155,000	-	155,000	-	-	-	-	-	-
TOTAL C0443 TBURG - WATER - EQUIPMENT	-	155,000	155,000	-	155,000	-	-	-	-	-	-
C0444 ING - WATER - EQUIPMENT											
FURNISHINGS AND EQUIPMENT	-	128,000	128,000	-	128,000	-	-	-	-	-	-
TOTAL C0444 ING - WATER - EQUIPMENT	-	128,000	128,000	-	128,000	-	-	-	-	-	-
C0445 TOWNSHIPS - WATER - EQUIPMENT											
FURNISHINGS AND EQUIPMENT	-	430,000	430,000	-	430,000	-	-	-	-	-	-
TOTAL C0445 TOWNSHIPS - WATER - EQUIPMENT	-	430,000	430,000	-	430,000	-	-	-	-	-	-
C0453 EMBRO - SCADA UPGRADES											
WASTEWATER COLLECTION	-	607,000	607,000	-	554,797	-	52,203	-	-	-	-
WATER TREATMENT	-	380,000	380,000	-	347,872	-	32,128	-	-	-	-
TOTAL C0453 EMBRO - SCADA UPGRADES	-	987,000	987,000	-	902,669	-	84,331	-	-	-	-
C0454 WDSTK - SCADA UPGRADES											
WASTEWATER TREATMENT	-	1,086,726	1,086,726	-	1,010,803	-	75,923	-	-	-	-
WASTEWATER COLLECTION	-	198,000	198,000	-	184,167	-	13,833	-	-	-	-
WATER TREATMENT	-	548,000	548,000	-	509,686	-	38,314	-	-	-	-
TOTAL C0454 WDSTK - SCADA UPGRADES	-	1,832,726	1,832,726	-	1,704,656	-	128,070	-	-	-	-
C0455 PLAT - SCADA UPGRADES											
WASTEWATER TREATMENT	-	300,000	300,000	-	269,970	-	30,030	-	-	-	-
WASTEWATER COLLECTION	-	183,000	183,000	-	164,682	-	18,318	-	-	-	-
WATER TREATMENT	-	313,000	313,000	-	281,718	-	31,282	-	-	-	-
TOTAL C0455 PLAT - SCADA UPGRADES	-	796,000	796,000	-	716,370	-	79,630	-	-	-	-
C0456 BRIGHT - SCADA UPGRADES											
WATER TREATMENT	-	474,000	474,000	-	474,000	-	-	-	-	-	-
TOTAL C0456 BRIGHT - SCADA UPGRADES	-	474,000	474,000	-	474,000	-	-	-	-	-	-
C0457 INNERKIP - SCADA UPGRADES											

DESCRIPTION	CARRY FORWARD BUDGET (1)	2027 REQUESTED BUDGET (2)	2027 CAPITAL BUDGET	TAXATION	W/WW RATES & RESERVES	RESERVES	DC	GRANTS	DC DEBT (3)	DEBT (3)	OTHER SOURCES
WATER TREATMENT	-	202,000	202,000	-	191,108	-	10,892	-	-	-	-
TOTAL C0457 INNERKIP - SCADA UPGRADES	-	202,000	202,000	-	191,108	-	10,892	-	-	-	-
C0460 ING - E401SC - SCADA UPGRADES											
WASTEWATER COLLECTION	-	45,000	45,000	-	-	-	-	-	-	-	45,000
TOTAL C0460 ING - E401SC - SCADA UPGRADES	-	45,000	45,000	-	-	-	-	-	-	-	45,000
C0464 ING - WONHAM - ANN CI REPLACE											
WATER DISTRIBUTION	-	25,000	25,000	-	25,000	-	-	-	-	-	-
TOTAL C0464 ING - WONHAM - ANN CI REPLACE	-	25,000	25,000	-	25,000	-	-	-	-	-	-
C0465 TBURG - VICTORIA ST EASEMNT											
WASTEWATER COLLECTION	-	200,000	200,000	-	200,000	-	-	-	-	-	-
TOTAL C0465 TBURG - VICTORIA ST EASEMNT	-	200,000	200,000	-	200,000	-	-	-	-	-	-
C0470 WW TREATMENT OPERATOR (FTE 2027-04)											
WASTEWATER TREATMENT	-	90,675	90,675	-	90,675	-	-	-	-	-	-
TOTAL C0470 WW TREATMENT OPERATOR (FTE 2027-04)	-	90,675	90,675	-	90,675	-	-	-	-	-	-
C0473 WM MULTIUSE TRUCK (NI 2027-06)											
SOLID WASTE DISPOSAL	-	587,000	587,000	-	-	587,000	-	-	-	-	-
TOTAL C0473 WM MULTIUSE TRUCK (NI 2027-06)	-	587,000	587,000	-	-	587,000	-	-	-	-	-
C0474 WM TRAILER											
SOLID WASTE DISPOSAL	-	10,500	10,500	-	-	10,500	-	-	-	-	-
TOTAL C0474 WM TRAILER	-	10,500	10,500	-	-	10,500	-	-	-	-	-
C0476 RDS GRADER ATTACH (NI 2027-01)											
FLEET	-	106,000	106,000	106,000	-	-	-	-	-	-	-
TOTAL C0476 RDS GRADER ATTACH (NI 2027-01)	-	106,000	106,000	106,000	-	-	-	-	-	-	-
C0479 OR2 (21ST LINE TO OR6)											
ROADS – PAVED	-	3,350,000	3,350,000	-	-	167,000	-	3,183,000	-	-	-
TOTAL C0479 OR2 (21ST LINE TO OR6)	-	3,350,000	3,350,000	-	-	167,000	-	3,183,000	-	-	-
C0480 HOT MIX ASPHALT PADDING											
ROADS – PAVED	-	300,000	300,000	-	-	300,000	-	-	-	-	-
TOTAL C0480 HOT MIX ASPHALT PADDING	-	300,000	300,000	-	-	300,000	-	-	-	-	-
C0481 OR10 (OR27 TO PRESSY RD)											
ROADS – PAVED	-	68,000	68,000	-	-	68,000	-	-	-	-	-
BIKE LANES	-	35,000	35,000	20,106	-	-	14,894	-	-	-	-
TOTAL C0481 OR10 (OR27 TO PRESSY RD)	-	103,000	103,000	20,106	-	68,000	14,894	-	-	-	-
C0482 OR8 (LOVEYS ST E, HICKSON)											
ROADS – PAVED	-	18,000	18,000	-	-	18,000	-	-	-	-	-

DESCRIPTION	CARRY FORWARD BUDGET (1)	2027 REQUESTED BUDGET (2)	2027 CAPITAL BUDGET	TAXATION	W/WW RATES & RESERVES	RESERVES	DC	GRANTS	DC DEBT (3)	DEBT (3)	OTHER SOURCES
RURAL STORMWATER	-	25,000	25,000	-	-	25,000	-	-	-	-	-
TOTAL C0482 OR8 (LOVEYS ST E, HICKSON)	-	43,000	43,000	-	-	43,000	-	-	-	-	-
C0483 OR8 (HICKSON TO BRIGHT)											
ROADS – PAVED	-	115,000	115,000	-	-	115,000	-	-	-	-	-
TOTAL C0483 OR8 (HICKSON TO BRIGHT)	-	115,000	115,000	-	-	115,000	-	-	-	-	-
C0485 OR10 (OR27 TO INGERSOLL)											
RURAL STORMWATER	-	1,660,000	1,660,000	-	-	1,660,000	-	-	-	-	-
TOTAL C0485 OR10 (OR27 TO INGERSOLL)	-	1,660,000	1,660,000	-	-	1,660,000	-	-	-	-	-
C0486 OR45 (OR119 TO BOUNDARY)											
RURAL STORMWATER	-	28,000	28,000	-	-	28,000	-	-	-	-	-
TOTAL C0486 OR45 (OR119 TO BOUNDARY)	-	28,000	28,000	-	-	28,000	-	-	-	-	-
C0487 OR47 (OR2 TO OR36)											
RURAL STORMWATER	-	10,000	10,000	-	-	5,000	-	-	-	-	5,000
TOTAL C0487 OR47 (OR2 TO OR36)	-	10,000	10,000	-	-	5,000	-	-	-	-	5,000
C0489 OR60 (OR8 TO OR33)											
RURAL STORMWATER	-	30,000	30,000	-	-	30,000	-	-	-	-	-
TOTAL C0489 OR60 (OR8 TO OR33)	-	30,000	30,000	-	-	30,000	-	-	-	-	-
C0492 OR6 (EMBRO TO OR9)											
RURAL STORMWATER	-	835,000	835,000	-	-	435,000	-	400,000	-	-	-
TOTAL C0492 OR6 (EMBRO TO OR9)	-	835,000	835,000	-	-	435,000	-	400,000	-	-	-
C0494 OR33 (OR6 TO OR59)											
ROADS – PAVED	-	15,000	15,000	-	-	15,000	-	-	-	-	-
TOTAL C0494 OR33 (OR6 TO OR59)	-	15,000	15,000	-	-	15,000	-	-	-	-	-
C0544 HSG - 140 WINNIETT RENOVATIONS											
FACILITIES	-	700,000	700,000	-	-	-	-	700,000	-	-	-
TOTAL C0544 HSG - 140 WINNIETT RENOVATIONS	-	700,000	700,000	-	-	-	-	700,000	-	-	-
C0568 WFL - INGERSOLL - FACILITY											
FACILITIES	-	12,000	12,000	-	-	12,000	-	-	-	-	-
TOTAL C0568 WFL - INGERSOLL - FACILITY	-	12,000	12,000	-	-	12,000	-	-	-	-	-
C0569 WFL - WOODSTOCK - FACILITY											
FACILITIES	-	187,000	187,000	-	-	142,000	-	-	-	-	45,000
TOTAL C0569 WFL - WOODSTOCK - FACILITY	-	187,000	187,000	-	-	142,000	-	-	-	-	45,000
C0586 WFL - TBURG - ROOFING											
FACILITIES	-	509,720	509,720	-	-	509,720	-	-	-	-	-
TOTAL C0586 WFL - TBURG - ROOFING	-	509,720	509,720	-	-	509,720	-	-	-	-	-

DESCRIPTION	CARRY FORWARD BUDGET (1)	2027 REQUESTED BUDGET (2)	2027 CAPITAL BUDGET	TAXATION	W/WW RATES & RESERVES	RESERVES	DC	GRANTS	DC DEBT (3)	DEBT (3)	OTHER SOURCES
C0587 WFL - TBURG - HVAC											
FACILITIES	-	605,000	**605,000**	-	-	605,000	-	-	-	-	-
TOTAL C0587 WFL - TBURG - HVAC	-	605,000	**605,000**	-	-	605,000	-	-	-	-	-
C0598 SOLAR - 808 DUNDAS											
FACILITIES	-	15,000	**15,000**	-	-	-	-	-	-	15,000	-
TOTAL C0598 SOLAR - 808 DUNDAS	-	15,000	**15,000**	-	-	-	-	-	-	15,000	-
C0599 WOODSTOCK - WASTEWATER FACILITIES											
FACILITIES	-	58,000	**58,000**	-	58,000	-	-	-	-	-	-
TOTAL C0599 WOODSTOCK - WASTEWATER FACILITIES	-	58,000	**58,000**	-	58,000	-	-	-	-	-	-
C0601 OCWMF TRANSFER STATION											
SOLID WASTE DISPOSAL	-	10,000	**10,000**	-	-	10,000	-	-	-	-	-
TOTAL C0601 OCWMF TRANSFER STATION	-	10,000	**10,000**	-	-	10,000	-	-	-	-	-
C0602 WDSTK - W - ENERGY CONSERVATION											
FACILITIES	-	10,000	**10,000**	-	10,000	-	-	-	-	-	-
TOTAL C0602 WDSTK - W - ENERGY CONSERVATION	-	10,000	**10,000**	-	10,000	-	-	-	-	-	-
C0603 ING - W - ENERGY CONSERVATION											
FACILITIES	-	7,500	**7,500**	-	7,500	-	-	-	-	-	-
TOTAL C0603 ING - W - ENERGY CONSERVATION	-	7,500	**7,500**	-	7,500	-	-	-	-	-	-
C0604 THAMES - WW ENERGY CONSERVATION											
FACILITIES	-	22,800	**22,800**	-	22,800	-	-	-	-	-	-
TOTAL C0604 THAMES - WW ENERGY CONSERVATION	-	22,800	**22,800**	-	22,800	-	-	-	-	-	-
C0606 ING - WW ENERGY CONSERVATION											
FACILITIES	-	29,200	**29,200**	-	29,200	-	-	-	-	-	-
TOTAL C0606 ING - WW ENERGY CONSERVATION	-	29,200	**29,200**	-	29,200	-	-	-	-	-	-
C0611 TRAIL (SPRINGFORD to TBURG)											
PARKS	-	463,000	**463,000**	181,500	-	-	-	231,500	-	-	50,000
TOTAL C0611 TRAIL (SPRINGFORD to TBURG)	-	463,000	**463,000**	181,500	-	-	-	231,500	-	-	50,000
C0617 ADMIN BUILDING (21 REEVE) - FACILITY											
FACILITIES	-	270,400	**270,400**	-	-	270,400	-	-	-	-	-
TOTAL C0617 ADMIN BUILDING (21 REEVE) - FACILITY	-	270,400	**270,400**	-	-	270,400	-	-	-	-	-
C0618 WDSTK PROJ - SAN RELINING											
WASTEWATER COLLECTION	-	110,000	**110,000**	-	110,000	-	-	-	-	-	-
TOTAL C0618 WDSTK PROJ - SAN RELINING	-	110,000	**110,000**	-	110,000	-	-	-	-	-	-
C0623 OR119 GUIDERAIL REPLACEMENT											
ROADS – TRAFFIC OPERATIONS & ROADSIDE	-	640,000	**640,000**	-	-	640,000	-	-	-	-	-

DESCRIPTION	CARRY FORWARD BUDGET (1)	2027 REQUESTED BUDGET (2)	2027 CAPITAL BUDGET	TAXATION	W/WW RATES & RESERVES	RESERVES	DC	GRANTS	DC DEBT (3)	DEBT (3)	OTHER SOURCES
TOTAL C0623 OR119 GUIDERAIL REPLACEMENT	-	640,000	**640,000**	-	-	640,000	-	-	-	-	-
C0624 BRIDGE GUIDERAILS											
BRIDGES AND STRUCTURAL CULVERTS	-	280,000	**280,000**	-	-	280,000	-	-	-	-	-
TOTAL C0624 BRIDGE GUIDERAILS	-	280,000	**280,000**	-	-	280,000	-	-	-	-	-
C0630 OCWMF MOBILE LITTER FENCING (NI 2027-05)											
SOLID WASTE DISPOSAL	-	300,000	**300,000**	-	-	300,000	-	-	-	-	-
TOTAL C0630 OCWMF MOBILE LITTER FENCING (NI 2027-05)	-	300,000	**300,000**	-	-	300,000	-	-	-	-	-
C0636 TAV - WASTEWATER - EQUIPMENT											
FURNISHINGS AND EQUIPMENT	-	45,000	**45,000**	-	45,000	-	-	-	-	-	-
TOTAL C0636 TAV - WASTEWATER - EQUIPMENT	-	45,000	**45,000**	-	45,000	-	-	-	-	-	-
C0637 PLAT - WASTEWATER - EQUIPMENT											
FURNISHINGS AND EQUIPMENT	-	137,000	**137,000**	-	137,000	-	-	-	-	-	-
TOTAL C0637 PLAT - WASTEWATER - EQUIPMENT	-	137,000	**137,000**	-	137,000	-	-	-	-	-	-
C0638 THAMES - WATEWATER - EQUIPMENT											
FURNISHINGS AND EQUIPMENT	-	52,000	**52,000**	-	52,000	-	-	-	-	-	-
TOTAL C0638 THAMES - WATEWATER - EQUIPMENT	-	52,000	**52,000**	-	52,000	-	-	-	-	-	-
C0639 DRUMBO - WASTEWATER - EQUIPMENT											
FURNISHINGS AND EQUIPMENT	-	52,000	**52,000**	-	52,000	-	-	-	-	-	-
TOTAL C0639 DRUMBO - WASTEWATER - EQUIPMENT	-	52,000	**52,000**	-	52,000	-	-	-	-	-	-
C0640 MT ELGIN - WASTEWATER - EQUIPMENT											
FURNISHINGS AND EQUIPMENT	-	24,000	**24,000**	-	24,000	-	-	-	-	-	-
TOTAL C0640 MT ELGIN - WASTEWATER - EQUIPMENT	-	24,000	**24,000**	-	24,000	-	-	-	-	-	-
C0641 EMBRO - WASTEWATER - EQUIPMENT											
FURNISHINGS AND EQUIPMENT	-	10,000	**10,000**	-	10,000	-	-	-	-	-	-
TOTAL C0641 EMBRO - WASTEWATER - EQUIPMENT	-	10,000	**10,000**	-	10,000	-	-	-	-	-	-
C0646 CLOSED LANDFILLS											
SOLID WASTE DISPOSAL	-	175,000	**175,000**	-	-	175,000	-	-	-	-	-
TOTAL C0646 CLOSED LANDFILLS	-	175,000	**175,000**	-	-	175,000	-	-	-	-	-
C0647 TBURG - WELLS 9 AND 10											
WATER TREATMENT	-	50,000	**50,000**	-	50,000	-	-	-	-	-	-
TOTAL C0647 TBURG - WELLS 9 AND 10	-	50,000	**50,000**	-	50,000	-	-	-	-	-	-
C0648 WDSTK - COUNTY SAN RELINING											
WASTEWATER COLLECTION	-	113,000	**113,000**	-	113,000	-	-	-	-	-	-
TOTAL C0648 WDSTK - COUNTY SAN RELINING	-	113,000	**113,000**	-	113,000	-	-	-	-	-	-
C0649 WDSTK-SE SERV PATTULLO REALIGN											
WASTEWATER COLLECTION	-	6,000,000	**6,000,000**	-	1,807,670	-	1,642,330	-	2,550,000	-	-
TOTAL C0649 WDSTK-SE SERV PATTULLO REALIGN	-	6,000,000	**6,000,000**	-	1,807,670	-	1,642,330	-	2,550,000	-	-

