



**Corporation of the Town of Ingersoll
Council Agenda
Regular Meeting of Council
Via Video Conference
Monday, June 8, 2020, 6:00 PM**

Live stream link:-

<https://www.youtube.com/channel/UCFvWkWjgaTO54J6wAnnglFQ>

Call to Order

Disclosures of Pecuniary Interest

Closed Session Reporting

Council went into closed session on May 11, 2020 regarding:-

1. Section 239 (2) (b) personal matters about an identifiable individual, including municipal or local board employees. Council received as information.

Minutes of Council Meetings

1. [May 11, 2020 Regular Meeting of Council Minutes](#)

Minutes of Council Committee Meetings

1. [UTRCA BOD Minutes -April 28-2020](#)
2. [BIA Special Meeting Minutes 12 May](#)
[BIA Meeting Minutes - 28 April](#)
[BIA Meeting Minutes 10 March](#)
[BIA Meeting Minutes 11 Feb](#)
3. [Police Services Board Minutes -February 24](#)
[Police Services Board Minutes-May 7](#)

Monthly Cheque Distribution

1. [April Chq Distribution](#)

Special Staff Reports

1. Town Hall Reopening [A-014-20](#)
2. Service Delivery Review [A-015-20](#)
3. CBO Recruitment [A-017-20](#)
4. Appointment of Interim CBO [A-019-20](#)
5. ERTH AGM date change [C-018-20](#)
6. Reopening Issues and Recommendations [CS-011-20](#)

Note & File

1. [Graduate request](#)

Consideration of By-Laws

1. Capital Expenditures & Tax rates By-Law [By-Law 20-5095](#)
2. BIA Levy By-Law [By-Law 20-5096](#)
3. Appoint Mike Hughes Interim CBO [By-Law 20-5097](#)
4. June Confirmation By-Law [By-Law 20-5098](#)

Upcoming Council Meetings

Regular Meeting of Council
Monday July 13, 2020, 6:00 p.m.
Town Centre, Council Chambers
OR
Via Video Conferencing if required

Council Committee Meetings

**PLEASE NOTE: NON ESSENTIAL COMMITTEE MEETINGS
ARE PRESENTLY ON HOLD**

Closed Session

1. Section 239 (2) (d) labour relations or employee negotiations
2. Section 239 (2) (f) Advice that is subject to solicitor-client Privilege, including communications necessary for that purpose.

Adjournment



**Corporation of the Town of Ingersoll
Regular Meeting of Council Minutes
Open session via Video Conference
Closed Session via conference Call
Monday, May 11, 2020
Open Session, 6:00 PM**

Council Members Present:

Comiskey, Freeman, Bowman, Eus, Van Kooten-Bossence, Lesser, and Petrie

Staff Present:

William Tigert, Chief Administrative Officer

Michael Graves, Director of Corporate Services/Clerk-Deputy CAO

Staff on conference call link up:

John Holmes, Fire Chief

Iryna Koval, Director of Finance/Treasurer

Kyle Stefanovic, Director of Community Services

Ramesh Ummat, Town Engineer and Director of Operations

Shannon Vanderydt, Chief Building Official

Media streaming via :

Rogers TV

Call to Order

Mayor Comiskey is in the chair and opens this meeting of Council at 6:00 p.m.

Disclosures of Pecuniary Interest

No disclosures of pecuniary interest

Closed Session Reporting

No Closed Session Reporting

May 11, 2020 Regular Meeting of Council Minutes

Minutes of Council Meetings

Moved by Councillor Petrie, Seconded by Councillor Lesser

C20-05-102 THAT the minutes from the April 14, 2020 Regular meeting of Council be adopted as presented.

CARRIED

Minutes of Council Committee Meetings

Moved by Councillor Eus, Seconded by Councillor Bowman

C20-05-103 THAT the minutes from the February 20, 2020 Upper Thames BOD AGM be adopted as presented

CARRIED

Monthly Cheque Distribution

Moved by Councillor Bowman Seconded By Councillor Van Kooten Bossence

C20-05-104 THAT the March Cheque distribution be adopted as presented

CARRIED

Special Staff Reports

1) Staffing Update

Moved by Deputy Mayor Freeman, Seconded by Councillor Eus

C20-05-105 THAT staff report A-012-20 be received by the Council for the Town of Ingersoll as information.

CARRIED

2) Fence Variance 438 King St. W

Moved by Councillor Van Kooten Bossence, Seconded by Councillor Lesser

C20-05-106 THAT staff report B-007-20 be received by the Council for the Town of Ingersoll as information.