DESCRIPTION	CARRY FORWARD BUDGET (1)	2027 REQUESTED BUDGET (2)	2027 CAPITAL BUDGET	TAXATION	W/WW RATES & RESERVES	RESERVES	DC	GRANTS	DC DEBT (3)	DEBT (3)	OTHER SOURCES
C0650 OCWMF - SWM DREDGING											
SOLID WASTE DISPOSAL	475,000	1,300,000	**1,775,000**	-	-	1,775,000	-	-	-	-	-
TOTAL C0650 OCWMF - SWM DREDGING	475,000	1,300,000	**1,775,000**	-	-	1,775,000	-	-	-	-	-
C0651 TBURG - WM OVERSIZING											
WATER DISTRIBUTION	-	78,000	**78,000**	-	6,600	-	71,400	-	-	-	-
TOTAL C0651 TBURG - WM OVERSIZING	-	78,000	**78,000**	-	6,600	-	71,400	-	-	-	-
C0653 WASTEWATER - EQUIPMENT COUNTY-WIDE											
FURNISHINGS AND EQUIPMENT	-	50,000	**50,000**	-	50,000	-	-	-	-	-	-
TOTAL C0653 WASTEWATER - EQUIPMENT COUNTY-WIDE	-	50,000	**50,000**	-	50,000	-	-	-	-	-	-
C0654 W AND WW SCADA UPGRADES COUNTY-WIDE											
WASTEWATER TREATMENT	387,000	362,000	**749,000**	-	692,061	-	56,939	-	-	-	-
TOTAL C0654 W AND WW SCADA UPGRADES COUNTY-WIDE	387,000	362,000	**749,000**	-	692,061	-	56,939	-	-	-	-
C0655 WATER - EQUIPMENT COUNTY-WIDE											
FURNISHINGS AND EQUIPMENT	-	20,500	**20,500**	-	20,500	-	-	-	-	-	-
TOTAL C0655 WATER - EQUIPMENT COUNTY-WIDE	-	20,500	**20,500**	-	20,500	-	-	-	-	-	-
C0657 EMS - VEHICLES											
FLEET	260,028	740,000	**1,000,028**	346,395	-	630,028	23,605	-	-	-	-
TOTAL C0657 EMS - VEHICLES	260,028	740,000	**1,000,028**	346,395	-	630,028	23,605	-	-	-	-
C0658 EMS - EQUIPMENT											
FURNISHINGS AND EQUIPMENT	-	277,950	**277,950**	5,500	-	272,450	-	-	-	-	-
TOTAL C0658 EMS - EQUIPMENT	-	277,950	**277,950**	5,500	-	272,450	-	-	-	-	-
C0659 MT ELGIN NEW LIBRARY											
FURNISHINGS AND EQUIPMENT	-	150,000	**150,000**	-	-	60,000	90,000	-	-	-	-
TOTAL C0659 MT ELGIN NEW LIBRARY	-	150,000	**150,000**	-	-	60,000	90,000	-	-	-	-
C0660 OCWMF - COVER											
SOLID WASTE DISPOSAL	-	168,000	**168,000**	-	-	168,000	-	-	-	-	-
TOTAL C0660 OCWMF - COVER	-	168,000	**168,000**	-	-	168,000	-	-	-	-	-
C0662 INTERSECTION SAFETY REVIEW											
ROADS – PAVED	-	100,000	**100,000**	-	-	100,000	-	-	-	-	-
TOTAL C0662 INTERSECTION SAFETY REVIEW	-	100,000	**100,000**	-	-	100,000	-	-	-	-	-
C0664 RDS - ADDITIONAL PICKUP TRUCKS FOR PATROL AREAS (NI 2027-03)											
ROADS – TRAFFIC OPERATIONS & ROADSIDE	-	152,000	**152,000**	152,000	-	-	-	-	-	-	-
TOTAL C0664 RDS - ADDITIONAL PICKUP TRUCKS FOR PATROL AREAS (NI 2027-03)	-	152,000	**152,000**	152,000	-	-	-	-	-	-	-
C0665 EMBRO - STORAGE EXPANSION											
WATER TREATMENT	50,000	-	**50,000**	-	50,000	-	-	-	-	-	-

DESCRIPTION	CARRY FORWARD BUDGET (1)	2027 REQUESTED BUDGET (2)	2027 CAPITAL BUDGET	TAXATION	W/WW RATES & RESERVES	RESERVES	DC	GRANTS	DC DEBT (3)	DEBT (3)	OTHER SOURCES
TOTAL C0665 EMBRO - STORAGE EXPANSION	50,000	-	**50,000**	-	50,000	-	-	-	-	-	-
C0666 RDS - WORKS YARD PARKING EXPANSION											
FACILITIES	-	60,000	**60,000**	60,000	-	-	-	-	-	-	-
TOTAL C0666 RDS - WORKS YARD PARKING EXPANSION	-	60,000	**60,000**	60,000	-	-	-	-	-	-	-
C0668 WDSTK PROJ-JACK ROSS SAN UPSIZING											
WASTEWATER COLLECTION	-	700,000	**700,000**	-	700,000	-	-	-	-	-	-
TOTAL C0668 WDSTK PROJ-JACK ROSS SAN UPSIZING	-	700,000	**700,000**	-	700,000	-	-	-	-	-	-
C0669 OCWMF - SALFORD FACILITY											
SOLID WASTE DISPOSAL	-	54,000	**54,000**	-	-	54,000	-	-	-	-	-
TOTAL C0669 OCWMF - SALFORD FACILITY	-	54,000	**54,000**	-	-	54,000	-	-	-	-	-
C0670 LIBRARY - EQUIPMENT											
FURNISHINGS AND EQUIPMENT	-	57,500	**57,500**	2,500	-	55,000	-	-	-	-	-
TOTAL C0670 LIBRARY - EQUIPMENT	-	57,500	**57,500**	2,500	-	55,000	-	-	-	-	-
C0671 LIBRARY - COLLECTION MATERIAL											
FURNISHINGS AND EQUIPMENT	-	268,000	**268,000**	-	-	268,000	-	-	-	-	-
TOTAL C0671 LIBRARY - COLLECTION MATERIAL	-	268,000	**268,000**	-	-	268,000	-	-	-	-	-
C0673 RDS - SPRINGFORD YARD FACILITY											
FACILITIES	-	70,000	**70,000**	30,000	-	40,000	-	-	-	-	-
TOTAL C0673 RDS - SPRINGFORD YARD FACILITY	-	70,000	**70,000**	30,000	-	40,000	-	-	-	-	-
C0674 RDS - WOODSTOCK YARD FACILITY											
FACILITIES	-	10,000	**10,000**	-	-	10,000	-	-	-	-	-
TOTAL C0674 RDS - WOODSTOCK YARD FACILITY	-	10,000	**10,000**	-	-	10,000	-	-	-	-	-
C0675 EMS - WDSTK - MILL FACILITY											
FACILITIES	-	3,000	**3,000**	-	-	3,000	-	-	-	-	-
TOTAL C0675 EMS - WDSTK - MILL FACILITY	-	3,000	**3,000**	-	-	3,000	-	-	-	-	-
C0676 EMS - WDSTK - BYSHAM FACILITY											
FACILITIES	-	10,000	**10,000**	-	-	10,000	-	-	-	-	-
TOTAL C0676 EMS - WDSTK - BYSHAM FACILITY	-	10,000	**10,000**	-	-	10,000	-	-	-	-	-
C0680 EMS - NORWICH - TIDEY FACILITY											
FACILITIES	-	78,000	**78,000**	-	-	78,000	-	-	-	-	-
TOTAL C0680 EMS - NORWICH - TIDEY FACILITY	-	78,000	**78,000**	-	-	78,000	-	-	-	-	-
C0682 TILLSONBURG - WATER FACILITIES											
FACILITIES	-	91,500	**91,500**	-	91,500	-	-	-	-	-	-
TOTAL C0682 TILLSONBURG - WATER FACILITIES	-	91,500	**91,500**	-	91,500	-	-	-	-	-	-
C0683 WOODSTOCK - WATER FACILITIES											
FACILITIES	245,000	319,120	**564,120**	-	564,120	-	-	-	-	-	-

DESCRIPTION	CARRY FORWARD BUDGET (1)	2027 REQUESTED BUDGET (2)	2027 CAPITAL BUDGET	TAXATION	W/WW RATES & RESERVES	RESERVES	DC	GRANTS	DC DEBT (3)	DEBT (3)	OTHER SOURCES
TOTAL C0683 WOODSTOCK - WATER FACILITIES	245,000	319,120	**564,120**	-	564,120	-	-	-	-	-	-
C0684 INGERSOLL - WATER FACILITIES											
FACILITIES	-	176,400	**176,400**	-	176,400	-	-	-	-	-	-
TOTAL C0684 INGERSOLL - WATER FACILITIES	-	176,400	**176,400**	-	176,400	-	-	-	-	-	-
C0685 TOWNSHIP - WATER FACILITIES											
FACILITIES	-	51,830	**51,830**	-	51,830	-	-	-	-	-	-
TOTAL C0685 TOWNSHIP - WATER FACILITIES	-	51,830	**51,830**	-	51,830	-	-	-	-	-	-
C0688 THAMESFORD - WASTEWATER FACILITIES											
FACILITIES	-	58,600	**58,600**	-	58,600	-	-	-	-	-	-
TOTAL C0688 THAMESFORD - WASTEWATER FACILITIES	-	58,600	**58,600**	-	58,600	-	-	-	-	-	-
C0689 PLATTSVILLE - WASTEWATER FACILITIES											
FACILITIES	-	8,000	**8,000**	-	8,000	-	-	-	-	-	-
TOTAL C0689 PLATTSVILLE - WASTEWATER FACILITIES	-	8,000	**8,000**	-	8,000	-	-	-	-	-	-
C0690 TAVISTOCK - WASTEWATER FACILITIES											
FACILITIES	-	2,220	**2,220**	-	2,220	-	-	-	-	-	-
TOTAL C0690 TAVISTOCK - WASTEWATER FACILITIES	-	2,220	**2,220**	-	2,220	-	-	-	-	-	-
C0691 NORWICH - WASTEWATER FACILITIES											
FACILITIES	-	3,300	**3,300**	-	3,300	-	-	-	-	-	-
TOTAL C0691 NORWICH - WASTEWATER FACILITIES	-	3,300	**3,300**	-	3,300	-	-	-	-	-	-
C0692 INGERSOLL - WASTEWATER FACILITIES											
FACILITIES	-	62,000	**62,000**	-	62,000	-	-	-	-	-	-
TOTAL C0692 INGERSOLL - WASTEWATER FACILITIES	-	62,000	**62,000**	-	62,000	-	-	-	-	-	-
C0693 TILLSONBURG - WASTEWATER FACILITIES											
FACILITIES	-	143,160	**143,160**	-	143,160	-	-	-	-	-	-
TOTAL C0693 TILLSONBURG - WASTEWATER FACILITIES	-	143,160	**143,160**	-	143,160	-	-	-	-	-	-
C0694 ARCHIVES (82 LIGHT) FACILITY											
FACILITIES	-	4,500	**4,500**	-	-	4,500	-	-	-	-	-
TOTAL C0694 ARCHIVES (82 LIGHT) FACILITY	-	4,500	**4,500**	-	-	4,500	-	-	-	-	-
TOTAL	**25,297,380**	**128,113,893**	**153,411,273**	**1,735,482**	**50,782,443**	**37,793,725**	**25,701,743**	**8,412,750**	**17,011,492**	**5,594,438**	**6,379,200**

1. Carry Forward Budget: Prior year's approved budget not spent.
2. New Requested Budget: Additional or new project budget requested.
3. Debt: To be issued on project completion.

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	TOTAL
CAPITAL COSTS											
STRATEGIC COMM & ENGAGEMENT											
113000 STRATEGIC COMM. & ENGAGEMENT	3,000	-	-	-	-	-	-	-	-	-	3,000
TOTAL STRATEGIC COMM & ENGAGEMENT	3,000	-	-	-	-	-	-	-	-	-	3,000
CLERKS											
122000 CLERK OFFICE	5,500	-	-	-	-	-	-	-	-	-	5,500
TOTAL CLERKS	5,500	-	-	-	-	-	-	-	-	-	5,500
FINANCE											
120000 FINANCE	5,500	-	-	-	-	-	-	-	-	-	5,500
TOTAL FINANCE	5,500	-	-	-	-	-	-	-	-	-	5,500
INFORMATION TECHNOLOGY											
123000 INFORMATION TECHNOLOGY	277,500	270,400	680,000	452,500	362,000	195,400	415,000	683,500	431,000	285,400	4,052,700
TOTAL INFORMATION TECHNOLOGY	277,500	270,400	680,000	452,500	362,000	195,400	415,000	683,500	431,000	285,400	4,052,700
INFORMATION SERVICES											
124000 INFORMATION SERVICES	3,000	-	-	-	-	-	-	-	-	-	3,000
TOTAL INFORMATION SERVICES	3,000	-	-	-	-	-	-	-	-	-	3,000
HUMAN RESOURCES											
112000 HUMAN RESOURCES	2,500	-	-	-	-	-	-	-	-	-	2,500
TOTAL HUMAN RESOURCES	2,500	-	-	-	-	-	-	-	-	-	2,500
ENGINEERING											
C0644E ENGINEERING - EQUIPMENT	-	-	42,500	10,000	10,000	-	-	40,000	11,000	11,000	124,500
TOTAL ENGINEERING	-	-	42,500	10,000	10,000	-	-	40,000	11,000	11,000	124,500
FACILITIES											
911006 ENERGY CONSERVATION FACILITIES	225,000	-	-	-	-	-	-	-	-	-	225,000
911900 FACILITIES RENEWABLE ENERGY	3,244,019	-	-	-	-	-	-	-	-	-	3,244,019
C0083E GSHP - 410 BULLER	-	-	-	80,000	500,000	-	-	-	-	-	580,000
C0084E GSHP - 415 HUNTER	-	-	-	100,000	1,200,000	-	-	-	-	-	1,300,000
C0085E RENEWABLES - INGERSOLL WWTP	50,000	60,000	1,550,000	-	-	-	-	-	-	-	1,660,000
C0092E FAC - ENERGY CONSERV	358,500	140,000	-	-	-	-	-	-	-	-	498,500
C0236E FACILITIES - EQUIPMENT	32,500	32,500	32,500	32,500	32,500	32,500	32,500	32,500	32,500	32,500	325,000
C0237E 93 GRAHAM FACILITY	-	7,400	116,890	22,200	116,770	65,200	126,540	358,300	151,330	66,600	1,031,230
C0238E SOLAR - 82 FINKLE	20,000	-	-	-	180,000	-	-	-	-	-	200,000
C0239E SOLAR - SPRINGFORD YARD	20,000	175,000	-	-	-	-	-	-	-	-	195,000
C0240E SOLAR - WOODSTOCK YARD	20,000	200,000	-	-	-	-	-	-	-	-	220,000
C0241E SOLAR - DRUMBO YARD	20,000	175,000	-	-	-	-	-	-	-	-	195,000
C0242E SOLAR - 742 PAVEY	-	-	20,000	130,000	-	-	-	-	-	-	150,000
C0243E ASHP - 377 MILL	-	-	-	80,000	330,000	-	-	-	-	-	410,000
C0244E SOLAR - 70 MARIA	30,000	400,000	-	-	-	-	-	-	-	-	430,000
C0245E SOLAR - 221 THAMES	20,000	200,000	-	-	-	-	-	-	-	-	220,000
C0246E RENEWABLES - 2033 REAP	-	-	-	-	-	-	1,000,000	-	-	-	1,000,000
C0247E RENEWABLES - 2035 REAP	-	-	-	-	-	-	-	-	1,000,000	-	1,000,000

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	TOTAL
C0248E GSHP - 300 JULIANA	-	-	-	-	-	-	-	-	-	200,000	200,000
C0417D FACILITIES CONDITION ASSESSMNT	-	30,000	12,000	87,700	-	-	-	-	-	-	129,700
C0418D COURTHOUSE 415 HUNTER FACILITY	154,500	131,000	293,410	214,600	452,140	119,880	76,000	355,200	1,341,250	35,520	3,173,500
C0419D ENERGY CONSERV FACILITIES 2028	-	220,100	-	-	-	-	-	-	-	-	220,100
C0420D EV CHARGERS	-	-	-	500,000	-	-	-	-	-	-	500,000
C0421D 75 GRAHAM - FACILITY	232,000	24,975	233,100	185,000	43,475	44,400	19,425	44,400	5,920	59,200	891,895
C0422D 410 BULLER - FACILITY	35,000	412,620	105,080	291,263	385,170	291,415	227,710	308,580	525,260	68,450	2,650,548
C0590D ADMINISTRATION SPACE	-	-	-	-	3,100,000	6,000,000	-	-	-	-	9,100,000
C0591D COIN TOWER FACILITIES	-	6,980	1,100	8,140	12,385	5,772	14,060	-	8,140	21,460	78,037
C0592E RENEWABLES - 2036 REAP	-	-	-	-	-	-	-	-	-	1,000,000	1,000,000
C0593E RENEWABLES - 2034 REAP	-	-	-	-	-	-	-	1,000,000	-	-	1,000,000
C0594E RENEWABLES - 2032 REAP	-	-	-	-	-	1,000,000	-	-	-	-	1,000,000
C0617E ADMIN BLDG (21 REEVE) FACILITY	270,400	772,900	42,800	-	-	12,000	200,000	-	58,000	50,000	1,406,100
C0694D ARCHIVES (82 LIGHT) FACILITY	4,500	-	-	5,500	-	-	-	-	-	-	10,000
C0695D POA (419 HUNTER) FACILITY	-	14,200	-	-	-	-	-	-	-	-	14,200
TOTAL FACILITIES	4,736,419	3,002,675	2,406,880	1,736,903	6,352,440	7,571,167	1,696,235	2,098,980	3,122,400	1,533,730	34,257,829
FLEET											
220101 F - PICKUP	-	-	-	-	90,000	-	-	-	-	-	90,000
220104 F - VAN	-	-	-	-	-	80,400	-	-	-	-	80,400
220110 F - VAN	-	-	-	-	80,400	-	-	-	-	-	80,400
220112 F - CAR	-	-	-	-	-	-	52,000	-	-	-	52,000
220113 F - PICKUP	-	-	-	-	90,000	-	-	-	-	-	90,000
220114 F - PICKUP	-	-	77,500	-	-	-	-	77,500	-	-	155,000
220116 F - PICKUP	-	-	-	-	90,000	-	-	-	-	-	90,000
220117 F - PICKUP	-	-	-	-	-	90,000	-	-	-	-	90,000
220325 R - S - SIGN TRUCK	-	-	90,000	-	-	-	-	-	-	90,000	180,000
220326 R - H - PICKUP	-	76,000	-	-	-	-	76,000	-	-	-	152,000
220327 R - W - PICKUP	-	-	119,000	-	-	-	-	79,000	-	-	198,000
220328 R - H - PICKUP	-	-	119,000	-	-	-	-	79,000	-	-	198,000
220329 R - TRAILER	-	-	-	-	-	7,500	-	-	-	-	7,500
220330 R - TRAILER	-	-	-	-	-	7,500	-	-	-	-	7,500
220333 R - TRAILER	-	-	-	-	-	7,500	-	-	-	-	7,500
220334 R - S - LINE PAINTER	-	-	-	-	840,000	-	-	-	-	-	840,000
220335 R - H - TRUCK	-	-	80,000	-	-	-	-	96,000	-	-	176,000
220336 R - H - TRAILER	-	-	-	70,000	-	-	-	-	-	-	70,000
220338 R - W - PICKUP	-	76,000	-	-	-	-	76,000	-	-	-	152,000
220339 R - S - PICKUP	-	-	-	-	-	90,000	-	-	-	-	90,000
220340 R - TRAILER	-	-	-	-	-	7,500	-	-	-	-	7,500
220341 R - D - ROAD CLOSED TRAILER	-	-	-	-	-	-	-	7,500	-	-	7,500
220342 R - D - ROAD CLOSED TRAILER	-	-	-	-	-	-	-	7,500	-	-	7,500
220343 R - S - ROAD CLOSED TRAILER	-	-	-	-	-	-	-	7,500	-	-	7,500
220344 R - S - TRUCK	-	-	80,000	-	-	-	-	-	-	96,000	176,000

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	TOTAL
220345 R - S - ROAD CLOSED TRAILER	-	-	-	-	-	-	-	7,500	-	-	7,500
220346 R - D - TRUCK	-	-	80,000	-	-	-	-	-	-	96,000	176,000
220350 R - D - PICKUP	-	76,000	-	-	-	-	76,000	-	-	-	152,000
220351 R - W - TRUCK	-	-	80,000	-	-	-	-	-	-	96,000	176,000
220352 R - S- PICKUP	-	-	-	119,000	-	-	-	-	79,000	-	198,000
220353 R - D - PICKUP	-	-	-	-	119,000	-	-	-	-	79,000	198,000
220360 R - H - TANDEM	-	-	-	-	-	-	-	-	-	508,000	508,000
220361 R - W - TANDEM	-	-	-	-	-	-	-	-	-	508,000	508,000
220362 R - W - TANDEM	-	-	508,000	-	-	-	-	-	-	-	508,000
220364 R - H - TANDEM	-	-	-	-	-	-	-	-	508,000	-	508,000
220365 R - D - TANDEM	-	-	-	-	-	-	-	-	508,000	-	508,000
220366 R - S - TANDEM	-	-	-	-	-	-	-	508,000	-	-	508,000
220367 R - W - TANDEM	-	-	508,000	-	-	-	-	-	-	-	508,000
220368 R - W - SINGLE	-	508,000	-	-	-	-	-	-	-	-	508,000
220370 R - W - SINGLE	-	508,000	-	-	-	-	-	-	-	-	508,000
220371 R - W - SINGLE DUMP	495,500	-	-	-	-	-	-	-	-	508,000	1,003,500
220373 R - S - TANDEM	-	-	-	-	-	508,000	-	-	-	-	508,000
220374 R- H - TANDEM	-	-	-	-	-	-	508,000	-	-	-	508,000
220375 R- W - TANDEM	495,000	-	-	-	-	-	-	-	-	508,000	1,003,000
220382 R - D - TANDEM	-	-	-	-	-	-	-	-	508,000	-	508,000
220386 R - S - TANDEM	-	-	-	-	-	-	-	508,000	-	-	508,000
220387 R - H - TANDEM	-	-	-	-	-	508,000	-	-	-	-	508,000
220391 R - W - TANDEM	-	-	-	-	-	-	508,000	-	-	-	508,000
220393 R - W - TANDEM	-	508,000	-	-	-	-	-	-	-	-	508,000
220394 R - W - TANDEM	-	508,000	-	-	-	-	-	-	-	-	508,000
220402 R - W - BRUSHCHIPPER	-	91,600	-	-	-	-	-	-	-	-	91,600
220403 R - H - KUBOTA	-	15,000	-	-	-	-	15,000	-	-	-	30,000
220404 R - H - ASPHALT ROLLER	120,000	-	-	-	-	-	-	-	-	-	120,000
220407 R - H - BRUSHCHIPPER	-	91,600	-	-	-	-	-	-	-	-	91,600
220413 R-D-SWEEPER	-	-	-	-	-	-	-	-	525,000	-	525,000
220415 R - S - FORK LIFT	-	-	-	-	-	-	-	-	67,000	-	67,000
220417 R - D - SWEEPER	-	-	-	-	-	-	-	-	-	525,000	525,000
220427 R - W - TRACTOR	15,000	-	-	-	-	-	-	-	-	-	15,000
220428 R - D - BACKHOE	-	-	-	225,000	-	-	-	-	-	-	225,000
220461 R - D - ANTI-ICE	-	-	-	30,000	-	-	-	-	-	-	30,000
220462 R - H - ANTI-ICE	-	-	-	-	30,000	-	-	-	-	-	30,000
220463 R - S - ANTI-ICE	-	-	-	-	30,000	-	-	-	-	-	30,000
220501 WW - MOWER TRACTOR	-	-	-	15,000	-	-	-	-	-	-	15,000
220505 WW - LOADER	265,000	-	-	-	-	-	-	-	-	-	265,000
220506 WW - Forklift	-	67,000	-	-	-	-	-	-	-	-	67,000
220507 WW - MOWER TRACTOR	-	86,500	-	-	-	-	-	-	-	-	86,500
220522 WW - PICKUP	-	-	76,000	-	-	-	-	76,000	-	-	152,000

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	TOTAL
220523 WW - PICKUP	-	-	76,000	-	-	-	-	76,000	-	-	152,000
220524 WW - PICKUP	-	-	-	-	-	90,000	-	-	-	-	90,000
220525 WW - PICKUP	90,000	-	-	-	-	-	-	90,000	-	-	180,000
220529 WW - PICKUP	90,000	-	-	-	-	-	-	90,000	-	-	180,000
220532 WW - 4X4 PICKUP	-	-	77,500	-	-	-	-	77,500	-	-	155,000
220533 WW - PICKUP	-	-	76,000	-	-	-	-	76,000	-	-	152,000
220534 WW - PICKUP	-	-	76,000	-	-	-	-	76,000	-	-	152,000
220542 WW - ROLLOFF BIN TRUCK	400,000	-	-	-	-	-	-	-	-	-	400,000
220557 WW - FLUSHING/CLEANING TRUCK	-	-	-	-	-	-	-	700,000	-	-	700,000
220560 WW - TRAILER	-	-	-	-	-	-	-	7,000	-	-	7,000
220562 WW - TRAILER	-	-	-	-	-	12,000	-	-	-	-	12,000
220563 WW FORKLIFT	-	-	61,300	-	-	-	-	-	-	-	61,300
220570 WW - VAN	-	-	-	80,400	-	-	-	-	-	-	80,400
220573 W/WW - VAN	-	80,400	-	-	-	-	-	80,400	-	-	160,800
220574 WW - VAN	-	80,400	-	-	-	-	-	80,400	-	-	160,800
220575 WW VAN	-	80,400	-	-	-	-	-	80,400	-	-	160,800
220626 W - BACKHOE	-	-	-	-	225,000	-	-	-	-	-	225,000
220632 W - PICKUP	-	-	-	-	77,500	-	-	-	-	-	77,500
220633 W - PICKUP	-	-	-	-	76,000	-	-	-	-	-	76,000
220634 W - PICKUP	-	76,000	-	-	-	-	76,000	-	-	-	152,000
220636 W - PICKUP	-	77,500	-	-	-	-	77,500	-	-	-	155,000
220637 W - PICKUP	-	-	120,000	-	-	-	-	79,000	-	-	199,000
220638 W - PICKUP	-	120,000	-	-	-	-	79,000	-	-	-	199,000
220642 W - PICKUP	-	-	-	-	-	90,000	-	-	-	-	90,000
220646 W - PICKUP	-	-	-	-	76,000	-	-	-	-	-	76,000
220648 W - PICKUP	-	-	-	-	77,500	-	-	-	-	-	77,500
220649 W-PICKUP	-	45,000	-	-	-	-	45,000	-	-	-	90,000
220652 W - PICKUP	-	-	-	-	77,500	-	-	-	-	-	77,500
220653 W-PICKUP	-	45,000	-	-	-	-	45,000	-	-	-	90,000
220654 W - PICKUP	-	45,000	-	-	-	-	45,000	-	-	-	90,000
220655 W - PICKUP	-	-	-	90,000	-	-	-	-	-	-	90,000
220656 W - PICKUP	-	-	-	90,000	-	-	-	-	-	-	90,000
220659 W - PICKUP	-	-	-	77,500	-	-	-	-	77,500	-	155,000
220660 W - PICKUP	-	-	77,500	-	-	-	-	77,500	-	-	155,000
220661 W - PICKUP	-	-	-	77,500	-	-	-	-	-	-	77,500
220662 W - PICKUP	-	-	-	-	80,000	-	-	-	-	-	80,000
220663 W - PICKUP	-	-	-	76,000	-	-	-	-	76,000	-	152,000
220664 W CARGO VAN	-	-	-	-	80,400	-	-	-	-	-	80,400
220665 W - PICKUP	-	-	-	45,000	-	-	-	-	45,000	-	90,000
220667 W - PICKUP	-	76,000	-	-	-	-	76,000	-	-	-	152,000
220668 W - PICKUP	-	76,000	-	-	-	-	76,000	-	-	-	152,000
220678 W - TANDEM	-	-	-	-	-	387,000	-	-	-	-	387,000

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	TOTAL
220680 W - VAN	-	-	-	80,400	-	-	-	-	-	80,400	160,800
220681 W - VAN	-	76,000	-	-	-	-	-	76,000	-	-	152,000
220682 W - VAN	-	-	-	80,400	-	-	-	-	-	80,400	160,800
220692 W - GENSET TRAILER	210,000	-	-	-	-	-	-	-	-	-	210,000
220693 GENSET TRAILER	-	-	-	-	-	60,000	-	-	-	-	60,000
220694 GENSET TRAILER	-	-	-	-	-	-	-	60,000	-	-	60,000
220701 L - UTV	25,500	-	-	-	-	25,500	-	-	-	-	51,000
220702 L - UTV	38,000	-	-	-	-	-	-	38,000	-	-	76,000
220703 ZTRAK MOWER	-	15,000	-	-	-	-	-	-	-	-	15,000
220705 L - Vac	-	-	-	-	-	6,050	-	-	-	-	6,050
220722 L - COMPACTOR	-	-	-	-	-	-	-	1,750,000	-	-	1,750,000
220723 L - COMPACTOR 826h	-	-	-	1,750,000	-	-	-	-	-	-	1,750,000
220731 L - PULL SCRAPER	-	-	-	-	-	290,000	-	-	-	-	290,000
220732 L - UTILITY TRACTOR	-	-	155,000	-	-	-	-	-	-	-	155,000
220733 L - LOADER	-	-	-	-	350,000	-	-	-	-	-	350,000
220741 L - TRACTOR	575,000	-	-	-	-	-	-	-	-	-	575,000
220742 L - TRACTOR DOZER	1,394,730	-	-	-	-	-	-	-	-	-	1,394,730
220744 L - TRUCK	-	-	-	-	-	-	248,500	-	-	-	248,500
220746 L - TRACTOR	-	-	86,500	-	-	-	-	-	-	-	86,500
220750 L - TRUCK	-	-	-	-	90,000	-	-	-	-	-	90,000
220752 WM - PICKUP	-	-	-	-	-	45,000	-	-	-	-	45,000
220753 TREE - PICKUP	-	-	76,000	-	-	-	-	76,000	-	-	152,000
220801 ADMIN - CAR	-	56,000	-	-	-	-	-	-	56,000	-	112,000
220802 ADMIN - CAR	-	-	-	52,000	-	-	-	-	-	52,000	104,000
220805 Admin - Pickup	-	-	-	45,000	-	-	-	-	45,000	-	90,000
220905 LIBRARY VAN	-	-	-	80,400	-	-	-	-	-	80,400	160,800
220912 ENG - PICKUP	-	45,000	-	-	-	-	45,000	-	-	-	90,000
220913 ENG - PICKUP	-	45,000	-	-	-	-	45,000	-	-	-	90,000
220915 ENG - PICKUP	-	-	45,000	-	-	-	-	45,000	-	-	90,000
220916 C - PICKUP	-	-	-	45,000	-	-	-	-	45,000	-	90,000
220917 ENG - PICKUP	-	-	45,000	-	-	-	-	45,000	-	-	90,000
220919 ENG - VAN	-	-	-	45,000	-	-	-	-	45,000	-	90,000
220921 ENG - VAN	-	-	45,000	-	-	-	-	45,000	-	-	90,000
C0634D FLEET FUEL TANKS	-	-	-	-	-	-	-	-	30,000	-	30,000
TOTAL FLEET	4,213,730	3,650,400	2,834,300	3,173,600	2,579,300	2,311,950	2,169,000	5,178,700	2,614,500	3,307,200	32,032,680
TRANSPORTATION SERVICES											
930004 CR 4	3,891,025	-	-	-	-	-	-	-	-	-	3,891,025
930035 CR 35	85,000	-	-	-	-	-	-	-	-	-	85,000
930078 INTERSECTION ILLUMINATION	100,000	-	-	-	-	-	-	-	-	-	100,000
930198 URBAN STORM SEWER	300,000	-	-	-	-	-	-	-	-	-	300,000
C0001C BRIDGE 224538 (OR19)	1,200,000	-	-	-	-	-	-	-	-	-	1,200,000
C0003A WDSTK-OR35 (OR54 to LANSDOWNE)	150,000	4,600,000	4,600,000	-	-	-	-	-	-	-	9,350,000

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	TOTAL
C0003B WDSTK-OR35 (ST MICHEALS) PXO	25,000	300,000	-	-	-	-	-	-	-	-	325,000
C0004A OR35 (WOODALL WAY to OR 4)	-	-	100,000	1,800,000	-	-	-	-	-	-	1,900,000
C0004F OR35 (WOODALL WAY to OR 4) STM	-	-	-	200,000	-	-	-	-	-	-	200,000
C0004W OR35 (WOODALL WAY to OR 4) SIG	-	-	-	75,000	-	-	-	-	-	-	75,000
C0005A OR4 & OR17 INTERSECTION	100,000	750,000	750,000	4,000,000	4,000,000	2,000,000	-	-	-	-	11,600,000
C0006A OR18 (OR 13 to Hwy 19)	200,000	100,000	750,000	500,000	4,500,000	-	-	-	-	-	6,050,000
C0006G OR18 (OR 13 to Hwy 19) STORM	-	-	-	40,000	800,000	-	-	-	-	-	840,000
C0007A OR19 (Hwy 19 to Norfolk)	700,000	6,300,000	6,300,000	6,300,000	6,300,000	-	-	-	-	-	25,900,000
C0007G OR19 (Hwy 19 to Norfolk)	60,000	285,000	285,000	285,000	285,000	-	-	-	-	-	1,200,000
C0008A OR20 (TBURG to BROWNSVILLE)	-	-	-	-	-	150,000	150,000	250,000	300,000	200,000	1,050,000
C0009A PATTULLO AVE REALIGNMENT	-	350,000	-	-	-	-	-	-	-	-	350,000
C0009F PATTULLO AVE REALIGNMENT STORM	-	100,000	-	-	-	-	-	-	-	-	100,000
C0010A OR59 (WILSON to NORWICH)	150,000	1,975,000	-	-	-	-	-	-	-	-	2,125,000
C0010F OR59 (WILSON to NORWICH) STORM	-	500,000	-	-	-	-	-	-	-	-	500,000
C0011A OR59 (CEDAR to PARKINSON)	150,000	150,000	1,750,000	-	-	-	-	-	-	-	2,050,000
C0011F OR59 (CEDAR to PARKINSON) STM	-	100,000	-	-	-	-	-	-	-	-	100,000
C0011W OR59 (CEDAR to PARKINSON) SIG	-	500,000	-	-	-	-	-	-	-	-	500,000
C0012A OR59 (WOODSTOCK ST S)	100,000	850,000	-	-	-	-	-	-	-	-	950,000
C0012G OR59 (WOODSTOCK ST S) STORM	-	175,000	-	-	-	-	-	-	-	-	175,000
C0013B PED CROSS OR15 - FYFE	150,000	-	-	-	-	-	-	-	-	-	150,000
C0015B PED CROSS OR24 - ELIZABETH	25,000	150,000	-	-	-	-	-	-	-	-	175,000
C0017B PED CROSS OR15 - ST PATRICKS	25,000	300,000	-	-	-	-	-	-	-	-	325,000
C0019A INT UPGRADE - OR 59/OR13/OR46	300,000	250,000	100,000	5,000,000	-	-	-	-	-	-	5,650,000
C0019G INT UPG - OR 59/OR13/OR46 STM	-	500,000	-	-	-	-	-	-	-	-	500,000
C0020A OR59 (OR8 to OR 34)	3,545,000	-	-	-	-	-	-	-	-	-	3,545,000
C0020V OR59 (OR8 to OR 34) BIKE	750,000	-	-	-	-	-	-	-	-	-	750,000
C0021A OR119 (OR2 to OR 16)	108,000	3,892,000	-	-	-	-	-	-	-	-	4,000,000
C0021V OR119 (OR2 to OR 16) BIKE	15,000	750,000	-	-	-	-	-	-	-	-	765,000
C0022V OR9 (WOODSTOCK to OR 6) BIKE	-	-	900,000	-	-	-	-	-	-	-	900,000
C0023V OR9 (OR6 to INGERSOLL) BIKE	-	-	10,000	530,000	-	-	-	-	-	-	540,000
C0024A OR 2 (PRINCETON)	30,000	530,000	-	-	-	-	-	-	-	-	560,000
C0025A OR 25 (COBBLE HILLS to OR119)	1,070,000	-	-	-	-	-	-	-	-	-	1,070,000
C0026W SIGNALS - OR2 at OR7	100,000	500,000	-	-	-	-	-	-	-	-	600,000
C0027B ROAD GUIDERAILS - NEW	-	300,000	-	-	-	-	-	-	-	-	300,000
C0028B ROAD GUIDERAILS - REPLACEMENT	-	-	300,000	300,000	300,000	300,000	300,000	300,000	300,000	-	2,100,000
C0029B RETAINING WALLS - REPLACEMENT	275,000	20,000	100,000	-	-	-	-	-	-	-	395,000
C0030A OR119 (401 to CLARKE)	1,700,000	-	-	-	-	-	-	-	-	-	1,700,000
C0030F OR119 (401 to CLARKE) STORM	250,000	-	-	-	-	-	-	-	-	-	250,000
C0031A URBANIZATION - BRIGHT	300,000	2,300,000	-	-	-	-	-	-	-	-	2,600,000
C0032G CULVERT REPL. - UNANTICIPATED	340,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	2,815,000
C0033C BRIDGE 686843 (OR2) - BNDRY	1,200,000	-	-	-	-	-	-	-	-	-	1,200,000
C0034C CULVERT 687045 (OR2) - BNDRY	375,000	-	-	-	-	-	-	-	-	-	375,000

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	TOTAL
C0035C CULVERT 715213 (OR4)	1,200,000	-	-	-	-	-	-	-	-	-	1,200,000
C0036C BRIDGE 814010 (OR22) - BNDRY	-	-	-	-	-	500,000	-	-	-	-	500,000
C0037C BRIDGE 682935 (OR2)	2,600,000	-	-	-	-	-	-	-	-	-	2,600,000
C0038C BRIDGE 684847	1,350,000	-	-	-	-	-	-	-	-	-	1,350,000
C0039C MISC OSIM REPAIRS	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,500,000
C0086A CRACK SEALING - 2027	350,000	-	-	-	-	-	-	-	-	-	350,000
C0087G DRAIN IMPROVEMENTS - 2027	220,000	-	-	-	-	-	-	-	-	-	220,000
C0094A OR9 - CNR GRADE SEPERATION	-	-	-	-	-	300,000	-	-	-	-	300,000
C0095A OR12 (OR2 to QUEEN)	-	-	-	50,000	-	500,000	-	-	-	-	550,000
C0095F OR12 (OR2 to QUEEN) STORM	-	-	-	15,000	-	500,000	-	-	-	-	515,000
C0096A OR12 (TRACKS to BRUCE)	-	-	-	-	-	50,000	-	500,000	-	-	550,000
C0097A OR14 (OR21 to OR15)	-	-	-	85,000	3,285,000	-	-	-	-	-	3,370,000
C0097G OR14 (OR21 to OR15) STORM	24,000	474,000	542,000	-	-	-	-	-	-	-	1,040,000
C0098A OR17 (OR59 to OR4)	-	-	-	-	-	-	250,000	250,000	200,000	2,700,000	3,400,000
C0098G OR17 (OR59 to OR4) STORM	-	-	-	-	-	-	-	-	28,000	522,000	550,000
C0099A OR22 (OR23 to OR21)	-	-	-	-	-	-	-	-	300,000	300,000	600,000
C0100A OR28 (OR119 to OR5)	-	-	-	-	-	-	250,000	250,000	750,000	750,000	2,000,000
C0101A OR53 (OR20 to HWY19)	-	-	-	-	200,000	200,000	250,000	2,750,000	2,500,000	-	5,900,000
C0102A OR59 (SALTER to JULIANA)	-	150,000	150,000	1,920,000	-	-	-	-	-	-	2,220,000
C0102F OR59 (SALTER to JULIANA) STORM	-	-	230,000	-	-	-	-	-	-	-	230,000
C0103A OR59 (WILSON) CNR GRADE SEPERA	-	-	-	-	-	-	300,000	300,000	500,000	-	1,100,000
C0104A INT UPGRADE - MISC	-	-	-	180,000	-	-	60,000	-	-	-	240,000
C0105A INT UPGRADE - OR2 at MIDDLETON	-	-	-	500,000	-	-	-	-	-	-	500,000
C0107A INT UPGRADE - OR12 at ATHLONE	-	-	-	-	-	-	-	-	-	6,000,000	6,000,000
C0108A INT UPGRADE - OR59 at AIRPORT	-	-	-	-	-	-	-	-	2,000,000	-	2,000,000
C0109A INT UPGRADE - OR12 at JULIANA	-	-	-	-	-	-	-	6,000,000	-	-	6,000,000
C0110B INT ILLUMINATION	30,000	-	50,000	-	-	-	-	-	-	-	80,000
C0111A CRACK SEALING - 2028	-	350,000	-	-	-	-	-	-	-	-	350,000
C0112A CRACK SEALING - 2029	-	-	350,000	-	-	-	-	-	-	-	350,000
C0113A CRACK SEALING - 2030	-	-	-	350,000	-	-	-	-	-	-	350,000
C0114A CRACK SEALING - 2031	-	-	-	-	350,000	-	-	-	-	-	350,000
C0115A CRACK SEALING - 2032	-	-	-	-	-	350,000	-	-	-	-	350,000
C0116A CRACK SEALING - 2033	-	-	-	-	-	-	350,000	-	-	-	350,000
C0117A CRACK SEALING - 2034	-	-	-	-	-	-	-	350,000	-	-	350,000
C0118A CRACK SEALING - 2035	-	-	-	-	-	-	-	-	350,000	-	350,000
C0119A CRACK SEALING - 2036	-	-	-	-	-	-	-	-	-	350,000	350,000
C0120G DRAIN IMPROVEMENTS - 2028	-	200,000	-	-	-	-	-	-	-	-	200,000
C0121G DRAIN IMPROVEMENTS - 2029	-	-	200,000	-	-	-	-	-	-	-	200,000
C0122G DRAIN IMPROVEMENTS - 2030	-	-	-	200,000	-	-	-	-	-	-	200,000
C0123G DRAIN IMPROVEMENTS - 2031	-	-	-	-	200,000	-	-	-	-	-	200,000
C0124G DRAIN IMPROVEMENTS - 2032	-	-	-	-	-	200,000	-	-	-	-	200,000
C0125G DRAIN IMPROVEMENTS - 2033	-	-	-	-	-	-	200,000	-	-	-	200,000