AND THAT Council approve the applicant's request for relief the Town of Ingersoll Property Boundary Fence By-law 13-4720 to allow for a 6' chain link fence in the front yard setback off the front property line a minimum of 10', subject to any approval from Upper Thames River Conservation Authority and obtaining locates including having the septic bed location determined.

CARRIED

May 11, 2020 Regular Meeting of Council Minutes

3) 2019 Annual Building Report

Moved by Councillor Lesser, Seconded by Councillor Bowman

C20-05-107 THAT staff report B-008-20 be received by the Council for the Town of Ingersoll as information.

CARRIED

4) Comments received regarding Boundary Adjustment

Moved by Councillor Petrie, Seconded by Councillor Lesser

C20-05-108 THAT staff report C-017-20 be received by the Council for the Town of Ingersoll as information.

CARRIED

5) Fusion United Way Funding Clarification

Moved by Councillor Eus, Seconded by Deputy Mayor Freeman

C20-05-109 THAT staff report CS-008-20 be received by the Council for the Town of Ingersoll as information.

CARRIED

6) MURC Capital Campaign - Final Report

Moved by Councillor Bowman, Seconded by Councillor Eus

C20-05-110 THAT staff report CS-009-20 be received by the Council for the Town of Ingersoll as information.

AND THAT Council approves Campaign Coaches proceeding with the MURC capital campaign on the condition that the Town is successful in its ICIP grant application.

CARRIED

7) MURC Design Development Construction and Tender

Moved by Deputy Mayor Freeman, Seconded by Councillor Van Kooten Bossence

C20-05-111 THAT staff report CS-010-20 be received by the Council for the Town of Ingersoll as information.

AND THAT Council approves proceeding as planned in the 2020 capital budget with design development and the creation of construction and tender documents for the MURC at a cost not exceeding the approved budget allocation.

CARRIED

May 11, 2020 Regular Meeting of Council Minutes

8) COVID-19 Financial Update

Moved by Councillor Van Kooten Bossence, Seconded by Deputy Mayor Freeman

C20-05-112 THAT staff report T-013-20 “The Projected Financial Impacts of COVID 19 on the Town of Ingersoll” be received by the Council for the Town of Ingersoll as information.

AND THAT the by-law to provide further relief to individuals and businesses be presented to Council for enactment at the Council meeting scheduled for June 8, 2020.

CARRIED

9) Interim Financial Statement for 3 months

Moved by Councillor Lesser, Seconded by Councillor Petrie

C20-05-113 THAT staff Report T-014-20 be received by the Council for the Town of Ingersoll as information.

CARRIED

10) Contract award for Budgeting Software

Moved by Councillor Petrie, Seconded by Councillor Lesser

C20-05-114 THAT staff report T-015-20 “Budget Software Contract Award” be received by the Council for the Town of Ingersoll as information.

AND THAT Council approves the purchase of Questica Budget Software at the cost of \$25,000 + HST.

CARRIED

Correspondence & Resolution

Moved by Councillor Eus, Seconded by Deputy Mayor Freeman

C20-05-115 THAT Council receives Town of Tillsonburg's Carbon Tax resolution as information

CARRIED

Moved by Councillor Bowman, Seconded by Councillor Van Kooten Bossence

C20-05-116 THAT Council receives the request to fly the Pride flag as information.

AND THAT agrees to fly the pride flag in Dewan Park Ingersoll, to recognise Pride month during the month of June.

CARRIED

May 11, 2020 Regular Meeting of Council Minutes

Consideration of By-Laws

- 1) [May Confirmation By-Law 20-5094](#)

Moved by Councillor Van Kooten Bossence, Seconded by Councillor Lesser

C20-05-117 THAT the mover have leave to introduce and go into Committee of the Whole on the following by- laws:

1. [By-Law 20-5094](#) – May Confirmation By-Law

Council in Committee of the Whole, Mayor Comiskey in the Chair. On motion, the by-laws are accepted as circulated. That constitutes the first and second reading of the by-laws.

CARRIED

Moved by Councillor Lesser, Seconded by Councillor Bowman

C20-05-118 THAT the Committee do now rise out of Committee of the Whole.

CARRIED

Moved by Deputy Mayor Freeman, Seconded by Councillor Van Kooten Bossence

C20-05-119 THAT by-law 20-5094 be now read a third time, passed, signed and sealed and that this constitutes the third reading of the by-laws.