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	TOTAL
C0126G DRAIN IMPROVEMENTS - 2034	-	-	-	-	-	-	-	200,000	-	-	200,000
C0127G DRAIN IMPROVEMENTS - 2035	-	-	-	-	-	-	-	-	200,000	-	200,000
C0128G DRAIN IMPROVEMENTS - 2036	-	-	-	-	-	-	-	-	-	200,000	200,000
C0129C BRIDGE NEEDS STUDY (OSIM)	-	150,000	-	150,000	-	170,000	-	170,000	-	170,000	810,000
C0130W SIGNALS - CONTROLLERS	-	-	-	70,000	70,000	-	140,000	140,000	140,000	-	560,000
C0131W SIGNALS - OR53 at BROCK	-	500,000	-	-	-	-	-	-	-	-	500,000
C0132W SIGNALS - OR51 at BALDWIN	-	-	500,000	-	-	-	-	-	-	-	500,000
C0133W SIGNALS - OR2 at ALLEN	-	-	-	500,000	-	-	-	-	-	-	500,000
C0134W SIGNALS - OR2 at Middleton	-	-	-	500,000	-	-	-	-	-	-	500,000
C0135W SIGNALS - OR2 at OR119	-	-	-	500,000	-	-	-	-	-	-	500,000
C0136W SIGNALS - OR10 at UNDERWOOD	-	-	-	-	-	500,000	-	-	-	-	500,000
C0137W SIGNALS - OR20 at CRANBERRY	-	-	-	-	-	150,000	1,000,000	-	-	-	1,150,000
C0138W SIGNALS - OR59 at HOPE	-	-	-	-	-	-	-	-	250,000	-	250,000
C0139W SIGNALS - OR10 at THOMAS	-	-	-	-	-	-	-	-	500,000	-	500,000
C0140W SIGNALS - OR10 at UNION	-	-	-	-	-	-	-	-	500,000	-	500,000
C0233A ROADS NEEDS STUDY	-	-	-	150,000	-	-	-	-	150,000	-	300,000
C0234A TRAFFIC - TRAFFIC CALMING	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	-	1,350,000
C0370C BRIDGE 856645 (OR8)	100,000	1,441,000	-	-	-	-	-	-	-	-	1,541,000
C0371C CULVERT 963929 (OR28)	100,000	1,638,000	-	-	-	-	-	-	-	-	1,738,000
C0372C CULVERT 842608 (OR16)	100,000	1,191,000	-	-	-	-	-	-	-	-	1,291,000
C0373C BRIDGE 434825 (OR11)	100,000	758,000	-	-	-	-	-	-	-	-	858,000
C0374C BRIDGE 843927 (OR16)	91,000	-	518,000	-	-	-	-	-	-	-	609,000
C0375C BRIDGE 816765 (OR22)	91,000	-	517,000	-	-	-	-	-	-	-	608,000
C0376C BRIDGE 324873 (OR18)	115,000	-	654,000	-	-	-	-	-	-	-	769,000
C0377C BRIDGE 884114 (OR8)	102,000	-	577,000	-	-	-	-	-	-	-	679,000
C0378C BRIDGE 374673 (OR6)	120,000	-	1,191,000	-	-	-	-	-	-	-	1,311,000
C0379C BRIDGE 715398 (OR4)	-	120,000	-	1,249,000	-	-	-	-	-	-	1,369,000
C0380C BRIDGE 885646 (OR8)	-	120,000	-	1,237,000	-	-	-	-	-	-	1,357,000
C0381C CULVERT 593175 (OR13)	-	96,000	-	544,000	-	-	-	-	-	-	640,000
C0382C BRIDGE 886117 (OR8)	-	116,000	-	657,000	-	-	-	-	-	-	773,000
C0383C BRIDGE 376551 (OR6)	-	-	83,000	-	469,000	-	-	-	-	-	552,000
C0384C CULVERT 596279 (OR59)	-	-	80,000	-	453,000	-	-	-	-	-	533,000
C0385C BRIDGE 686115 (OR2)	-	-	120,000	-	2,126,000	-	-	-	-	-	2,246,000
C0386C CULVERT 596020 (OR59)	-	-	-	86,000	-	485,000	-	-	-	-	571,000
C0387C CULVERT 684656 (OR2)	-	-	-	87,000	-	492,000	-	-	-	-	579,000
C0388C BRIDGE 375488 (OR6)	-	-	-	120,000	-	1,040,000	-	-	-	-	1,160,000
C0389C BRIDGE 816111 (OR22)	-	-	-	95,000	-	536,000	-	-	-	-	631,000
C0390C CULVERT 814230 (OR22) - BNDRY	-	-	-	34,000	-	225,000	-	-	-	-	259,000
C0391C BRIDGE 813810 (OR22) - BNDRY	-	-	-	60,000	-	425,000	-	-	-	-	485,000
C0392C CULVERT 687425 (OR2) - BNDRY	-	-	-	60,000	-	750,000	-	-	-	-	810,000
C0393C CULVERT 684200 (OR2)	-	-	-	-	104,000	-	589,000	-	-	-	693,000
C0394C CULVERT 195840 (OR119)	-	-	-	-	91,000	-	515,000	-	-	-	606,000

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	TOTAL
C0395C BRIDGE 465125 (OR40)	-	-	-	-	62,000	-	351,000	-	-	-	413,000
C0396C BRIDGE 975130 (OR36) - BNDRY	-	-	-	-	120,000	-	1,400,000	-	-	-	1,520,000
C0397C BRIDGE 922773 (OR25)	-	-	-	-	-	83,000	-	469,000	-	-	552,000
C0398C BRIDGE 927566 (OR8)	-	-	-	-	-	110,000	-	624,000	-	-	734,000
C0399C CULVERT 263226 (OR27)	-	-	-	-	-	55,000	-	314,000	-	-	369,000
C0400C BRIDGE 595880 (OR59)	-	-	-	-	-	120,000	-	988,000	-	-	1,108,000
C0401C CULVERT 592540 (OR13)	-	-	-	-	-	120,000	-	1,181,000	-	-	1,301,000
C0402C BRIDGE 856550 (OR8)	-	-	-	-	-	-	94,000	-	531,000	-	625,000
C0403C BRIDGE 565718 (OR8)	-	-	-	-	-	-	58,000	-	329,000	-	387,000
C0404C CULVERT 593522 (OR13)	-	-	-	-	-	-	52,000	-	295,000	-	347,000
C0405C BRIDGE 885205 (OR8)	-	-	-	-	-	-	89,000	-	506,000	-	595,000
C0406C BRIDGE 807613 (OR29)	-	-	-	-	-	-	68,000	-	387,000	-	455,000
C0407C BRIDGE 314679 (OR7)	-	-	-	-	-	-	73,000	-	412,000	-	485,000
C0408C CULVERT 682563 (OR2) - BNDRY	-	-	-	-	-	-	60,000	-	1,011,000	-	1,071,000
C0409C BRIDGE 985320 (OR24) - BNDRY	-	-	-	-	-	-	89,000	-	501,000	-	590,000
C0410C BRIDGE 51160 (OR51)	-	-	-	-	-	-	-	82,000	-	462,000	544,000
C0411C CULVERT 593676 (OR13)	-	-	-	-	-	-	-	66,000	-	377,000	443,000
C0412C BRIDGE 816206 (OR22)	-	-	-	-	-	-	-	120,000	-	3,343,000	3,463,000
C0413C CULVERT 684802 (OR2)	-	-	-	-	-	-	-	120,000	-	1,194,000	1,314,000
C0414C STRUCTURE GUIDERAILS	-	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	3,150,000
C0415D RDS - DRUMBO YARD FACILITY	29,000	53,200	75,400	5,500	-	-	-	34,500	227,000	-	424,600
C0431B ROADS FACILITIES GENERAL	-	-	11,000	-	-	-	-	16,000	-	-	27,000
C0432B ENERGY CONSERVATION ROADS	9,500	-	-	-	-	-	-	-	-	-	9,500
C0476B RDS GRADER ATTACH (NI 2027-01)	106,000	-	-	-	-	-	-	-	-	-	106,000
C0479A OR2 (21ST LINE to OR6)	3,350,000	-	-	-	-	-	-	-	-	-	3,350,000
C0480A HOT MIX ASPHALT PADDING	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	3,000,000
C0481A OR10 (OR27 to PRESSY RD)	68,000	1,932,000	-	-	-	-	-	-	-	-	2,000,000
C0481V OR10 (OR27 to PRESSY RD) BIKE	35,000	450,000	-	-	-	-	-	-	-	-	485,000
C0482A OR8 (LOVEYS ST E, HICKSON)	18,000	702,000	-	-	-	-	-	-	-	-	720,000
C0482G OR8 (LOVEYS ST E, HICKSON) STM	25,000	110,000	-	-	-	-	-	-	-	-	135,000
C0483A OR8 (HICKSON to BRIGHT)	108,000	3,367,000	-	-	-	-	-	-	-	-	3,475,000
C0484A OR8 (BRIGHT W of OR22)	7,000	268,000	-	-	-	-	-	-	-	-	275,000
C0485A OR10 (OR27 to INGERSOLL)	-	90,000	2,910,000	-	-	-	-	-	-	-	3,000,000
C0485G OR10 (OR27 to INGERSOLL) STORM	1,660,000	-	-	-	-	-	-	-	-	-	1,660,000
C0485V OR10 (OR27 to INGERSOLL) BIKE	-	30,000	750,000	-	-	-	-	-	-	-	780,000
C0486A OR45 (OR119 to BOUNDARY)	-	177,000	7,823,000	-	-	-	-	-	-	-	8,000,000
C0486G OR45 (OR119 to BOUNDARY) STORM	28,000	532,000	-	-	-	-	-	-	-	-	560,000
C0487A OR47 (OR2 to OR36)	-	6,000	164,000	-	-	-	-	-	-	-	170,000
C0487G OR47 (OR2 to OR36) STORM	10,000	170,000	-	-	-	-	-	-	-	-	180,000
C0488A OR55 (OR2 to OR22)	-	-	-	-	80,000	2,920,000	-	-	-	-	3,000,000
C0488G OR55 (OR2 to OR22) STORM	-	-	-	34,000	646,000	-	-	-	-	-	680,000
C0489A OR60 (OR8 to OR33)	-	117,000	4,783,000	-	-	-	-	-	-	-	4,900,000

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	TOTAL
C0489G OR60 (OR8 to OR33) STORM	30,000	590,000	-	-	-	-	-	-	-	-	620,000
C0490A OR51 (TOWNLINE to VIENNA)	-	-	11,000	309,000	-	-	-	-	-	-	320,000
C0491A OR59 (OR13/46 to WDSTK)	-	-	110,000	3,890,000	-	-	-	-	-	-	4,000,000
C0491G OR59 (OR13/46 to WDSTK) STORM	-	54,000	1,016,000	-	-	-	-	-	-	-	1,070,000
C0491V OR59 (OR13/46 to WDSTK) BIKE	-	-	25,000	475,000	-	-	-	-	-	-	500,000
C0492A OR6 (EMBRO to OR9)	-	-	-	-	73,000	2,627,000	-	-	-	-	2,700,000
C0492G OR6 (EMBRO to OR9) STORM	835,000	-	-	-	-	-	-	-	-	-	835,000
C0493A OR119 (CLARK to CENTENNIAL)	-	-	-	7,000	218,000	-	-	-	-	-	225,000
C0494A OR33 (OR6 to OR59)	15,000	-	-	-	-	280,000	6,060,000	6,060,000	-	-	12,415,000
C0494G OR33 (OR6 to OR59) STORM	-	-	-	-	49,000	931,000	-	-	-	-	980,000
C0495A OR4 (OR15 to OR2)	-	-	-	10,000	340,000	-	-	-	-	-	350,000
C0496A OR5 (OR8 to OR24)	-	-	-	110,000	3,890,000	-	-	-	-	-	4,000,000
C0497A OR21 (OR59/14 to OR22)	-	-	-	-	41,000	1,459,000	-	-	-	-	1,500,000
C0497G OR21 (OR59/14 to OR22) STORM	-	-	-	19,000	361,000	-	-	-	-	-	380,000
C0499A OR37 (OR13 to BOUNDARY)	-	-	-	-	400,000	9,010,000	9,010,000	-	-	-	18,420,000
C0499G OR37 (OR13 to BOUNDARY) STORM	-	-	-	56,000	1,064,000	-	-	-	-	-	1,120,000
C0500A OR6 (OR12 to 401)	-	-	-	-	16,000	494,000	-	-	-	-	510,000
C0500G OR6 (OR12 to 401) STORM	-	-	-	10,000	190,000	-	-	-	-	-	200,000
C0501A OR40 (OR59 to OR14)	-	-	-	-	-	-	-	-	-	5,035,000	5,035,000
C0501G OR40 (OR59 to OR14) STORM	-	-	-	-	-	-	-	40,000	690,000	-	730,000
C0502A OR8 (BRIGHT to PLATTS)	-	-	-	-	-	47,000	1,553,000	-	-	-	1,600,000
C0502G OR8 (BRIGHT to PLATTS) STORM	-	-	-	-	26,000	484,000	-	-	-	-	510,000
C0503A OR10 (OR9 to 401)	-	-	-	-	-	-	50,000	2,250,000	-	-	2,300,000
C0504A OR119 (OR16 to PERTH)	-	-	-	-	-	-	-	-	100,000	2,900,000	3,000,000
C0504G OR119 (OR16 to PERTH) STORM	-	-	-	-	-	-	-	64,000	1,206,000	-	1,270,000
C0504V OR119 (OR16 to PERTH) BIKE	-	-	-	-	-	-	35,000	665,000	-	-	700,000
C0505A OR24 (OR59 to WEST)	-	-	-	-	-	-	10,000	350,000	-	-	360,000
C0506A OR30 (OR2 to OR17)	-	-	-	-	-	-	42,000	1,583,000	-	-	1,625,000
C0506G OR30 (OR2 to OR17) STORM	-	-	-	-	-	17,000	313,000	-	-	-	330,000
C0507A OR13 (OR59/46 to OR19)	-	-	-	-	-	-	-	87,000	2,613,000	-	2,700,000
C0507G OR13 (OR59/46 to OR19) STORM	-	-	-	-	-	-	56,000	1,054,000	-	-	1,110,000
C0507V OR13 (OR59/46 to OR19) BIKE	-	-	-	-	-	-	-	25,000	475,000	-	500,000
C0508A OR24 (OR59 to EAST)	-	-	-	-	-	-	-	15,000	530,000	-	545,000
C0509A OR59 (AIRPORT to NORFOLK)	-	-	-	-	-	-	-	100,000	3,000,000	-	3,100,000
C0509G OR59 (AIRPORT to NORFOLK) STRM	-	-	-	-	-	-	60,000	1,120,000	-	-	1,180,000
C0510A OR6 (EMBRO to PERTH)	-	-	-	-	-	-	-	130,000	4,370,000	-	4,500,000
C0510G OR6 (EMBRO to PERTH) STORM	-	-	-	-	-	-	70,000	1,370,000	-	-	1,440,000
C0510V OR6 (EMBRO to PERTH) BIKE	-	-	-	-	-	-	-	23,000	427,000	-	450,000
C0511A OR12 (HWY19 to CEDAR)	-	-	-	-	-	-	-	-	100,000	3,475,000	3,575,000
C0511G OR12 (HWY19 to CEDAR) STORM	-	-	-	-	-	-	-	55,000	1,045,000	-	1,100,000
C0512A OR2 (21ST LINE to OR119)	-	-	-	-	-	-	-	-	8,000	242,000	250,000
C0513A OR2 (OR4 to 401)	-	-	-	-	-	-	-	-	38,000	1,712,000	1,750,000

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	TOTAL
C0514A OR33 (OR59 to OR29)	-	-	-	-	-	-	-	-	62,000	1,938,000	2,000,000
C0514G OR33 (OR59 to OR29) STORM	-	-	-	-	-	-	-	37,000	693,000	-	730,000
C0515A OR34 (OR59 to OR24)	-	-	-	-	-	-	-	-	7,000	228,000	235,000
C0515G OR34 (OR59 to OR24) STORM	-	-	-	-	-	-	-	5,000	85,000	-	90,000
C0516A OR7 (NTL to WILLIAM)	-	-	-	-	-	-	-	-	7,000	233,000	240,000
C0517A OR8 (PLATTSVILLE)	-	-	-	-	-	-	-	15,000	605,000	-	620,000
C0518A OR8 (OR6 to 47TH LINE)	-	-	-	-	-	-	-	-	44,000	1,306,000	1,350,000
C0518G OR8 (OR6 to 47TH LINE) STORM	-	-	-	-	-	-	-	25,000	525,000	-	550,000
C0519A OR22 (OR8 to SOUTH LIMIT)	-	-	-	35,000	1,565,000	-	-	-	-	-	1,600,000
C0608V OR29 (OR36 to OR3) BIKE	-	-	-	25,000	475,000	-	-	-	-	-	500,000
C0609V OR29/4 (OR3 to OR35) BIKE	-	-	-	-	50,000	950,000	-	-	-	-	1,000,000
C0611S TRAIL (SPRINGFORD to TBURG)	463,000	-	-	-	-	-	-	-	-	-	463,000
C0623B OR119 GUIDERAIL REPL	640,000	-	-	-	-	-	-	-	-	-	640,000
C0624C BRIDGE 15083/922773 GUIDRAILS	280,000	-	-	-	-	-	-	-	-	-	280,000
C0645A OR119 (CLARKE RD INTERSECTION)	11,900,000	-	-	-	-	-	-	-	-	-	11,900,000
C0661A INT UPGRADE - OR4 at OR2	-	-	-	25,000	-	-	-	-	-	-	25,000
C0662A INTERSECTION SAFETY REVIEW	100,000	50,000	-	-	-	-	-	-	-	-	150,000
C0664B RDS - NEW PICKUP (NI 2027-03)	152,000	-	-	-	-	-	-	-	-	-	152,000
C0666B RDS - WORKS YARD PARKING EXP	60,000	-	-	-	-	-	-	-	-	-	60,000
C0672D RDS - HIGHLAND YARD FACILITY	-	22,000	28,200	66,000	1,700	13,400	10,000	21,500	86,000	-	248,800
C0673D RDS - SPRINGFORD YARD FACILITY	70,000	22,000	-	-	-	-	7,500	21,500	181,000	-	302,000
C0674D RDS - WOODSTOCK YARD FACILITY	10,000	28,200	-	-	-	-	-	-	-	-	38,200
TOTAL TRANSPORTATION SERVICES	45,170,525	43,926,400	40,738,600	34,830,500	34,525,700	30,868,400	25,289,500	31,915,500	31,389,000	34,812,000	353,466,125
WASTE MANAGEMENT											
280000 WASTE MGMT	40,000	40,000	-	20,000	10,000	16,000	80,000	25,000	175,000	10,000	416,000
900032 LANDFILL GAS COLLECTION SYSTEM	50,000	400,000	-	-	-	-	-	-	-	-	450,000
C0088L LANDFILL SOUTH OPERATING AREA	-	150,000	475,000	6,735,000	-	-	150,000	-	5,900,000	-	13,410,000
C0235M SALFORD ORGANICS FACILITY	-	-	-	-	-	-	5,850,000	-	-	-	5,850,000
C0473L WM MULTIUSE TRUCK (NI 2027-06)	587,000	-	-	-	-	-	-	-	-	-	587,000
C0474L WM TRAILER	10,500	-	-	-	-	-	-	-	-	-	10,500
C0601L LANDFILL TRANSFER STATION	10,000	2,500,000	-	-	-	-	-	-	-	-	2,510,000
C0630L OCWMF MOBILE LITTER FENCING	300,000	-	-	-	-	-	-	-	-	-	300,000
C0633L WM GAS COLLECTION EQUIP	-	-	10,000	-	50,000	15,000	-	31,000	34,000	-	140,000
C0646L CLOSED LANDFILLS	175,000	225,000	-	-	-	-	-	-	-	-	400,000
C0650L OCWMF - SWM DREDGING	1,775,000	1,300,000	-	-	-	-	400,000	-	-	-	3,475,000
C0660L OCWMF - COVER	168,000	100,000	100,000	100,000	100,000	100,000	100,000	-	-	-	768,000
C0669L OCWMF - SALFORD FACILITY	54,000	38,300	94,445	171,230	72,760	76,525	278,140	90,370	112,090	5,925	993,785
TOTAL WASTE MANAGEMENT	3,169,500	4,753,300	679,445	7,026,230	232,760	207,525	6,858,140	146,370	6,221,090	15,925	29,310,285
WOODINGFORD LODGE											
391000 WFL - WOODSTOCK	410,940	431,230	268,455	187,610	269,110	490,370	288,700	136,225	69,300	367,300	2,919,240
392000 WFL - INGERSOLL	69,125	92,700	112,800	116,250	104,060	63,400	41,300	41,100	77,200	50,500	768,435
393000 WFL - TILLSONBURG	124,525	86,700	92,700	133,600	79,060	93,890	57,300	66,900	50,200	50,700	835,575