CARRIED

Upcoming Council Meetings

Regular Meeting of Council
Monday June 8, 2020, 6:00 p.m.
Town Centre, Council Chambers
OR
Via Video Conferencing if required

Council Committee Meetings

**PLEASE NOTE: NON ESSENTIAL COMMITTEE MEETINGS
ARE PRESENTLY ON HOLD**

Closed Session

- 1) Section 239 (2) (b) personal matters about an identifiable individual, including municipal or local board employees.

May 11, 2020 Regular Meeting of Council Minutes

Moved by Councillor Petrie, Seconded by Councillor Eus

C20-05-120 THAT Council do now go into a Closed Meeting at 7:34 p.m. pursuant to Section 239 (2) of the *Municipal Act, 2001*, as amended to discuss the following matters:

1. Section 239 (2) (b) personal matters about an identifiable individual, including municipal or local board employees.

CARRIED

Moved by Councillor Eus, Seconded by Councillor

C20-05-121 THAT the minutes from the closed session meeting on March 9, 2020 be adopted as presented.

CARRIED

Moved by Councillor Bowman, Seconded by Councillor

C20-05-122 THAT Council do now rise out of the Closed Session meeting at _____ p.m.

CARRIED

Adjournment

Moved by Deputy Mayor Freeman, Seconded by Councillor

C20-05-123 THAT the Council for the Corporation of the Town of Ingersoll adjourns the May 11, 2020 Regular Meeting of Council at _____ p.m.

CARRIED

Edward (Ted) Comiskey, Mayor

Michael Graves, Clerk

MINUTES
BOARD OF DIRECTORS' MEETING
Virtual Meeting Due to COVID-19 Pandemic
TUESDAY, APRIL 28, 2020

Members Present:	M.Blosh A.Dale A.Hopkins T.Jackson S.Levin N.Manning H.McDermid	P.Mitchell A.Murray B.Petrie J.Reffle J.Salter M.Schadenberg A.Westman
Regrets:	D.Edmiston	
Solicitor:	G.Inglis	
Staff:	T.Annett F.Brandon-Sutherland D.Charles B.Glasman C.Harrington T.Hollingsworth J.Howley B.Mackie	C.Ramsey A.Shivas C.Saracino J.Schnaithmann C.Tasker B.Verscheure M.Viglianti – Recorder I.Wilcox K.Winfield

1. Approval of Agenda

This meeting was chaired by Authority Vice-Chair A.Dale, due to a previous commitment that required Authority Chair S.Levin to briefly leave the meeting.

The Chair confirmed the mover and seconder were willing to let their names stand.

Mover: M.Blosh

Secunder: B.Petrie

THAT the Board of Directors approve the Agenda as posted.

Carried.

2. Declaration of Conflicts of Interest

The Chair inquired whether the members had any conflicts of interest to declare relating to the agenda. S.Levin informed the Board he would recuse himself from the in-camera session due to a connection to the person named in the report.

3. By-Law Amendments to Allow Electronic Meetings During Municipal or Provincial Declared Emergencies

The Chair confirmed the mover and seconder were willing to let their names stand.

A friendly amendment was made to amend the wording of Section 10.2 L to change the recorded result of no indication of a vote from a negative vote to an abstention.

Mover: A.Hopkins

Secunder: T.Jackson

THAT the Board of Directors amend Section 10.2 L of the By-Law Amendment to read “(...) if there is no indication of a vote, the vote will be recorded as abstaining unless directed otherwise by the Chair”. And further, that the Board of Directors approve the recommendations as presented in the report.

Carried.

4. Minutes of the Previous Meeting
February 20, 2020

The Chair confirmed the mover and seconder were willing to let their names stand.

Move: N.Manning

Secunder: H.McDermid

THAT that the UTRCA Board of Directors approve the Board of Directors’ minutes dated February 20, 2020 as posted on the Members’ web-site.

Carried.

5. Business Arising from the Minutes

T.Jackson raised a point of order in regards to the motion to object to the consideration of a question, agenda item 7.1 from the February 20th meeting. The point of order was submitted in writing to the Chair, Vice-Chair and staff just prior to this meeting. To allow staff time to gather information, T.Jackson deferred this matter to the next meeting.

6. Delegations

There were no delegations.

7. Business for Approval

7.1 Agricultural Land Leases

The Chair confirmed the mover and seconder were willing to let their names stand.

Mover: P.Mitchell

Secunder: A.Murray

THAT the Board of Directors approve the recommendation as presented in the report.
Carried.

Staff confirmed that the agricultural land leases do not impact the ability of the UTRCA to sell or retire land.