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	TOTAL
C0423P WFL - INGERSOLL ROOFING	483,500	-	-	-	-	-	-	-	-	-	483,500
C0424P WFL - INGERSOLL ROOF TOP UNITS	518,000	-	-	-	-	-	-	-	-	-	518,000
C0568P WFL - INGERSOLL - FACILITY	12,000	253,820	125,000	26,640	54,760	-	906,365	5,920	31,080	126,990	1,542,575
C0569P WFL - WOODSTOCK - FACILITY	187,000	55,900	860,575	1,057,390	173,160	946,355	67,750	1,080,700	869,500	1,461,870	6,760,200
C0570P WFL - WOODSTOCK - ROOFING	-	-	-	639,175	-	-	-	-	1,980,355	-	2,619,530
C0573P WFL - WOODSTOCK - AHU	-	-	518,000	259,000	296,000	-	-	-	-	-	1,073,000
C0585P WFL - TBURG - WINDOWS	-	-	-	-	-	-	-	-	-	296,000	296,000
C0586P WFL - TBURG - ROOFING	509,720	-	-	-	-	-	-	901,765	-	-	1,411,485
C0587P WFL - TBURG - FACILITY	50,000	135,000	473,375	74,000	139,125	577,035	150,295	153,920	74,000	266,400	2,093,150
C0667P WFL - TBURG - ROOF TOP UNITS	555,000	-	-	-	-	-	-	-	-	-	555,000
TOTAL WOODINGFORD LODGE	2,919,810	1,055,350	2,450,905	2,493,665	1,115,275	2,171,050	1,511,710	2,386,530	3,151,635	2,619,760	21,875,690
PARAMEDIC SERVICES											
510000 PARAMEDIC SERVICES	1,000,028	185,000	-	-	-	-	-	-	-	-	1,185,028
C0656O EMS - EXPANSION	-	762,372	758,326	758,326	758,326	758,326	758,326	758,326	-	-	5,312,328
C0657O EMS - VEHICLES	-	110,000	780,000	990,000	780,000	890,000	1,300,000	110,000	780,000	890,000	6,630,000
C0658O EMS - EQUIPMENT	277,950	209,900	242,000	969,904	241,600	1,513,600	453,360	293,844	907,400	101,500	5,211,058
C0675O EMS - WDSTK - MILL FACILITY	3,000	24,400	-	9,600	-	-	99,600	10,000	-	-	146,600
C0676O EMS - WDSTK - BYSHAM FACILITY	10,000	8,140	19,020	34,190	12,435	46,105	19,240	29,600	14,060	-	192,790
C0677O EMS - ING - CARNEGIE FACILITY	-	28,860	9,620	27,275	45,590	69,265	-	-	4,440	-	185,050
C0678O EMS - TBURG - KING FACILITY	-	114,900	22,600	-	85,550	164,650	162,850	183,985	170,940	-	905,475
C0679O EMS - DRUMBO - WILMOT FACILITY	-	6,100	-	7,700	-	17,200	-	-	64,200	3,300	98,500
C0680O EMS - NORWICH - TIDEY FACILITY	78,000	-	15,300	98,330	88,430	193,470	113,620	22,200	1,925	37,000	648,275
C0681O EMS - EMBRO - CR8 FACILITY	-	1,700	-	7,700	-	2,200	-	-	65,200	4,400	81,200
TOTAL PARAMEDIC SERVICES	1,368,978	1,451,372	1,846,866	2,903,025	2,011,931	3,654,816	2,906,996	1,407,955	2,008,165	1,036,200	20,596,304
HOUSING											
360000 H.S.I. SHELTER	45,900	46,700	47,400	48,300	49,100	49,900	51,000	52,500	55,000	57,500	503,300
360425 HSG - 16 GEORGE	7,500	25,260	36,630	95,905	131,225	37,865	14,335	160,510	-	22,000	531,230
360435 HSG - 70 MARIA	35,000	31,180	-	215,025	97,310	118,400	-	14,800	44,000	-	555,715
360440 HSG - 111 BROCK	105,500	67,500	-	149,595	272,295	-	125,655	75,000	7,500	8,880	811,925
360451 HSG - 235 THAMES	50,000	98,420	77,700	-	64,380	46,520	52,910	546,120	232,270	-	1,168,320
360452 HSG - 221 THAMES	337,500	17,400	53,970	6,500	49,050	14,500	26,445	44,000	2,500	3,300	555,165
360453 HSG - 272 HARRIS	6,000	1,480	75,040	-	129,560	18,945	-	69,860	63,350	67,340	431,575
360454 HSG - 178 EARL	62,500	102,195	28,760	5,920	198,220	93,540	95,535	88,210	244,560	402,335	1,321,775
360455 HSG - 135 CARROLL	32,500	-	-	146,390	156,500	18,500	60,980	14,800	88,000	-	517,670
360456 HSG - 329 TUNIS	6,000	-	35,520	17,760	47,810	-	-	100,270	109,820	44,755	361,935
360461 HSG - 57 ROLPH	82,500	7,500	-	-	-	-	-	-	-	-	90,000
360462 HSG - 174 LISGAR	15,500	21,460	282,680	75,465	63,495	3,300	236,365	94,025	160,470	55,415	1,008,175
360463 HSG - 215 LISGAR	125,500	307,100	23,680	89,100	178,260	225,325	-	96,920	-	-	1,045,885
360464 HSG - EARLE	-	-	59,200	4,440	11,545	23,645	24,420	118,180	-	15,395	256,825
360465 HSG - VERNA	160,000	22,000	175,750	11,100	22,000	249,315	-	-	133,200	86,140	859,505
360470 HSG - PAVEY/ALICE	-	1,800	-	34,370	5,330	72,815	14,240	97,680	-	31,975	258,210
360471 HSG - JAMES	93,000	-	257,520	26,640	73,030	97,380	220,450	75,480	58,395	398,240	1,300,135

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	TOTAL
360472 HSG - 816 ALICE	7,500	68,180	-	177,230	307,100	49,500	363,340	97,015	44,400	534,280	1,648,545
360473 HSG - CROSS PL	-	44,000	-	22,200	-	182,685	4,000	170,200	37,830	-	460,915
360474 HSG - KARN	30,000	50,000	177,600	39,600	228,250	-	53,280	-	46,180	473,680	1,098,590
360475 HSG - 742 PAVEY	81,500	214,600	-	27,270	160,800	324,120	257,150	-	231,770	-	1,297,210
360476 HSG - 82 FINKLE	43,400	30,855	75,780	413,585	58,165	54,110	130,545	44,680	82,880	-	934,000
360477 HSG - 161 FYFE	31,500	532,080	101,420	686,320	-	468,640	427,280	103,925	-	441,780	2,792,945
360478 HSG - 738 PARKINSON	32,500	235,260	236,430	28,420	213,120	-	230,880	69,760	565,215	64,750	1,676,335
360481 HSG - 36-40 STAFFORD	-	10,000	10,000	15,000	-	7,000	20,000	-	135,000	114,000	311,000
360486 HSG - 140 WINNIETT	10,000	10,000	10,000	-	-	-	-	-	-	-	30,000
366000 HOMELESSNESS SUPPORT CENTRE	1,540,000	-	98,700	90,000	285,000	180,000	150,750	560,000	410,000	-	3,314,450
C0435Q HSG - MLTPL ROOFING PROJECTS	-	-	-	-	3,132,246	-	-	-	-	-	3,132,246
C0544Q HSG - 140 WINNIETT RENOVATIONS	700,000	-	-	-	-	-	-	-	-	-	700,000
C0595R HMLESS - 808 DUNDAS - ROOFING	-	50,000	1,000,000	-	-	-	-	-	-	-	1,050,000
C0598E SOLAR - 808 DUNDAS	15,000	-	25,000	1,500,000	-	-	-	-	-	-	1,540,000
TOTAL HOUSING	3,656,300	1,994,970	2,888,780	3,926,135	5,933,791	2,336,005	2,559,560	2,693,935	2,752,340	2,821,765	31,563,581
COMMUNITY & SOCIAL SERVICES											
300000 COMMUNITY & SOCIAL SERVICES	2,500	-	-	-	-	-	-	-	-	-	2,500
TOTAL COMMUNITY & SOCIAL SERVICES	2,500	-	-	-	-	-	-	-	-	-	2,500
LIBRARY											
610000 SPECIAL PROGRAMS	300,000	-	-	-	-	-	-	-	-	-	300,000
C0426T OCL - INGERSOLL FACILITY	21,500	-	-	-	187,500	32,000	-	-	5,000	65,000	311,000
C0427T OCL - THAMESFORD FACILITY	98,000	233,100	39,960	38,305	-	322,915	-	5,775	70,820	9,620	818,495
C0429T OCL - TILLSONBURG FACILITY	402,500	4,900	-	-	-	-	-	-	-	-	407,400
C0659T MT ELGIN NEW LIBRARY	150,000	-	-	-	-	-	-	-	-	-	150,000
C0670T LIBRARY - EQUIPMENT	57,500	59,000	34,000	34,000	67,000	67,000	34,000	45,000	34,000	34,000	465,500
C0671T LIBRARY - COLLECTION MATERIAL	268,000	273,000	278,000	283,000	288,000	293,000	298,000	303,000	308,000	314,000	2,906,000
TOTAL LIBRARY	1,297,500	570,000	351,960	355,305	542,500	714,915	332,000	353,775	417,820	422,620	5,358,395
WASTEWATER											
950608 PLAT - BERM REPAIR	550,000	200,000	-	-	-	-	-	-	-	-	750,000
950718 THAMES - WWTP UPGRADE	5,815,746	2,843,900	-	-	-	-	-	-	-	-	8,659,646
950810 DRUMBO - WWTP CAPACITY EXP	600,000	-	-	-	-	-	-	-	-	-	600,000
950905 MT ELGIN - WWTP CAPACITY EXP	4,883,000	-	-	-	-	-	-	-	-	-	4,883,000
C0003I WDSTK-OR35 (OR54 to LANSDOWNE)	-	200,000	-	-	-	-	-	-	-	-	200,000
C0010I OR59 (WILSON to NORWICH) - WW	-	400,000	-	-	-	-	-	-	-	-	400,000
C0011I OR59 (CEDAR to PARKINSON) - WW	-	-	150,000	-	-	-	-	-	-	-	150,000
C0012I TAV-OR59 (WOODSTOCK ST S) SAN	-	100,000	-	-	-	-	-	-	-	-	100,000
C0030I ING CLARKE RD WW OVERSIZING	140,000	-	-	-	-	-	-	-	-	-	140,000
C0040I WDSTK PROJ - WW REPL-BAYSWATER	315,000	-	-	-	-	-	-	-	-	-	315,000
C0041I WDSTK PROJ-WW REPL-KENSINGTON	347,000	-	-	-	-	-	-	-	-	-	347,000
C0042I WDSTK PROJ-WW REPL-KNIGHTSBRDG	259,000	-	-	-	-	-	-	-	-	-	259,000
C0043I WDSTK PROJ-WW REPL-WELLINGTON	204,000	-	-	-	-	-	-	-	-	-	204,000
C0044I WDSTK PROJ - WW REPL - GEORGE	153,000	-	-	-	-	-	-	-	-	-	153,000

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	TOTAL
C0045I WDSTK PROJ - WW REPL-PRINCESS	158,000	-	-	-	-	-	-	-	-	-	158,000
C0046I WDSTK PROJ - WW REPL-ADELAIDE	-	-	105,000	-	-	-	-	-	-	-	105,000
C0047I WDSTK PROJ - WW REPL - SLOANE	-	528,000	-	-	-	-	-	-	-	-	528,000
C0048I WDSTK PROJ - WW REPL - ADMIRAL	-	-	144,000	-	-	-	-	-	-	-	144,000
C0049I WDSTK PROJ - WW REPL - HUNTER	325,000	-	-	-	-	-	-	-	-	-	325,000
C0056I TBURG PROJ-WW REPL-CHARLOTTE	903,000	-	-	-	-	-	-	-	-	-	903,000
C0057H TBURG - WWTP EXPANSION PHASE 2	500,000	500,000	3,750,000	3,750,000	-	-	-	-	-	-	8,500,000
C0058I TBURG - JOHN POUND SPS	250,000	5,000,000	-	-	-	-	-	-	-	-	5,250,000
C0059I TBURG - JOHN POUND FORCEMAIN	100,000	1,112,000	-	-	-	-	-	-	-	-	1,212,000
C0060I TBURG - WW OVERSIZE - LORRAINE	1,460,000	-	-	-	-	-	-	-	-	-	1,460,000
C0061I ING - THAMES RIVER TRUNK	300,000	150,000	300,000	3,000,000	-	-	-	-	-	-	3,750,000
C0062I ING PROJ-WW REPL - CHARLES ST	540,000	-	-	-	-	-	-	-	-	-	540,000
C0063I ING PROJ-WW REPL - UNION ST	307,000	-	-	-	-	-	-	-	-	-	307,000
C0064I ING - RELINING MILL + CHARLES	250,000	-	-	-	-	-	-	-	-	-	250,000
C0066H NOR - LAGOON EXPANSION	500,000	500,000	10,000,000	10,000,000	-	-	-	-	-	-	21,000,000
C0067I NOR - WW REPL - PALMER	20,000	927,000	-	-	-	-	-	-	-	-	947,000
C0068H TAV - WWTP EXPANSION/UPGRADE	1,559,000	1,000,000	15,960,000	15,960,000	-	-	-	-	-	-	34,479,000
C0069I TAV - WILLIAM ST SEWAGE PUMPING STATION	3,700,000	3,500,000	-	-	-	-	-	-	-	-	7,200,000
C0070I TAV - EZT PROJ - ELIZABETH SAN	662,000	-	-	-	-	-	-	-	-	-	662,000
C0071I TAV - WILLIAM ST EASEMENT SAN	2,000,000	-	-	-	-	-	-	-	-	-	2,000,000
C0072H PLAT - WWTP OPERATION ENHANCE	4,000,000	2,000,000	-	-	-	-	-	-	-	-	6,000,000
C0089I WDSTK - SE TRUNK SEWER RELINE	600,000	-	-	-	-	-	-	-	-	-	600,000
C0095I OR12 (OR2 to QUEEN) - WW REPL	-	-	-	20,000	-	600,000	-	-	-	-	620,000
C0096I OR12 (TRACKS to BRUCE)-WW REPL	-	-	-	-	-	100,000	-	1,000,000	-	-	1,100,000
C0102I OR59 (SALTER to JULIANA) - WW	-	-	-	150,000	-	-	-	-	-	-	150,000
C0141I WDSTK PROJ - WW REPL - MAIN	-	100,000	-	-	-	-	-	-	-	-	100,000
C0142I WDSTK PROJ - WW REPL-CATHCART	-	360,000	-	-	-	-	-	-	-	-	360,000
C0143I WDSTK PROJ - WW REPL-SYDENHAM	-	-	243,000	-	-	-	-	-	-	-	243,000
C0144I WDSTK PROJ - WW REPL - KENDALL	-	309,000	-	-	-	-	-	-	-	-	309,000
C0145I WDSTK PROJ - WW REPL - RUSSELL	-	90,000	-	-	-	-	-	-	-	-	90,000
C0146I WDSTK PROJ - WW REPL - DOVER	-	-	266,000	-	-	-	-	-	-	-	266,000
C0147I WDSTK PROJ - WW REPL - NORWICH	-	-	-	342,000	-	-	-	-	-	-	342,000
C0148I WDSTK PROJ - WW REPL - HUNTER	-	257,000	-	-	-	-	-	-	-	-	257,000
C0149I WDSTK PROJ - WW REPL-WINNIETT	-	670,000	-	-	-	-	-	-	-	-	670,000
C0150I WDSTK PROJ - WW REPL - BAIN	-	-	158,000	-	-	-	-	-	-	-	158,000
C0151I WDSTK PROJ - WW REPL - BEXLEY	-	-	263,000	-	-	-	-	-	-	-	263,000
C0152I WDSTK PROJ - WW REPL - HUNTER	-	-	158,000	-	-	-	-	-	-	-	158,000
C0153I WDSTK PROJ - WW REPL - NORWICH	-	-	-	-	180,000	-	-	-	-	-	180,000
C0154I WDSTK PROJ - WW REPL-ROSELAWN	-	-	-	-	-	-	167,000	-	-	-	167,000
C0155I WDSTK PROJ - WW REPL-ROBINSON	-	-	-	-	315,000	-	-	-	-	-	315,000
C0156I WDSTK PROJ - WW REPL - DUNDAS	-	-	153,000	-	-	-	-	-	-	-	153,000
C0157I WDSTK PROJ - WW REPL-EAST PARK	-	302,000	-	-	-	-	-	-	-	-	302,000