8. Business for Information

8.1 2019 Health and Safety Summary

The Chair confirmed the mover and seconder were willing to let their names stand.

Mover: B.Petrie

Secunder: J.Reffle

THAT the Board of Directors receives the report as presented.
Carried.

The Board asked staff to provide an update later in the year on the last quarter of 2019 and COVID-19.

8.2 Section 28 Status Report – Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Regulation (O.Reg157/06)

The Chair confirmed the mover and seconder were willing to let their names stand.

Mover: J.Salter

Secunder: M.Schadenberg

THAT the Board of Directors receives the report as presented.
Carried.

Staff are preparing for a potential sudden increase in the volume of applications once more workplaces re-open.

Once the details of the reporting process are refined and finalized by Conservation Ontario, there will be required yearly reporting to Conservation Ontario.

8.3 COVID-19 Updates

The Chair confirmed the mover and seconder were willing to let their names stand.

I. Wilcox introduced the report and highlighted tree planting and Conservation Areas as two programs facing some uncertainty, while most other areas of business are still fully operational. Staff submitted an application to receive the first round of the Canada Emergency Wage Subsidy after obtaining an opinion from the Canada Revenue Agency (CRA) that the UTRCA was eligible.

The existing budget and the possibility of receiving revised budget scenarios from staff was discussed. It was noted that due to the fluidity of the current situation, a level of certainty around a Provincial return to work plan would be needed before a revised budget or budget scenarios could be developed. At the request of the Board, a report summarizing mitigation strategies will be provided at the April Board meeting, and the Board will be kept up to date on any significant announcements or new information that may impact the budget.

Staff confirmed that to date, existing contracts have not been affected and new contracts have been found and started.

Mover: A. Westman

Secunder: M. Blosh

THAT the Board of Directors receives the report as presented.

Carried.

8.4 Correspondence from the Municipality of South Huron

The Chair confirmed the mover and seconder were willing to let their names stand.

Mover: J. Reffle

Secunder: A. Hopkins

THAT the Board of Directors receives the report as presented.

CARRIED

9. Other Business (Including Chair and General Manager's Concluding Remarks)

The Chair advised that the May meeting will most likely be held in this format.

10. Closed Session – In Camera

10.1 Negotiations

S.Levin recused himself from the in camera session due to a connection to the person named in the report. The Chair confirmed the mover and seconder were willing to let their names stand.

Mover: T.Jackson

Secunder: N.Manning

THAT the Board of Directors adjourn to Closed Session – In Camera.

Carried.

Progress Reported

Mover: A.Murray

Secunder: B.Petrie

THAT the Board of Directors approve the recommendation as presented in the report.

Carried.

11. Adjournment

There being no further business, the meeting was adjourned at 11:22 am on a motion by J.Reffle.



Ian Wilcox
General Manager
Att.



Ingersoll Business Improvement Area (BIA)
Meeting Minutes
Special Meeting
Tuesday May 12, 2020
7:00 PM – Zoom Meeting

Board Member	Attendance
Kathleen Young – Chair	Present
Mike Bowman	Regrets
Amanda Evely	Absent
Lisa Janssen	Present
Andrea Mulder	Present
Christopher Radford	Present
Sue Reintjes	Present
Dom Riccuito	Present
Steve Walker	Present
Gord Lesser - Councillor	Present
Curtis Tighe – Staff	Present
Lauryn Ostermaier – Staff	Present

Guest(s): Chelsea Stephens – Ingersoll District Chamber of Commerce

1. Welcome/Introductions – Kathleen Young, Chair

Meeting called to order at 7:01pm.

2. Disclosure of Pecuniary Interest

None.

3. Approval of BIA Agenda of May 12, 2020

Moved by Chris Radford, Seconded by Gord Lesser – Carried.

4. New Business

• **Carnival**

- Staff reached out to Campbell's Amusements requesting to move the Ingersoll carnival to the Fall or to the summer of 2021
- Steve from Campbell's responded that fall dates have been booked but will be in touch in October to discuss potential summer 2021 dates.
- With this response from Campbell's Staff note it would be best to postpone this event until the summer of 2021.
- Board agrees to postpone this event for a year



Ingersoll Business Improvement Area (BIA)

Meeting Minutes

Special Meeting

Tuesday May 12, 2020

7:00 PM – Zoom Meeting

- Staff to notify media outlets (Heart FM, Sentinel Review), post a notice to social media (Facebook BIA page) as well as, draft a letter to notify Council of this change

- **Review of COVID-19 Initiatives**

Members of the BIA COVID-19 Sub-Committee discussed the following initiatives with BIA Board members:

BIA Bucks – bringing back BIA bucks will help provide incentive for our community to shop local

- Originally Bob Mott (McKim's Home Hardware) was running this program but Gord has agreed to now take this initiative over and run it
- Objective would be to offer this incentive to any BIA business interested in participating – would be able to buy for 80 cents on a dollar and redeem at any business for the full dollar value
- Exclusions would apply to limit people from spending a significant amount of dollars at one store (i.e. \$3000.00)
- Information provided for cost of printing bills:
 - Original artwork will be used
 - \$1, \$5, \$10, \$25, \$50 bills are available
 - Option to print bills on secure paper (prevents individuals from reprinting) OR print on standard white paper
 - Secure paper/6000 bills/ \$1,102.80
 - Standard Paper/6000 bills/ \$992.73
 - Exception may be Independent Grocer Store besides that the only people involved will be the BIA businesses
- Suggested putting forth \$10,000 towards this program

Vicinity Program

- An automated loyalty platform that integrates with point-of-sale platforms
- When visiting a participating merchant, you tap your card on their vicinity terminal during your purchase to earn points towards rewards
- Staff to continue to research further information as to how this initiative could work within the Ingersoll BIA



Ingersoll Business Improvement Area (BIA)

Meeting Minutes

Special Meeting

Tuesday May 12, 2020

7:00 PM – Zoom Meeting

Wireless Moneris Machines

- Chelsea reached out to her contact at the Chamber – further follow up required and information to be discussed at the next sub-committee meeting

E-Commerce – the Belleville BIA has created a website focused on allowing their community the ability to purchase products/services (etc) online – www.shop.downtownbelleville.ca

- Website offers the ability for visitors to shop by store, take-out options, purchase of gift cards, etc.
- All items purchased online can be delivered or picked up (via curbside pick-up)
- Staff reached out to various web designers to determine cost to create a similar webpage
- Estimates received ranged from \$7500.00 to \$25,000.00 – cost is dependent on what type of work we would like done

Bands @ the Gazebo – idea is to provide a couple of hours of entertainment at the gazebo on weekends during the summer (dependent on physical distancing rules)

- Staff provided rough estimates of hiring solo acts/bands
 - Solo act performing a 2hr set - \$300.00
 - Band performing a 2-3hr set - \$600.00 - \$900.00
 - Gig Salad bookings will charge more and will have additional fees

Subsidize PPE – BIA could provide information as to where businesses can purchase PPE (i.e. local suppliers)

- Staff reached out to Glass Doctor and received a quote of \$150.00 (+HST) if 5 or more plexi-glass shields are purchased
- Example: polycarbonate stand is 48" long x 24" high, can be made with or without a pass thru, can attach to surface if needed
- This would be a great opportunity to partner with the Chamber
- Additionally, we could start looking at purchasing hand sanitizer or face masks, brand with the BIA logo and distribute to local businesses

Advertising – idea is to come up with a marketing campaign as to why shopping local is better, advertise BIA Bucks, PPE donations, E-Commerce website, etc.

- Staff provided a spreadsheet with three quotes (Heart FM, Bell Media and Easy 101.3) for future advertising campaigns (attached)



Ingersoll Business Improvement Area (BIA)
Meeting Minutes
Special Meeting
Tuesday May 12, 2020
7:00 PM – Zoom Meeting

- Upon review, the Board agreed to move forward with Bell Media's OPTION A proposal which includes advertising on radio, TV and digital.