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	TOTAL
C0158I WDSTK PROJ - WW REPL - PEEL	-	-	466,000	-	-	-	-	-	-	-	466,000
C0159I WDSTK PROJ-WW REPL-WELLINGTON	-	-	-	-	243,000	-	-	-	-	-	243,000
C0160I WDSTK PROJ - WW REPL - HATCH	-	-	-	-	-	-	90,000	-	-	-	90,000
C0161I WDSTK PROJ - WW REPL - MAIN	-	-	-	257,000	-	-	-	-	-	-	257,000
C0162I WDSTK PROJ - WW REPL - SOUTH	-	-	-	185,000	-	-	-	-	-	-	185,000
C0163I WDSTK PROJ - WW REPL - CLARKE	-	-	-	-	-	540,000	-	-	-	-	540,000
C0164I WDSTK PROJ - WW REPL - HUNTER	-	-	-	387,000	-	-	-	-	-	-	387,000
C0165I WDSTK PROJ - WW REPL - OXFORD	-	-	-	352,000	-	-	-	-	-	-	352,000
C0166I WDSTK PROJ - WW REPL - BRANT	-	-	-	420,000	-	-	-	-	-	-	420,000
C0167I WDSTK PROJ - WW REPL-LANCASTER	-	-	-	-	247,000	-	-	-	-	-	247,000
C0168I WDSTK PROJ-WW REPL-KNIGHTSBRDG	-	-	-	-	240,000	-	-	-	-	-	240,000
C0169I WDSTK PROJ - WW REPL - SLOANE	-	-	-	450,000	-	-	-	-	-	-	450,000
C0170I WDSTK PROJ - WW REPL - DREW	-	-	-	-	-	257,000	-	-	-	-	257,000
C0171I WDSTK PROJ - WW REPL - COLLEGE	-	-	-	-	-	279,000	-	-	-	-	279,000
C0172I WDSTK PROJ-WW REPL-WILTON CRES	-	-	-	-	-	430,000	-	-	-	-	430,000
C0173I WDSTK PROJ - WW REPL-WILTON PL	-	-	-	-	-	44,000	-	-	-	-	44,000
C0174I WDSTK PROJ - WW REPL-WATERLOO	-	-	-	-	360,000	-	-	-	-	-	360,000
C0175I WDSTK PROJ - WW REPL-NORTHDALE	-	-	-	-	627,000	-	-	-	-	-	627,000
C0176I WDSTK PROJ - WW REPL - FINKLE	-	-	-	-	-	693,000	-	-	-	-	693,000
C0177I WDSTK PROJ - WW REPL - REEVE	-	-	-	-	-	-	168,000	-	-	-	168,000
C0178I WDSTK PROJ - WW REPL - KING	-	-	-	-	-	-	90,000	-	-	-	90,000
C0179I WDSTK PROJ - WW REPL - JAMES	-	-	-	-	-	-	-	-	252,000	-	252,000
C0180I WDSTK PROJ - WW REPL - NORWICH	-	-	-	-	-	-	-	200,000	-	-	200,000
C0181I WDSTK PROJ - WW REPL - HARFORD	-	-	-	-	-	-	-	-	135,000	-	135,000
C0182I WDSTK PROJ - WW REPL - RUSSELL	-	-	-	-	-	-	375,000	-	-	-	375,000
C0183I WDSTK PROJ - WW REPL-BLANDFORD	-	-	-	-	-	-	342,000	-	-	-	342,000
C0184I WDSTK PROJ - WW REPL - ADMIRAL	-	-	-	-	-	-	-	-	248,000	-	248,000
C0185I WDSTK PROJ - WW REPL - DELATRE	-	-	-	-	-	-	-	-	315,000	-	315,000
C0186I WDSTK PROJ - WW REPL - MAIN	-	-	-	-	-	-	-	720,000	-	-	720,000
C0187I WDSTK PROJ - WW REPL - MAUD	-	-	-	-	-	-	-	-	-	374,000	374,000
C0188I WDSTK PROJ - WW REPL - SIMCOE	-	-	-	-	-	-	185,000	-	-	-	185,000
C0189I WDSTK PROJ - WW REPL - FINKLE	-	-	-	-	-	-	120,000	-	-	-	120,000
C0190I WDSTK PROJ - WW REPL - WARWICK	-	-	-	-	-	-	180,000	-	-	-	180,000
C0191I WDSTK PROJ-WW REPL-WINCHESTER	-	-	-	-	-	-	200,000	-	-	-	200,000
C0192I WDSTK PROJ - WW REPL - VIMY	-	-	-	-	-	-	86,000	-	-	-	86,000
C0193I WDSTK PROJ - WW REPL - JUBILEE	-	-	-	-	-	-	86,000	-	-	-	86,000
C0194I WDSTK PROJ - WW REPL - PERRY	-	-	-	-	-	-	-	95,000	-	-	95,000
C0195I WDSTK PROJ - WW REPL - BROCK	-	-	-	-	-	-	-	90,000	-	-	90,000
C0196I WDSTK PROJ - WW REPL - FINKLE	-	-	-	-	-	-	-	-	-	150,000	150,000
C0197I WDSTK PROJ - WW REPL - YOUNG	-	-	-	-	-	-	-	363,000	-	-	363,000
C0198I WDSTK PROJ - WW REPL-DUFFERIN	-	-	-	-	-	-	-	-	480,000	-	480,000
C0199I WDSTK PROJ-WW REPL-VANSITTART	-	-	-	-	-	-	-	-	-	190,000	190,000

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	TOTAL
C0200I WDSTK PROJ - WW REPL - HUNTER	-	-	-	-	-	-	-	122,000	-	-	122,000
C0201I WDSTK PROJ - WW REPL - CLARKE	-	-	-	-	-	-	-	-	-	490,000	490,000
C0202I WDSTK PROJ - WW REPL-GLADSTONE	-	-	-	-	-	-	-	99,000	-	-	99,000
C0203I WDSTK PROJ - WW REPL - RAGLAN	-	-	-	-	-	-	-	207,000	-	-	207,000
C0204I WDSTK PROJ - WW REPL - HOUSERS	-	-	-	-	-	-	-	-	216,000	-	216,000
C0205I WDSTK PROJ - WW REPL - BURTCH	-	-	-	-	-	-	-	185,000	-	-	185,000
C0209I WDSTK PROJ - WW REPL - DELATRE	-	-	-	-	-	-	-	-	-	700,000	700,000
C0210I WDSTK PROJ - WW REPL - CRONYN	-	-	-	-	-	-	-	-	-	185,000	185,000
C0211I WDSTK PROJ - WW REPL - PHELAN	-	-	-	-	-	-	-	-	-	338,000	338,000
C0212I WDSTK PROJ-WW REPL-HOUNSFIELD	-	-	-	-	-	-	-	-	352,000	-	352,000
C0224I WDSTK - WW REPL - 11TH LINE	-	-	40,000	1,149,000	-	-	-	-	-	-	1,189,000
C0249I WDSTK - THAMESVALLEY SPS UPG	-	142,000	2,983,000	-	-	-	-	-	-	-	3,125,000
C0250I WDSTK - SW SANITARY EXTENSION	-	-	545,000	-	-	-	-	-	-	-	545,000
C0251I WDSTK - BRICK POND TRUNK SEWER	-	-	-	-	214,000	163,000	4,633,000	-	-	-	5,010,000
C0252I WDSTK - SANITARY OVERSIZING	67,000	80,000	96,000	-	-	-	-	-	-	-	243,000
C0259I WDSTK-SE TRUNK UPG 4b,5,19,20	262,000	2,682,000	-	-	-	-	-	-	-	-	2,944,000
C0260I WDSTK - SE TRUNK FLOW MONITOR	-	-	100,000	-	-	-	-	-	-	-	100,000
C0261I WDSTK - SE TRUNK UPG 6a	-	142,000	3,055,000	-	-	-	-	-	-	-	3,197,000
C0262I WDSTK - SE TRUNK UPG 1,2,3	-	-	79,000	1,722,000	-	-	-	-	-	-	1,801,000
C0263I WDSTK - SE TRUNK UPG 9a,10	-	-	-	372,000	8,186,000	-	-	-	-	-	8,558,000
C0264I WDSTK - SE TRUNK UPG 11,12,13	520,000	-	-	-	-	-	206,000	4,054,000	-	-	4,780,000
C0265I WDSTK - SE TRUNK UPG 14,15,16	-	-	-	-	-	-	-	-	116,000	2,542,000	2,658,000
C0267I WDSTK - SE SERV PATULLO P2	-	-	481,000	-	-	-	-	-	-	-	481,000
C0268I WDSTK - SE SERV MIDDLETOWN LN	-	-	169,000	-	-	-	-	-	-	-	169,000
C0270I WDSTK - NE IND PARK SPS	-	3,275,000	-	-	-	-	-	-	-	-	3,275,000
C0271I WDSTK - NE FM - OR2 (DUNDAS)	2,984,000	-	-	-	-	-	-	-	-	-	2,984,000
C0272I WDSTK - NE FM - W TOWER SITE	1,249,000	-	-	-	-	-	-	-	-	-	1,249,000
C0273I WDSTK - NE FM - 401 CROSSING	1,814,000	-	-	-	-	-	-	-	-	-	1,814,000
C0274I WDSTK - NE FM - OR 2 TO ST A	935,000	-	-	-	-	-	-	-	-	-	935,000
C0275I WDSTK - NE FM - BLANDFORD RD	-	-	767,000	-	-	-	-	-	-	-	767,000
C0277I TBURG - ROUSE ST SPS	-	153,000	61,000	1,744,000	-	-	-	-	-	-	1,958,000
C0278I TBURG - BROADWAY EXTENSION	-	249,000	-	-	-	-	-	-	-	-	249,000
C0291I ING - SW IND WW - WALLACE LN	4,200,108	-	-	-	-	-	-	-	-	-	4,200,108
C0292I ING - SW IND WW - UNION RD	-	-	21,000	602,000	-	-	-	-	-	-	623,000
C0293I ING - SW IND WW -CURRY-W LIM	100,000	-	39,000	1,099,000	-	-	-	-	-	-	1,238,000
C0294I ING - SW IND WW - CPR EASEMENT	-	22,000	658,000	-	-	-	-	-	-	-	680,000
C0295I ING - SW IND WW - WEST SPS	-	75,000	149,000	1,703,000	-	-	-	-	-	-	1,927,000
C0296I ING - SW IND WW - 401 CROSSING	-	-	-	91,000	73,000	2,084,000	-	-	-	-	2,248,000
C0297I ING - SW IND WW -CURRY-E LIM	-	-	37,000	1,052,000	-	-	-	-	-	-	1,089,000
C0298I ING - SW IND WW - PLANK LN SPS	-	-	-	44,000	88,000	1,003,000	-	-	-	-	1,135,000
C0299I ING - SW IND WW - FM EASEMENT	-	-	-	36,000	1,056,000	-	-	-	-	-	1,092,000
C0300I ING - TRUNK I&I REDUCTION	-	-	-	-	-	-	63,000	63,000	-	-	126,000

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	TOTAL
C0301H ING - DIGESTER BIOGAS	-	-	100,000	50,000	500,000	-	-	-	-	-	650,000
C0303I NOR - WW REPL - PITCHER	-	-	-	-	-	12,000	671,000	-	-	-	683,000
C0319I PLAT - FM TWIN & SPS REVIEW	-	-	125,000	-	-	-	-	-	-	-	125,000
C0320I MT ELGIN - FORCEMAIN UPSIZING	-	891,000	-	-	-	-	-	-	-	-	891,000
C0321I INNERKIP - FORCEMAIN TWINNING	-	-	-	-	-	-	-	259,000	7,387,000	-	7,646,000
C0322I TBURG PROJ-WW REPL-WOODCOCK	-	-	-	-	-	732,000	-	-	-	-	732,000
C0323I TBURG PROJ - WW REPL - BALL	-	-	-	645,000	-	-	-	-	-	-	645,000
C0324I TBURG PROJ - WW REPL-FOX ALLEY	-	1,050,000	-	-	-	-	-	-	-	-	1,050,000
C0325I TBURG PROJ - WW REPL - THOMAS	-	-	-	-	-	-	125,000	-	-	-	125,000
C0326I TBURG PROJ-WW REPL-RACOON ALLY	-	-	-	-	-	-	-	-	926,000	-	926,000
C0327I TBURG PROJ - WW REPL - ONTARIO	-	-	-	-	439,000	-	-	-	-	-	439,000
C0328I TBURG PROJ - WW REPL - EARLE	-	-	-	-	-	-	-	-	287,000	-	287,000
C0329I TBURG PROJ - WW REPL - ELM	-	-	-	-	-	-	-	-	415,000	-	415,000
C0330I TBURG PROJ - WW REPL-FAIRFIELD	-	-	-	-	-	-	-	-	-	172,000	172,000
C0331I TBURG PROJ - WW REPL - HYMAN	-	-	-	-	-	-	-	-	-	320,000	320,000
C0338I ING PROJ-WW REPL-WELLINGTON ST	2,000	219,000	-	-	-	-	-	-	-	-	221,000
C0339I ING PROJ-WW REPL-WELLINGTON AV	2,000	220,000	-	-	-	-	-	-	-	-	222,000
C0340I ING PROJ-WW REPL - NELSON AVE	2,000	220,000	-	-	-	-	-	-	-	-	222,000
C0341I ING PROJ-WW REPL - COTTAGE	2,000	242,000	-	-	-	-	-	-	-	-	244,000
C0342I ING PROJ-WW REPL - CHURCH	2,000	329,000	-	-	-	-	-	-	-	-	331,000
C0343I ING PROJ-WW REPL - FRANCES	-	1,000	50,000	-	-	-	-	-	-	-	51,000
C0344I ING PROJ-WW REPL - ANN	-	1,000	50,000	-	-	-	-	-	-	-	51,000
C0345I ING PROJ-WW REPL-KING SOLOMON	-	-	2,000	198,000	-	-	-	-	-	-	200,000
C0348I ING PROJ-WW REPL - MELITA	-	-	1,000	100,000	-	-	-	-	-	-	101,000
C0349I ING PROJ-WW REPL - KING ST E	-	-	-	3,000	757,000	-	-	-	-	-	760,000
C0350I ING PROJ-WW REPL - THAMES ST N	-	-	-	1,000	132,000	-	-	-	-	-	133,000
C0351I ING PROJ-WW REPL - KING ST E	-	-	-	3,000	406,000	-	-	-	-	-	409,000
C0355I ING PROJ-WW REPL - CARNEGIE	-	-	-	-	3,000	626,000	-	-	-	-	629,000
C0357I ING PROJ-WW REPL - ST ANDREWS	-	-	-	-	-	3,000	614,000	-	-	-	617,000
C0358I ING PROJ-WW REPL - GLENN	-	-	-	-	-	3,000	992,000	-	-	-	995,000
C0359I ING PROJ-WW REPL - CHISOLM	-	-	-	-	-	3,000	871,000	-	-	-	874,000
C0360I ING PROJ-WW REPL - GEORGE	-	-	-	-	-	-	1,000	100,000	-	-	101,000
C0361I ING PROJ-WW REPL - WITTY	-	-	-	-	-	-	2,000	425,000	-	-	427,000
C0363I ING PROJ-WW REPL - CHISOLM	-	-	-	-	-	-	4,000	1,050,000	-	-	1,054,000
C0364I ING PROJ-WW REPL - FLEISCHER	-	-	-	-	-	-	-	2,000	176,000	-	178,000
C0365I ING PROJ-WW REPL - DEAN	-	-	-	-	-	-	-	3,000	724,000	-	727,000
C0367I ING PROJ-WW REPL - WATER ST	-	-	-	-	-	-	-	-	2,000	461,000	463,000
C0368I ING PROJ-WW REPL - DUKE	-	-	-	-	-	-	-	-	2,000	351,000	353,000
C0369I ING PROJ-WW REPL - CHARLES	-	2,000	198,000	-	-	-	-	-	-	-	200,000
C0416H WDSTK - WWTP HEADWORKS UPGD	-	-	-	-	-	-	500,000	7,125,000	7,125,000	-	14,750,000
C0438H WDSTK - WWT - EQUIPMENT	293,000	56,000	13,000	635,000	570,000	66,000	102,000	10,000	331,000	134,000	2,210,000
C0438I WDSTK - WWC - EQUIPMENT	40,000	-	-	70,000	40,000	-	30,000	95,000	-	-	275,000

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	TOTAL
C0439H TBURG - WWT - EQUIPMENT	86,500	40,000	6,000	226,000	211,000	8,000	96,000	-	170,000	60,000	903,500
C0439I TBURG - WWC - EQUIPMENT	12,000	-	30,000	-	-	30,000	-	-	-	-	72,000
C0440H ING - WWT - EQUIPMENT	72,000	75,000	35,000	97,000	62,000	69,000	110,000	23,000	489,000	715,000	1,747,000
C0440I ING - WWC - EQUIPMENT	-	-	20,000	20,000	5,000	-	-	-	5,000	-	50,000
C0441H NOR - WWT - EQUIPMENT	-	58,000	-	5,000	7,000	9,000	-	-	-	181,000	260,000
C0441I NOR - WWC - EQUIPMENT	60,000	-	-	15,000	-	30,000	-	-	45,000	-	150,000
C0447H TBURG - WWT - AERATION PIPE	-	-	-	-	-	805,000	-	-	-	-	805,000
C0448H ING - WWT - BOILER	-	-	-	-	-	200,000	-	-	-	-	200,000
C0449H ING - WWT - TRANSFORMER	-	-	-	-	-	-	-	-	268,000	-	268,000
C0450H NOR - WWT - PIPING	-	-	-	-	-	390,000	390,000	390,000	390,000	-	1,560,000
C0451H THAMES - WWT - SAND FILTER	-	-	-	-	-	200,000	-	-	-	-	200,000
C0453I EMBRO - WWC - SCADA UPGRADES	607,000	-	-	-	-	-	-	-	-	-	607,000
C0454H WDSTK - WWT - SCADA UPGRADES	1,086,726	-	-	-	-	-	-	-	-	-	1,086,726
C0454I WDSTK - WWC - SCADA UPGRADES	198,000	538,000	-	-	-	-	-	-	-	-	736,000
C0455H PLAT - WWT - SCADA UPGRADES	300,000	-	-	-	-	-	-	-	-	-	300,000
C0455I PLAT - WWC - SCADA UPGRADES	183,000	-	-	-	-	-	-	-	-	-	183,000
C0458H DRUMBO - WWT SCADA UPGRADES	-	-	-	400,000	-	-	-	-	-	-	400,000
C0459H TAV - WWT - SCADA UPGRADES	-	-	247,000	-	-	-	-	-	-	-	247,000
C0460I ING - E401SC - SCADA UPGRADES	45,000	79,000	-	-	-	-	-	-	-	-	124,000
C0461H TBURG - WWT - SCADA UPGRADES	-	80,000	400,000	-	-	-	-	-	-	-	480,000
C0461I TBURG - WWC - SCADA UPGRADES	-	-	-	263,000	-	-	-	-	-	-	263,000
C0462H ING - WWT - SCADA UPGRADES	-	444,000	684,000	-	-	-	-	-	-	-	1,128,000
C0462I ING - WWC - SCADA UPGRADES	-	-	356,000	-	-	-	-	-	-	-	356,000
C0463H NOR - WWT - SCADA UPGRADES	-	41,000	133,000	-	-	-	-	-	-	-	174,000
C0465I TBURG - VICTORIA ST WW EASEMNT	200,000	-	-	-	-	-	-	-	-	-	200,000
C0466I TBURG PROJ - WW REPL-CAT ALLEY	-	284,000	-	-	-	-	-	-	-	-	284,000
C0467I TBURG PROJ - WW REPL - LINCOLN	-	-	-	137,000	-	-	-	-	-	-	137,000
C0468I TBURG PROJ - WW REPL - DUNCAN	-	-	-	411,000	-	-	-	-	-	-	411,000
C0470H WW OPS PICKUP (FTE 2027-04)	90,675	-	-	-	-	-	-	-	-	-	90,675
C0599H WDSTK - WW FACILITIES - T	58,000	755,700	148,000	65,400	-	14,300	7,000	5,500	158,200	-	1,212,100
C0599I WDSTK - WW FACILITIES - C	-	-	81,305	-	-	67,200	2,000	25,755	4,440	-	180,700
C0604D THAMES - WW ENERGY CONSERV	22,800	-	-	-	-	-	-	-	-	-	22,800
C0605D TAV - WW - ENERGY CONSERVATION	-	12,400	-	-	-	-	-	-	-	-	12,400
C0606D ING - WW ENERGY CONSERV	29,200	-	-	-	-	-	-	-	-	-	29,200
C0607D WDSTK - WW - ENERGY CONSERV	-	110,000	-	-	-	-	-	-	-	-	110,000
C0615I EMBRO - SPS UPGRADES	-	-	-	-	-	-	750,000	-	-	-	750,000
C0618I WDSTK PROJ - SAN RELINING	110,000	110,000	110,000	-	-	-	-	-	-	-	330,000
C0619I TBURG PROJ-WW EXT-CLARKE ST W	-	-	-	-	-	-	-	175,000	-	-	175,000
C0626I TBURG PROJ-WW REPL-CONCESSION	-	-	260,000	-	-	-	-	-	-	-	260,000
C0632H ING - WWTP UPGRADE	-	-	100,000	100,000	500,000	500,000	7,000,000	7,000,000	7,000,000	-	22,200,000
C0636H TAV - WWT - EQUIPMENT	45,000	-	5,000	326,000	38,000	-	234,000	110,000	234,000	-	992,000
C0636I TAV - WWC - EQUIPMENT	-	-	-	60,000	-	10,000	60,000	-	-	-	130,000

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	TOTAL
C0637H PLAT - WWT - EQUIPMENT	42,000	23,000	24,000	22,000	-	-	397,000	-	46,000	-	554,000
C0637I PLAT - WWC - EQUIPMENT	95,000	-	-	-	-	35,000	-	35,000	-	-	165,000
C0638H THAMES - WWT - EQUIPMENT	22,000	31,000	19,000	113,000	23,000	38,000	-	117,000	-	-	363,000
C0638I THAMES - WWC - EQUIPMENT	30,000	-	-	-	-	8,000	-	-	20,000	-	58,000
C0639H DRUMBO - WWT - EQUIPMENT	2,000	-	-	-	12,000	-	-	-	200,000	215,000	429,000
C0639I DRUMBO - WWC - EQUIPMENT	50,000	10,000	20,000	-	-	-	-	-	-	20,000	100,000
C0640H MT ELGIN - WWT - EQUIPMENT	24,000	3,000	3,000	12,000	3,000	-	-	-	-	-	45,000
C0641I EMBRO - WWC - EQUIPMENT	10,000	5,000	5,000	5,000	60,000	5,000	-	-	-	-	90,000
C0642I INNERKIP - WWC - EQUIPMENT	-	55,000	-	-	20,000	15,000	10,000	-	5,000	-	105,000
C0648I WDSTK - COUNTY SAN RELINING	113,000	-	-	-	-	-	-	-	-	-	113,000
C0649I WDSTK-SE SERV PATTULLO REALIGN	6,000,000	-	-	-	-	-	51,000	1,129,000	-	-	7,180,000
C0668I WDSTK PROJ-JACK ROSS SAN UPSIZ	700,000	-	-	-	-	-	-	-	-	-	700,000
C0686H MT ELGIN - WW FACILITIES - T	-	2,960	-	-	-	-	19,820	2,960	-	-	25,740
C0687H DRUMBO - WW FACILITIES - T	-	-	-	7,400	-	18,430	5,185	1,280	6,255	1,705	40,255
C0688H THAMES - WW FACILITIES - T	58,600	47,635	-	17,600	6,600	36,325	13,725	2,150	17,490	26,320	226,445
C0689H PLATTS - WW FACILITIES - T	-	-	-	8,800	-	-	-	-	4,000	-	12,800
C0689I PLATTS - WW FACILITIES - C	8,000	8,175	-	-	5,035	10,360	-	-	-	-	31,570
C0690H TAV - WW FACILITIES - T	-	-	5,500	23,300	-	-	-	-	-	-	28,800
C0690I TAV - WW FACILITIES - C	2,220	-	-	2,220	-	1,290	-	415,470	-	-	421,200
C0691H NOR - WW FACILITIES - T	-	13,620	7,400	-	-	-	1,155	2,775	-	-	24,950
C0691I NOR - WW FACILITIES - C	3,300	-	7,400	19,440	32,015	5,750	21,785	3,780	14,190	5,000	112,660
C0692H ING - WW FACILITIES - T	62,000	38,950	52,900	3,500	-	7,700	-	-	35,000	-	200,050
C0693H TBURG - WW FACILITIES - T	143,160	1,700	59,920	115,700	22,940	19,220	94,920	5,995	53,090	4,440	521,085
C0693I TBURG - WW FACILITIES - C	-	-	-	5,435	7,400	4,440	-	3,110	2,630	2,590	25,605
TOTAL WASTEWATER	54,446,035	33,967,040	44,754,425	49,072,795	15,690,990	10,175,015	20,166,590	25,714,775	28,656,295	7,638,055	290,282,015
WATER											
911261 WDSTK - WATER FAC - T	320,000	-	-	-	-	-	-	-	-	-	320,000
960200 TBURG - WELL 7A	1,096,000	-	-	-	-	-	-	-	-	-	1,096,000
960251 TBURG - VICTORIA WOOD WM	12,000	339,000	-	-	-	-	-	-	-	-	351,000
960338 ING - WALLACE LN IND PARK	3,310,000	-	-	-	-	-	-	-	-	-	3,310,000
C0003K WDSTK-OR35 (OR54 to LANSDOWNE)	-	100,000	-	-	-	-	-	-	-	-	100,000
C0010K WDSTK-OR59 (WILSON to NORWICH)	-	400,000	-	-	-	-	-	-	-	-	400,000
C0011K WDSTK-OR59(CEDAR to PARKINSON)	-	20,000	835,000	-	-	-	-	-	-	-	855,000
C0012K TAV-OR59 (WOODSTOCK ST S) WAT	-	25,000	-	-	-	-	-	-	-	-	25,000
C0030K ING CLARKE RD WATER OVERSIZING	75,000	-	-	-	-	-	-	-	-	-	75,000
C0040K WDSTK PROJ - WM REPL-BAYSWATER	341,000	-	-	-	-	-	-	-	-	-	341,000
C0041K WDSTK PROJ-WM REPL-KENSINGTON	375,000	-	-	-	-	-	-	-	-	-	375,000
C0042K WDSTK PROJ-WM REPL-KNIGHTSBRDG	180,000	-	-	-	-	-	-	-	-	-	180,000
C0043K WDSTK PROJ-WM REPL-WELLINGTON	349,000	-	-	-	-	-	-	-	-	-	349,000
C0044K WDSTK PROJ - WM REPL - GEORGE	166,000	-	-	-	-	-	-	-	-	-	166,000
C0045K WDSTK PROJ - WM REPL-PRINCESS	179,000	-	-	-	-	-	-	-	-	-	179,000
C0046K WDSTK PROJ - WM REPL-ADELAIDE	-	-	171,000	-	-	-	-	-	-	-	171,000

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	TOTAL
C0047K WDSTK PROJ - WM REPL - SLOANE	-	252,000	-	-	-	-	-	-	-	-	252,000
C0048K WDSTK PROJ - WM REPL - ADMIRAL	-	-	156,000	-	-	-	-	-	-	-	156,000
C0049K WDSTK PROJ - WM REPL - HUNTER	813,000	-	-	-	-	-	-	-	-	-	813,000
C0050K WDSTK - METER INSTALLATION	5,668,126	3,533,686	-	-	-	-	-	-	-	-	9,201,812
C0051K WDSTK - EAST WATER TOWER	2,600,000	-	-	-	-	-	-	-	-	-	2,600,000
C0052K WDSTK - TOWNSHIP RD 3 WM	-	50,000	1,414,000	-	-	-	-	-	-	-	1,464,000
C0053K WDSTK - THORNTON FEEDERMN REPL	500,000	3,875,000	3,420,000	3,420,000	-	-	-	-	-	-	11,215,000
C0054K WDSTK - THORNTON FEEDMN RELINE	2,500,000	-	-	-	-	-	-	-	-	-	2,500,000
C0055J TBURG - WELL 3 UPGRADE	-	-	-	-	-	2,000,000	-	-	-	-	2,000,000
C0056K TBURG PROJ-WM REPL-CHARLOTTE	684,000	-	-	-	-	-	-	-	-	-	684,000
C0062K ING PROJ-WM REPL - CHARLES ST	743,000	-	-	-	-	-	-	-	-	-	743,000
C0063K ING PROJ-WM REPL - UNION ST	218,000	-	-	-	-	-	-	-	-	-	218,000
C0065K ING - WM RELINING BEHIND WWTP	200,000	-	-	-	-	-	-	-	-	-	200,000
C0067K NOR - WM REPL - PALMER	16,000	657,000	-	-	-	-	-	-	-	-	673,000
C0073K THAMES - WM REPL - MCCARTY	-	540,000	-	-	-	-	-	-	-	-	540,000
C0074K THAMES - WM REPL - DELATRE	-	573,000	-	-	-	-	-	-	-	-	573,000
C0075K THAMES - WM REPL - GEORGE	-	756,000	-	-	-	-	-	-	-	-	756,000
C0076K NOR - WM REPL - EMILY STOWE	200,000	-	-	-	-	-	-	-	-	-	200,000
C0077K PRINCETON SUPPLY REDUNDANCY	100,000	670,000	-	-	-	-	-	-	-	-	770,000
C0078J PLAT - WT - MANGANESE FILT	315,000	1,300,000	750,000	750,000	-	-	-	-	-	-	3,115,000
C0079J TAV - WELL 4	671,000	300,000	1,500,000	5,000,000	500,000	-	-	-	-	-	7,971,000
C0080J EMBRO - CT ENHANCEMENT	430,000	-	-	-	-	-	-	-	-	-	430,000
C0081J PLATTSVILLE - NEW WELL	200,000	300,000	1,000,000	1,000,000	-	-	-	-	-	-	2,500,000
C0082J BEACHVILLE - NEW WELL	175,000	175,000	194,000	968,000	968,000	-	-	-	-	-	2,480,000
C0090K WDSTK - CITY PROJ OVERSIZING	514,000	-	-	-	-	-	-	-	-	-	514,000
C0091K TBURG - BOOSTED PRESSURE	199,000	-	-	-	-	-	-	-	-	-	199,000
C0095K OR12 (OR2 to QUEEN) - WM REPL	-	-	-	20,000	-	600,000	-	-	-	-	620,000
C0102K OR59 (SALTER to JULIANA) - WM	-	-	20,000	825,000	-	-	-	-	-	-	845,000
C0141K WDSTK PROJ - WM REPL - MAIN	-	768,000	-	-	-	-	-	-	-	-	768,000
C0142K WDSTK PROJ - WM REPL-CATHCART	-	390,000	-	-	-	-	-	-	-	-	390,000
C0143K WDSTK PROJ - WM REPL-SYDENHAM	-	-	324,000	-	-	-	-	-	-	-	324,000
C0144K WDSTK PROJ - WM REPL - KENDALL	-	317,000	-	-	-	-	-	-	-	-	317,000
C0145K WDSTK PROJ - WM REPL - RUSSELL	-	93,000	-	-	-	-	-	-	-	-	93,000
C0146K WDSTK PROJ - WM REPL - DOVER	-	-	288,000	-	-	-	-	-	-	-	288,000
C0147K WDSTK PROJ - WM REPL - NORWICH	-	-	-	428,000	-	-	-	-	-	-	428,000
C0148K WDSTK PROJ - WM REPL - HUNTER	-	278,000	-	-	-	-	-	-	-	-	278,000
C0149K WDSTK PROJ - WM REPL-WINNIETT	-	687,000	-	-	-	-	-	-	-	-	687,000
C0150K WDSTK PROJ - WM REPL - BAIN	-	-	171,000	-	-	-	-	-	-	-	171,000
C0151K WDSTK PROJ - WM REPL - BEXLEY	-	-	171,000	-	-	-	-	-	-	-	171,000
C0152K WDSTK PROJ - WM REPL - HUNTER	-	-	171,000	-	-	-	-	-	-	-	171,000
C0153K WDSTK PROJ - WM REPL - NORWICH	-	-	-	-	450,000	-	-	-	-	-	450,000
C0154K WDSTK PROJ - WM REPL-ROSELAWN	-	-	-	-	-	-	180,000	-	-	-	180,000

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	TOTAL
C0155K WDSTK PROJ - WM REPL-ROBINSON	-	-	-	-	341,000	-	-	-	-	-	341,000
C0156K WDSTK PROJ - WM REPL - DUNDAS	-	-	383,000	-	-	-	-	-	-	-	383,000
C0157K WDSTK PROJ - WM REPL-EAST PARK	-	327,000	-	-	-	-	-	-	-	-	327,000
C0158K WDSTK PROJ - WM REPL - PEEL	-	-	478,000	-	-	-	-	-	-	-	478,000
C0159K WDSTK PROJ-WM REPL-WELLINGTON	-	-	-	-	263,000	-	-	-	-	-	263,000
C0160K WDSTK PROJ - WM REPL - HATCH	-	-	-	-	-	-	98,000	-	-	-	98,000
C0161K WDSTK PROJ - WM REPL - MAIN	-	-	-	270,000	-	-	-	-	-	-	270,000
C0162K WDSTK PROJ - WM REPL - SOUTH	-	-	-	308,000	-	-	-	-	-	-	308,000
C0163K WDSTK PROJ - WM REPL - CLARKE	-	-	-	-	-	527,000	-	-	-	-	527,000
C0164K WDSTK PROJ - WM REPL - HUNTER	-	-	-	419,000	-	-	-	-	-	-	419,000
C0165K WDSTK PROJ - WM REPL - OXFORD	-	-	-	555,000	-	-	-	-	-	-	555,000
C0166K WDSTK PROJ - WM REPL - BRANT	-	-	-	420,000	-	-	-	-	-	-	420,000
C0167K WDSTK PROJ - WM REPL-LANCASTER	-	-	-	-	254,000	-	-	-	-	-	254,000
C0168K WDSTK PROJ-WM REPL-KNIGHTSBRDG	-	-	-	-	195,000	-	-	-	-	-	195,000
C0169K WDSTK PROJ - WM REPL - SLOANE	-	-	-	300,000	-	-	-	-	-	-	300,000
C0170K WDSTK PROJ - WM REPL - DREW	-	-	-	-	-	278,000	-	-	-	-	278,000
C0171K WDSTK PROJ - WM REPL - COLLEGE	-	-	-	-	-	465,000	-	-	-	-	465,000
C0172K WDSTK PROJ-WM REPL-WILTON CRES	-	-	-	-	-	340,000	-	-	-	-	340,000
C0173K WDSTK PROJ - WM REPL-WILTON PL	-	-	-	-	-	45,000	-	-	-	-	45,000
C0174K WDSTK PROJ - WM REPL-WATERLOO	-	-	-	-	390,000	-	-	-	-	-	390,000
C0175K WDSTK PROJ - WM REPL-NORTHDALE	-	-	-	-	556,000	-	-	-	-	-	556,000
C0176K WDSTK PROJ - WM REPL - FINKLE	-	-	-	-	-	751,000	-	-	-	-	751,000
C0177K WDSTK PROJ - WM REPL - REEVE	-	-	-	-	-	-	273,000	-	-	-	273,000
C0178K WDSTK PROJ - WM REPL - KING	-	-	-	-	-	-	98,000	-	-	-	98,000
C0179K WDSTK PROJ - WM REPL - JAMES	-	-	-	-	-	-	-	-	273,000	-	273,000
C0180K WDSTK PROJ - WM REPL - NORWICH	-	-	-	-	-	-	-	300,000	-	-	300,000
C0181K WDSTK PROJ - WM REPL - HARFORD	-	-	-	-	-	-	-	-	146,000	-	146,000
C0182K WDSTK PROJ - WM REPL - RUSSELL	-	-	-	-	-	-	385,000	-	-	-	385,000
C0183K WDSTK PROJ - WM REPL-BLANDFORD	-	-	-	-	-	-	570,000	-	-	-	570,000
C0184K WDSTK PROJ - WM REPL - ADMIRAL	-	-	-	-	-	-	-	-	268,000	-	268,000
C0185K WDSTK PROJ - WM REPL - DELATRE	-	-	-	-	-	-	-	-	307,000	-	307,000
C0186K WDSTK PROJ - WM REPL - MAIN	-	-	-	-	-	-	-	615,000	-	-	615,000
C0187K WDSTK PROJ - WM REPL - MAUD	-	-	-	-	-	-	-	-	-	405,000	405,000
C0188K WDSTK PROJ - WM REPL - SIMCOE	-	-	-	-	-	-	200,000	-	-	-	200,000
C0189K WDSTK PROJ - WM REPL - FINKLE	-	-	-	-	-	-	117,000	-	-	-	117,000
C0190K WDSTK PROJ - WM REPL - WARWICK	-	-	-	-	-	-	270,000	-	-	-	270,000
C0191K WDSTK PROJ-WM REPL-WINCHESTER	-	-	-	-	-	-	300,000	-	-	-	300,000
C0192K WDSTK PROJ - WM REPL - VIMY	-	-	-	-	-	-	93,000	-	-	-	93,000
C0193K WDSTK PROJ - WM REPL - JUBILEE	-	-	-	-	-	-	93,000	-	-	-	93,000
C0194K WDSTK PROJ - WM REPL - PERRY	-	-	-	-	-	-	-	98,000	-	-	98,000
C0195K WDSTK PROJ - WM REPL - BROCK	-	-	-	-	-	-	-	98,000	-	-	98,000
C0196K WDSTK PROJ - WM REPL - FINKLE	-	-	-	-	-	-	-	-	-	244,000	244,000

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	TOTAL
C0197K WDSTK PROJ - WM REPL - YOUNG	-	-	-	-	-	-	-	322,000	-	-	322,000
C0198K WDSTK PROJ - WM REPL-DUFFERIN	-	-	-	-	-	-	-	-	492,000	-	492,000
C0199K WDSTK PROJ-WM REPL-VANSITTART	-	-	-	-	-	-	-	-	-	300,000	300,000
C0200K WDSTK PROJ - WM REPL - HUNTER	-	-	-	-	-	-	-	132,000	-	-	132,000
C0201K WDSTK PROJ - WM REPL - CLARKE	-	-	-	-	-	-	-	-	-	478,000	478,000
C0202K WDSTK PROJ - WM REPL-GLADSTONE	-	-	-	-	-	-	-	107,000	-	-	107,000
C0203K WDSTK PROJ - WM REPL - RAGLAN	-	-	-	-	-	-	-	224,000	-	-	224,000
C0204K WDSTK PROJ - WM REPL - HOUSERS	-	-	-	-	-	-	-	-	246,000	-	246,000
C0205K WDSTK PROJ - WM REPL - BURTCH	-	-	-	-	-	-	-	180,000	-	-	180,000
C0208K WDSTK PROJ - WM REPL - MAUD	-	-	-	-	-	-	-	-	-	405,000	405,000
C0209K WDSTK PROJ - WM REPL - DELATRE	-	-	-	-	-	-	-	-	-	683,000	683,000
C0210K WDSTK PROJ - WM REPL - CRONYN	-	-	-	-	-	-	-	-	-	200,000	200,000
C0211K WDSTK PROJ - WM REPL - PHELAN	-	-	-	-	-	-	-	-	-	366,000	366,000
C0212K WDSTK PROJ-WM REPL-HOUNSFIELD	-	-	-	-	-	-	-	-	312,000	-	312,000
C0213K WDSTK PROJ - WM REPL - DUNDAS	-	-	-	-	1,500,000	-	-	-	-	-	1,500,000
C0215J WDSTK - THORNTON HL UPGRADE	-	100,000	-	-	-	-	-	-	-	-	100,000
C0216J WDSTK - PRV CONTRL BLDG NELLIS	-	-	-	-	-	12,000	342,000	-	-	-	354,000
C0217K WDSTK - RAIL XING - NORWICH	-	300,000	2,000,000	-	-	-	-	-	-	-	2,300,000
C0218K WDSTK - RAIL XING - VICTORIA	-	-	-	-	300,000	3,500,000	-	-	-	-	3,800,000
C0219J WDSTK - PRV CNTRL BLDG SOUTHSD	-	12,000	542,000	-	-	-	-	-	-	-	554,000
C0220J WDSTK - SOUTHSIDE UPGRADES	-	-	-	350,000	-	-	-	-	-	-	350,000
C0221J WDSTK - SOUTHSIDE STUDY	-	-	200,000	-	-	-	-	-	-	-	200,000
C0222K WDSTK - GENERATORS	-	-	-	300,000	-	-	-	-	-	-	300,000
C0223K WDSTK - ZONE 2 BOOSTER PUMPING	-	-	285,000	1,336,000	1,336,000	-	-	-	-	-	2,957,000
C0224K WDSTK - 11TH LINE	-	-	22,000	636,000	-	-	-	-	-	-	658,000
C0225K WDSTK - SE WM PATTULLO	-	-	1,639,000	-	-	-	-	-	-	-	1,639,000
C0226K WDSTK - SE WM MIDDLETWN LN	-	-	72,000	-	-	-	-	-	-	-	72,000
C0227K WDSTK - NE WM - TOWER SITE	1,051,000	-	-	-	-	-	-	-	-	-	1,051,000
C0228K WDSTK - NE WM - 401 CROSSING	2,023,000	-	-	-	-	-	-	-	-	-	2,023,000
C0229K WDSTK - NE WM - EASEMENT	159,000	-	-	-	-	-	-	-	-	-	159,000
C0230K WDSTK - NE WM - ROW TO E LIMIT	670,000	-	-	-	-	-	-	-	-	-	670,000
C0231K WDSTK - NE WM - INT OVERSIZING	-	493,000	-	-	-	-	-	-	-	-	493,000
C0232K WDSTK - NE WM - ADDITIONAL	30,000	-	-	-	-	-	-	-	-	-	30,000
C0278K TBURG - BROADWAY EXTENSION	-	-	-	-	-	-	-	354,000	-	-	354,000
C0279J TBURG - WELL 2A	300,000	-	-	-	-	-	-	-	-	-	300,000
C0280K TBURG - WEST TOWN LINE WM	-	-	26,000	728,000	-	-	-	-	-	-	754,000
C0281K TBURG - METER INSTALLATION	-	-	-	-	-	-	-	42,000	1,680,000	-	1,722,000
C0282J ING - WELL 11 UPGRADE	-	300,000	300,000	3,000,000	3,000,000	-	-	-	-	-	6,600,000
C0283J ING - WATER QUALITY IMPRV	-	350,000	-	-	-	-	350,000	-	-	-	700,000
C0285K ING - METER INSTALLATION	-	-	-	-	-	-	-	-	32,000	1,200,000	1,232,000
C0286K ING - SW FEEDERMN WALLACE LN	-	-	-	2,000	46,000	-	-	-	-	-	48,000
C0287K ING - SW FEEDERMN - 401 XING	-	44,000	1,254,000	-	-	-	-	-	-	-	1,298,000