Bell Media		STATS	
<i>*Radio commercials air on Pure Country 93, Virgin Radio, 1290CJBE - 3 month period (June, July, August)</i>			
OPTION A			
Radio	1 week of commercial per month	20 - 30 second commercials per week 60 commercials per month 180 commercials TOTAL (3 months)	97.5 Virgin Radio Appeals to adults aged 18-44 98,300 weekly on air listeners 114,615 Facebook followers 9,478 Twitter followers 15,600 Instagram followers
TV	2 week period between June and August	15 second commercial campaign Exact # of commercials unknown - based on availability	Appeals to adults aged 25-54 66,800 weekly on air listeners 71,024 Facebook followers 17,100 Twitter followers 13,100 Instagram followers
Digital	Ads on 3 radio stations & CTV London website	9,785 website impressions per month 29,295 website impressions over 3 month period	Pure Country 93 Appeals to adults aged 35-54 25,400 weekly on air listeners 5,068 Facebook followers 13,500 Twitter followers 13,700 Instagram followers
TOTAL INVESTMENT: \$5,325		CTV NEWS Reaches 441,100 adults weekly	
OPTION B			
Radio	2 week commercials per month	28 - 30 second commercials to run over a 2 week period 84 commercials per month 252 commercials TOTAL (3 months)	1290 CJBK Appeals to adults aged 35-54 25,400 weekly on air listeners 5,068 Facebook followers 13,500 Twitter followers 13,700 Instagram followers
TOTAL INVESTMENT: \$5,250			
HeartFM			
<i>*Radio only advertising</i>			
JUNE			
	Week of June 1 - 5	25 - 30 second commercials	HEART FM Appeals to adults aged 25-54 38,000 weekly on air listeners Reaches a coverage area of 500,000 people 20,005 Facebook followers
	Week of June 15 - 19	25 - 30 second commercials	
INVESTMENT: \$625.00			
JULY			
	June 29 - July 3	25 - 30 second commercials	
	July 13 - 17	25 - 30 second commercials	
INVESTMENT: \$625.00			
AUGUST			
	July 27 - Aug 1	25 - 30 second commercials	
	Aug 10 - 14	25 - 30 second commercials	
	Aug 24 - 28	25 - 30 second commercials	
INVESTMENT: \$900.00			
TOTAL INVESTMENT: \$2250.00 plus HST			
Easy 101.3		STATS	
<i>*Radio advertising only w/ option of social media advertising</i>			
	1 week commercials (per month)	35 - 30 second commercials	EASY 101.3 Appeals to adults aged 30-49 55,200 weekly on air listeners
INVESTMENT: \$875.00			
	2 week commercials (per month)	35 - 30 second commercials	
INVESTMENT: \$1,400.00			
	2 Facebook Post (banner style ad)		
INVESTMENT: \$500.00			

- Determine next steps

Motion to approve up to \$35,000.00 of spending on in above mentioned initiatives based on further discussions had by the COVID-19 BIA Initiative Sub-Committee.



Ingersoll Business Improvement Area (BIA)

Meeting Minutes

Special Meeting

Tuesday May 12, 2020

7:00 PM – Zoom Meeting

Moved by Dom Riccuito, Seconded by Gord Lesser – Carried.

NEXT MEETING

- Sub-Committee Meeting – Tuesday May 19, 2020 @ 7:00pm
- Monthly BIA Meeting - Tuesday May 26, 2020 @ 7:00pm

5. Adjournment

Meeting adjourned at 7:47pm

Moved by Dom Riccuito.



Ingersoll Business Improvement Area (BIA)

Agenda

Monthly Board Meeting
 Tuesday April 28, 2020
 7:00 PM – Zoom Meeting

Board Member	Attendance
Kathleen Young – Chair	Present
Mike Bowman	Present
Amanda Evely	Absent
Lisa Janssen	Present
Andrea Mulder	Present
Christopher Radford	Absent
Sue Reintjes	Present
Dom Riccuito	Present
Steve Walker	Present
Gord Lesser - Councillor	Present
Curtis Tighe – Staff	Present
Lauryn Ostermaier – Staff	Present

Guests: Chelsea Stephens – Ingersoll District Chamber of Commerce

- **Welcome/Introductions – Kathleen Young, Chair**
 Meeting called to order at 7:05pm. Chair had asked if there were any Board members opposed to holding a virtual meeting via Zoom. No opposition stated.
- **Disclosure of Pecuniary Interest**
 None.
- **Approval of BIA Agenda of April 28, 2020**
 Moved by Mike Bowman, Seconded by Sue Reintjes – Carried.
- **Approval of BIA Minutes from March 10, 2020**
 - Previous minutes to be circulated and posted to the website upon approval
 Moved by Dom Riccuito, Seconded by Andrea Mulder – Carried.
- **Business arising from BIA Minutes – March 10, 2020**
 (To be added as required)
 - Board Member Vacancy



Ingersoll Business Improvement Area (BIA)

Agenda

Monthly Board Meeting
Tuesday April 28, 2020
7:00 PM – Zoom Meeting

- Chelsea Stephens, Member Services at the Ingersoll Chamber of Commerce, is interested in becoming a BIA Board member.
- Staff to request an application form from the Clerks Department and provide to Chelsea.
- Safe Cycling – Ontario By Bike Program (On Hold)
 - Kathleen reminded members of last month's presentation from the Safe Cycling Committee. This program will be further discussed during May's meeting.
- Beautification Project - Update
 - New hanging baskets and baskets for the bridges are on order and should arrive in a couple of weeks
 - Flowers have been ordered and parks will be planting all of the baskets the first part of May
 - Baskets will be hung in June and all gardens will be planted in the early part of June
- 2020 Operating Budget
 - The budget the Board approved in March was not balanced.
 - Initial the thought was to increase the levy by \$2267.00 to balance the budget but given the current situation, there will be no increase to the levy at this time. This amount will be transferred from reserves.