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	TOTAL
C0288K ING - SW TRUNK - UNION RD	-	-	-	51,000	1,462,000	-	-	-	-	-	1,513,000
C0289K ING - SW TRUNK - CURRY RD	100,000	-	-	-	117,000	1,665,000	1,665,000	-	-	-	3,547,000
C0290K ING - SW ELEVATED STORAGE TNK	-	-	-	-	-	-	-	350,000	1,000,000	5,150,000	6,500,000
C0302K TAV - WM REPL - CENTENNIAL	-	-	11,000	432,000	-	-	-	-	-	-	443,000
C0303K NOR - WM REPL - PITCHER	-	-	-	-	-	22,000	883,000	-	-	-	905,000
C0305K INNERKIP - WM REPL - YOUNG	-	-	-	-	-	-	14,000	579,000	-	-	593,000
C0306J PLAT - WT - BACKUP POWER	-	-	428,000	-	-	-	-	-	-	-	428,000
C0307K TAV - WM REPL - OR24	-	-	-	10,000	389,000	-	-	-	-	-	399,000
C0308J THAMES - CT ENHANCEMENT	-	200,000	-	-	-	-	-	-	-	-	200,000
C0309J DRUMBO - WT - NEW SUPPLY WELL	-	-	250,000	117,000	1,330,000	-	-	-	-	-	1,697,000
C0310K NORWICH - WD - NEW STANDPIPE	-	227,000	1,137,000	1,137,000	-	-	-	-	-	-	2,501,000
C0311J NORWICH - WT - MANGANESE FILT	-	-	-	-	-	-	375,000	1,950,000	950,000	-	3,275,000
C0312J TAV - WT - MANGANESE FILT	-	-	-	-	-	-	570,000	1,750,000	1,550,000	-	3,870,000
C0313J DRUMBO - WT - MANGANESE FILT	-	-	-	-	-	-	300,000	930,000	930,000	-	2,160,000
C0314K BRIGHT TO PLATTS WATERMAIN	-	-	-	-	-	-	-	-	353,000	5,036,000	5,389,000
C0315K TAV - TOWER PAINT/REPAIR	-	-	-	-	400,000	3,600,000	-	-	-	-	4,000,000
C0316K TWNSHP - METER INSTALLATION	-	-	-	-	-	-	-	-	45,000	1,815,000	1,860,000
C0322K TBURG PROJ-WM REPL-WOODCOCK	-	-	-	-	-	733,000	-	-	-	-	733,000
C0323K TBURG PROJ - WM REPL - BALL	-	-	-	987,000	-	-	-	-	-	-	987,000
C0324K TBURG PROJ - WM REPL-FOX ALLEY	-	500,000	-	-	-	-	-	-	-	-	500,000
C0325K TBURG PROJ - WM REPL - THOMAS	-	-	-	-	-	-	125,000	-	-	-	125,000
C0326K TBURG PROJ-WM REPL-RACOON ALLY	-	-	-	-	-	-	-	-	175,000	-	175,000
C0327K TBURG PROJ - WM REPL - ONTARIO	-	-	-	-	672,000	-	-	-	-	-	672,000
C0328K TBURG PROJ - WM REPL - EARLE	-	-	-	-	-	-	-	-	438,000	-	438,000
C0329K TBURG PROJ - WM REPL - ELM	-	-	-	-	-	-	-	-	636,000	-	636,000
C0330K TBURG PROJ - WM REPL-FAIRFIELD	-	-	-	-	-	-	-	-	-	263,000	263,000
C0331K TBURG PROJ - WM REPL - HYMAN	-	-	-	-	-	-	-	-	-	490,000	490,000
C0334K TBURG PROJ - WM REPL - BROCK	-	-	-	-	-	-	-	110,000	-	-	110,000
C0335K TBURG PROJ-WM REPL-ALLEY ALLEY	-	-	-	-	-	-	-	219,000	-	-	219,000
C0337K ING PROJ-WM REPL - THAMES ST	2,000	225,000	-	-	-	-	-	-	-	-	227,000
C0338K ING PROJ-WM REPL-WELLINGTON ST	2,000	414,000	-	-	-	-	-	-	-	-	416,000
C0339K ING PROJ-WM REPL-WELLINGTON AV	1,000	178,000	-	-	-	-	-	-	-	-	179,000
C0340K ING PROJ-WM REPL - NELSON AVE	1,000	173,000	-	-	-	-	-	-	-	-	174,000
C0341K ING PROJ-WM REPL - COTTAGE	1,000	175,000	-	-	-	-	-	-	-	-	176,000
C0342K ING PROJ-WM REPL - CHURCH	2,000	239,000	-	-	-	-	-	-	-	-	241,000
C0343K ING PROJ-WM REPL - FRANCES	-	3,000	541,000	-	-	-	-	-	-	-	544,000
C0344K ING PROJ-WM REPL - ANN	-	3,000	461,000	-	-	-	-	-	-	-	464,000
C0345K ING PROJ-WM REPL-KING SOLOMON	-	-	2,000	350,000	-	-	-	-	-	-	352,000
C0346K ING PROJ-WM REPL - CATHCART	-	-	2,000	398,000	-	-	-	-	-	-	400,000
C0347K ING PROJ-WM REPL - MUTUAL BRIDGE	-	-	2,000	150,000	-	-	-	-	-	-	152,000
C0348K ING PROJ-WM REPL - MELITA	-	-	2,000	683,000	-	-	-	-	-	-	685,000
C0349K ING PROJ-WM REPL - KING ST E	-	-	-	3,000	548,000	-	-	-	-	-	551,000

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	TOTAL
C0350K ING PROJ-WM REPL - THAMES ST N	-	-	-	2,000	259,000	-	-	-	-	-	261,000
C0351K ING PROJ-WM REPL - KING ST E	-	-	-	2,000	294,000	-	-	-	-	-	296,000
C0352K ING PROJ-WM REPL - BRUCE	-	-	-	-	2,000	175,000	-	-	-	-	177,000
C0355K ING PROJ-WM REPL - CARNEGIE	-	-	-	-	6,000	819,000	-	-	-	-	825,000
C0356K ING PROJ-WM REPL - ALBERT	-	-	-	-	1,000	50,000	-	-	-	-	51,000
C0357K ING PROJ-WM REPL - ST ANDREWS	-	-	-	-	-	2,000	339,000	-	-	-	341,000
C0358K ING PROJ-WM REPL - GLENN	-	-	-	-	-	3,000	618,000	-	-	-	621,000
C0359K ING PROJ-WM REPL - CHISOLM	-	-	-	-	-	3,000	879,000	-	-	-	882,000
C0360K ING PROJ-WM REPL - GEORGE	-	-	-	-	-	-	1,000	100,000	-	-	101,000
C0361K ING PROJ-WM REPL - WITTY	-	-	-	-	-	-	2,000	309,000	-	-	311,000
C0362K ING PROJ-WM REPL - WADSWORTH	-	-	-	-	-	-	3,000	548,000	-	-	551,000
C0363K ING PROJ-WM REPL - CHISOLM	-	-	-	-	-	-	3,000	744,000	-	-	747,000
C0364K ING PROJ-WM REPL - FLEISCHER	-	-	-	-	-	-	-	1,000	128,000	-	129,000
C0365K ING PROJ-WM REPL - DEAN	-	-	-	-	-	-	-	3,000	525,000	-	528,000
C0366K ING PROJ-WM REPL - AVONLEA	-	-	-	-	-	-	-	1,000	128,000	-	129,000
C0367K ING PROJ-WM REPL - WATER ST	-	-	-	-	-	-	-	-	2,000	334,000	336,000
C0368K ING PROJ-WM REPL - DUKE	-	-	-	-	-	-	-	-	2,000	255,000	257,000
C0442J WDSTK - WT - EQUIPMENT	260,000	74,000	115,000	400,000	179,000	135,000	47,000	120,000	558,000	424,000	2,312,000
C0442K WDSTK - WD - EQUIPMENT	160,000	33,000	-	34,000	39,000	60,000	-	-	-	-	326,000
C0443J TBURG - WT - EQUIPMENT	155,000	170,000	125,000	157,000	177,000	34,000	13,000	222,000	150,000	-	1,203,000
C0443K TBURG - WD - EQUIPMENT	-	17,000	186,000	86,000	-	68,000	70,000	-	-	-	427,000
C0444J ING - WT - EQUIPMENT	78,000	141,000	72,000	155,000	250,000	49,000	57,000	128,000	119,000	-	1,049,000
C0444K ING - WD - EQUIPMENT	50,000	-	-	-	-	-	-	-	-	-	50,000
C0445J TOWNSHIPS - WT - EQUIPMENT	380,000	629,000	136,000	456,000	337,000	148,000	489,000	832,000	268,000	-	3,675,000
C0445K TOWNSHIPS - WD - EQUIPMENT	50,000	-	-	-	-	-	-	-	-	-	50,000
C0453J EMBRO - WT - SCADA UPGRADES	380,000	-	-	-	-	-	-	-	-	-	380,000
C0454J WDSTK - WT - SCADA UPGRADES	548,000	1,867,000	-	-	-	-	-	-	-	-	2,415,000
C0455J PLAT - WT - SCADA UPGRADES	313,000	-	-	-	-	-	-	-	-	-	313,000
C0456J BRIGHT - WT - SCADA UPGRADES	474,000	-	-	-	-	-	-	-	-	-	474,000
C0457J INNERKIP - WT - SCADA UPGRADES	202,000	-	-	-	-	-	-	-	-	-	202,000
C0461J TBURG - WT - SCADA UPGRADES	-	-	-	384,000	1,254,000	-	-	-	-	-	1,638,000
C0462J ING - WT - SCADA UPGRADES	-	-	498,000	1,802,000	-	-	-	-	-	-	2,300,000
C0464K ING - WONHAM - ANN CI REPLACE	25,000	-	-	-	-	-	-	-	-	-	25,000
C0467K TBURG PROJ - WM REPL - LINCOLN	-	-	-	210,000	-	-	-	219,000	-	-	429,000
C0468K TBURG PROJ - WM REPL - DUNCAN	-	-	-	163,000	-	-	-	-	-	-	163,000
C0602D WDSTK - W - ENERGY CONSERV	10,000	8,200	-	-	-	-	-	-	-	-	18,200
C0603D ING - W - ENERGY CONSERV	7,500	-	-	-	-	-	-	-	-	-	7,500
C0627K TBURG PROJ-WM REPL-CONCESSION	-	-	1,165,000	-	-	-	-	-	-	-	1,165,000
C0647J TBURG - WELLS 9 AND 10	50,000	-	-	-	-	-	-	-	-	-	50,000
C0651K TBURG - WM OVERSIZING	66,000	-	-	-	-	-	-	-	-	-	66,000
C0652K TBURG - WM LOOPING	-	-	452,000	-	-	-	-	-	-	-	452,000
C0663J DRUMBO - WT - WELL 1 EQ	-	-	150,000	-	-	-	-	-	-	-	150,000

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	TOTAL
C0665J EMBRO - STORAGE EXPANSION	50,000	-	2,000,000	-	-	-	-	-	-	-	2,050,000
C0682J TBURG - WATER FACILITIES - T	46,500	138,060	213,880	33,735	37,000	160,900	42,215	3,110	33,120	5,920	714,440
C0682K TBURG - WATER FACILITIES - D	45,000	2,200	27,500	-	-	-	1,000	-	-	-	75,700
C0683J WDSTK - WATER FACILITIES - T	210,920	71,445	290,140	132,965	7,800	345,440	178,880	43,580	83,105	37,515	1,401,790
C0683K WDSTK - WATER FACILITIES - D	33,200	118,500	91,060	55,500	13,645	295,200	7,330	10,360	16,500	330,000	971,295
C0684J ING - WATER FACILITIES - T	109,600	24,840	81,900	122,030	45,015	245,865	68,180	192,310	340,450	131,100	1,361,290
C0684K ING - WATER FACILITIES - D	66,800	36,600	-	-	-	-	-	-	1,110	-	104,510
C0685J TWNSHP - WATER FACILITIES - T	50,720	189,860	189,255	296,180	269,075	48,130	27,810	34,880	193,965	141,965	1,441,840
C0685K TWNSHP - WATER FACILITIES - D	1,110	103,980	6,980	7,400	8,880	3,695	-	2,150	1,335	-	135,530
TOTAL WATER	31,313,476	24,286,371	26,421,715	29,851,810	18,196,415	17,183,230	10,147,415	11,873,390	12,382,585	18,694,500	200,350,907
WATER & WASTEWATER GENERAL											
C0653I WWC - EQUIPMENT COUNTY-WIDE	50,000	-	-	-	-	-	-	-	-	-	50,000
C0654H W+WW SCADA UPG COUNTY-WIDE	749,000	354,000	331,000	278,000	291,000	-	-	-	-	-	2,003,000
C0655K WD - EQUIPMENT COUNTY-WIDE	20,500	-	-	-	-	-	-	-	-	-	20,500
TOTAL WATER & WASTEWATER GENERAL	819,500	354,000	331,000	278,000	291,000	-	-	-	-	-	2,073,500
TOTAL CAPITAL COSTS	**153,411,273**	**119,282,278**	**126,427,376**	**136,110,468**	**87,844,102**	**77,389,473**	**74,052,146**	**84,493,410**	**93,157,830**	**73,198,155**	**1,025,366,511**
FUNDING											
TAXATION	1,735,482	2,710,837	1,791,936	1,373,202	1,083,097	1,327,189	801,672	1,200,832	1,819,840	-	13,844,087
CAPITAL RESERVES	88,576,168	78,384,397	64,460,604	64,097,074	47,320,722	51,672,313	51,127,793	48,483,091	62,688,635	51,556,256	608,367,053
DEVELOPMENT CHARGES	25,701,743	19,356,983	25,480,702	23,681,315	13,673,682	8,647,805	6,429,481	11,827,105	6,993,527	4,781,051	146,573,394
GRANTS	8,412,750	7,601,000	6,965,000	6,600,000	6,497,000	7,398,000	5,832,000	7,151,000	7,407,000	7,447,000	71,310,750
DEVELOPMENT CHARGES DEBENTURES	17,011,492	3,939,880	5,798,150	11,412,624	-	-	-	-	-	-	38,162,146
DEBENTURES	5,594,438	6,188,941	21,413,000	28,121,355	19,109,601	8,115,000	9,016,700	15,660,000	13,870,000	9,310,000	136,399,035
OTHER SOURCES	6,379,200	1,100,240	517,984	824,898	160,000	229,166	844,500	171,382	378,828	103,848	10,710,046
TOTAL FUNDING	**153,411,273**	**119,282,278**	**126,427,376**	**136,110,468**	**87,844,102**	**77,389,473**	**74,052,146**	**84,493,410**	**93,157,830**	**73,198,155**	**1,025,366,511**

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	10-YEAR
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
DEVELOPMENT CHARGE FUNDED											
TRANSPORTATION SERVICES	(4,520,350)	-	-	-	-	-	-	-	-	-	(4,520,350)
WOODSTOCK WASTEWATER	(2,550,000)	-	-	-	-	-	-	-	-	-	(2,550,000)
TILLSONBURG WASTEWATER	-	-	(1,199,581)	(1,426,459)	-	-	-	-	-	-	(2,626,040)
NORWICH WASTEWATER	-	-	-	(5,699,610)	-	-	-	-	-	-	(5,699,610)
TAVISTOCK WASTEWATER	-	-	(2,806,948)	(3,551,097)	-	-	-	-	-	-	(6,358,045)
PLATTSVILLE WASTEWATER	(583,350)	(400,000)	-	-	-	-	-	-	-	-	(983,350)
THAMESFORD WASTEWATER	(2,907,892)	(1,421,959)	-	-	-	-	-	-	-	-	(4,329,851)
MT ELGIN WASTEWATER	(3,419,425)	-	-	-	-	-	-	-	-	-	(3,419,425)
WOODSTOCK WATER	(2,715,000)	(2,117,921)	(1,791,621)	(735,458)	-	-	-	-	-	-	(7,360,000)
TOWNSHIP WATER	(315,475)	-	-	-	-	-	-	-	-	-	(315,475)
TOTAL DEVELOPMENT CHARGE FUNDED	(17,011,492)	(3,939,880)	(5,798,150)	(11,412,624)	-	-	-	-	-	-	(38,162,146)
LEVY FUNDED											
FACILITIES	-	-	-	-	(3,100,000)	(6,000,000)	-	-	-	-	(9,100,000)
RENEWABLE ENERGY	(2,482,569)	(1,210,000)	(1,570,000)	(390,000)	(2,210,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,200,000)	(13,062,569)
TRANSPORTATION SERVICES	-	-	(1,830,000)	(2,427,355)	(2,872,355)	-	-	-	-	-	(7,129,710)
WASTE MANAGEMENT	-	-	-	-	-	-	(4,866,700)	-	-	-	(4,866,700)
HOUSING	(15,000)	(50,000)	(1,025,000)	(1,500,000)	(3,132,246)	-	-	-	-	-	(5,722,246)
PARAMEDIC SERVICES	-	-	-	-	-	-	-	-	-	-	-
TOTAL LEVY FUNDED	(2,497,569)	(1,260,000)	(4,425,000)	(4,317,355)	(11,314,601)	(7,000,000)	(5,866,700)	(1,000,000)	(1,000,000)	(1,200,000)	(39,881,225)
RATES FUNDED DEBT											
WOODSTOCK WASTEWATER	-	(2,160,000)	(1,222,000)	(410,000)	(2,405,000)	-	-	(4,390,000)	(1,810,000)	-	(12,397,000)
INGERSOLL WASTEWATER	-	-	-	-	-	-	(2,450,000)	(7,000,000)	(7,000,000)	-	(16,450,000)
NORWICH WASTEWATER	-	-	-	(3,220,000)	-	-	-	-	-	-	(3,220,000)
TAVISTOCK WASTEWATER	-	(96,000)	(9,640,000)	(9,819,000)	-	-	-	-	-	-	(19,555,000)
PLATTSVILLE WASTEWATER	(1,660,000)	(1,565,000)	-	-	-	-	-	-	-	-	(3,225,000)
THAMESFORD WASTEWATER	(1,436,869)	(592,941)	-	-	-	-	-	-	-	-	(2,029,810)
INNERKIP WASTEWATER	-	-	-	-	-	-	-	-	(2,790,000)	-	(2,790,000)
WOODSTOCK WATER	-	-	(1,456,000)	(2,369,000)	(865,000)	-	-	-	-	-	(4,690,000)
INGERSOLL WATER	-	(250,000)	(250,000)	(2,590,000)	(2,590,000)	-	(560,000)	(170,000)	-	(4,610,000)	(11,020,000)
TOWNSHIP WATER	-	(265,000)	(4,420,000)	(5,396,000)	(1,935,000)	(1,115,000)	(140,000)	(3,100,000)	(1,270,000)	(3,500,000)	(21,141,000)
TOTAL RATES FUNDED DEBT	(3,096,869)	(4,928,941)	(16,988,000)	(23,804,000)	(7,795,000)	(1,115,000)	(3,150,000)	(14,660,000)	(12,870,000)	(8,110,000)	(96,517,810)
TOTAL	**(22,605,930)**	**(10,128,821)**	**(27,211,150)**	**(39,533,979)**	**(19,109,601)**	**(8,115,000)**	**(9,016,700)**	**(15,660,000)**	**(13,870,000)**	**(9,310,000)**	**(174,561,181)**