Motion to approve the 2020 BIA Operating Budget.
Moved by Dom Riccuito, Seconded by Sue Reintjes – Carried.
- **Financial Statements and Report from April 28, 2020**
No financial statements to report.
- **Correspondence**
None.
- **Ingersoll Festivals and Special Events**
 - Summer/Fall Calendar
 - The Board agrees to delay the summer/fall calendar to September. Further discussion will be had in June to determine if further delay is required.

Motion to postpone the summer/fall calendar and revisit this idea during June's meeting.



Ingersoll Business Improvement Area (BIA)

Agenda

Monthly Board Meeting
Tuesday April 28, 2020
7:00 PM – Zoom Meeting

Moved by Steve Walker, Seconded by Dom Riccuito – Carried.

- Carnival
 - Staff contacted Campbell's Amusements to determine if there is an alternate date, potentially in the fall, Ingersoll could host a carnival (pending social distancing rules).
 - Board members would like to receive an update during May's meeting as to the suggestions provided by Campbell's Amusements.
 - An announcement will be made to the community, via social media, following this discussion

- August Sidewalk Day Sale/End of Summer Bash
 - Board would like to wait until May's meeting to further discuss this event/determine how to move forward

- **Any Other Business**
 - OBIAA Conference
 - Kathleen notified the Board of the postponed conference
 - OBIAA will notify if this conference is going to be rescheduled

 - Parking Update – Councilor Lesser
 - Most BIA businesses would have received a letter notifying of businesses being able to utilize two parking spaces in front of their storefronts for curbside pick-up or take-out.
 - Councilor Lesser notified the Board of the business signs Millcreek Printing can create for businesses offering curbside pick-up or take-out options – no cost to the business. Staff have distributed an email to the BIA Membership with further details. Business signage available – reach out to Mike if interested
 - Follow up discussion to be had during May's meeting to determine if there are further issues with parking

 - BIA Webpage
 - Staff created a simple BIA webpage for members
 - Webpage lists Board members, agenda/minutes, newsletters, various web resources and contact information



Ingersoll Business Improvement Area (BIA)

Agenda

Monthly Board Meeting
Tuesday April 28, 2020
7:00 PM – Zoom Meeting

- Staff notified the Board this webpage is a work in progress and will continually be updated
- Webpage can be found by visiting www.ingersoll.ca / Do Business tab / BIA tab
- Board members have been asked to review this webpage and provide feedback during our May meeting

COVID-19 BIA Initiatives

- Chelsea Stephens provided some information as to various initiatives the Chamber is doing for businesses – ex: purchasing of gift cards to be used as prizes for various contests. This could be a potential partnership between the BIA and Chamber.
- Website was created – whatsopeningersoll.ca – this will link to the supportingoxford.ca website (website provides a list of businesses in Oxford County that are offering various services during this time)
- Board members would like to see Staff continue to send emails to the membership providing various resources as they become available – emails are seen has very helpful
- Staff provided various initiatives other cities/BIA's have implemented
- Staff suggested it would be best to create a subcommittee to continue discussing various initiatives, timelines, etc. to assist local business during this time. Board was in agreement to this idea.
 - Subcommittee members include: Kathleen Young, Gord Lesser, Dom Riccuito, Sue Reintjes, Chelsea Stephens, Curtis Tighe and Lauryn Ostermaier
 - Meeting will be held via Zoom
 - Staff to distribute a Doodle Poll to subcommittee members to determine a meeting date and time

NEXT MEETING - Tuesday May 26, 2020 at 7:00pm

- **Adjournment**

Meeting adjourned at 7:46pm
Moved by Mike Bowman.



Ingersoll Business Improvement Area (BIA)
Meeting Minutes
 Monthly Board Meeting
 Tuesday March 10, 2020
 6:30 PM – JC Herbert – Town Hall

Board Member	Attendance
Kathleen Young – Chair	Present
Mike Bowman	Present
Amanda Evely	Regrets
Lisa Janssen	Regrets
Andrea Mulder	Present
Christopher Radford	Absent
Sue Reintjes	Present
Dom Riccuito	Present
Steve Walker	Present
Gord Lesser - Councillor	Present
Curtis Tighe – Staff	Regrets
Lauryn Ostermaier – Staff	Present

Guests: Chelsea Stephens – Chamber of Commerce, Jason Anaka – Canadian Tire, Meredith Maywood – Tourism Oxford, Sam Horton and Scott Naisbitt – Safe Cycling Committee

1. **Welcome/Introductions - Kathleen Young, Chair**
Meeting called to order at 6:35pm.
2. **Disclosure of Pecuniary Interest**
None.
3. **Approval of BIA Agenda of March 10, 2020**
Moved by Dom Riccuito, Seconded by Sue Reintjes – Carried.
4. **Approval of BIA Minutes from February 11, 2020**
 - Previous minutes to be circulated and posted to the website upon approval
Moved by Mike Bowman, Seconded by Andrea Mulder – Carried.
5. **Business arising from BIA Minutes – February 11, 2020**
(To be added as required)
 - **Laura Secord and Thomas Ingersoll Plaques – ON HOLD**
 - Plaques are ready; waiting for warmer weather to install



Ingersoll Business Improvement Area (BIA)

Meeting Minutes

Monthly Board Meeting

Tuesday March 10, 2020

6:30 PM – JC Herbert – Town Hall

- **Electing Board Members**
 - Information was distributed to Chelsea Stephens at the Chamber of Commerce. Chelsea joined our meeting and will determine if she sees a fit with joining the BIA Board of Management.
 - Staff to provide an application form to Chelsea to complete and submit for review.
- **HR Downloads**
 - HR Downloads is migrating to a new system – until this migration is complete, all training has been postponed.
 - All previous training where certificates had been received will remain valid.
- **Beautification Project**
 - Gord Lesser received information from Darryl Capern (Parks Manager) with regards to final pricing of baskets and planters for the bridge
 - 100 baskets / 60 planters (+brackets) = \$31,000 total (incl. taxes)
 - Board agrees to move forward with this project as it is below our budget of \$40,000
 - Jason Anaka has asked to be included in next year's flower planting discussion as he may be able to source flowers through his vendors at a discounted rate – Board agreed to this.

6. Financial Statements and Report from March 10, 2020

Financial statements were distributed to the Board of Management. Invoices were from the Family Day Skate and included the My Perfect Princess Party and the Olde Bakery Café (cookies/hot chocolate).

7. Correspondence

None.

8. Ingersoll Festivals and Special Events

- **Family Day Skate**
 - A big success – many attendees, the Snow Queen and Snow Princess were a great addition to the event and well received, ran out of cookies and hot chocolate
 - Feedback – some attendees arrived just prior to 1pm (the 2019 skate time) as they had seen last year's post on social media. To mitigate this issue, Staff will create an event



Ingersoll Business Improvement Area (BIA)

Meeting Minutes

Monthly Board Meeting

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6:30 PM – JC Herbert – Town Hall

posting on social media or boost postings on FB to ensure the proper information is seen by users

- **Spring Calendar**

- Over 6900 calendars were mailed at the end of February – areas included Salford, Putnam and all of Ingersoll's residences, businesses, apartments and farms
- Staff will distribute the remaining calendars to local businesses
- To boost interest in advertising, Staff will create a flyer notifying of the price to advertise, deadlines to submit and amount of calendars distributed

9. Any Other Business

- **Safe Cycling Committee**

- Sam Horton presented information pertaining to various projects the Safe Cycling Committee are working on for 2020
- One initiative being worked on is looking for ways to explore and promote cycling in the downtown area – great way to attract visitors and a great way to increase business to the downtown core
- Meredith Maywood, Tourism Oxford, provided background information pertaining the Ontario By Bike Program and how easy it is for businesses to get involved / certified
 - This is a free program and works as a great marketing avenue for participating businesses as nearly 5000 cyclists view the Ontario By Bike website
- For businesses who have further questions with getting involved in the cycling community they can contact Sam Horton (sam.horton@rogers.com) or Meredith Maywood (mmaywood@oxfordcounty.ca)
- The Board of Management has agreed to further discuss this opportunity – Staff is to add this discussion topic to April's agenda



Ingersoll Business Improvement Area (BIA)

Meeting Minutes

Monthly Board Meeting

Tuesday March 10, 2020

6:30 PM – JC Herbert – Town Hall

- **Family Cycling Day Event – Donation Request**

- Rick Brokenshire had sent an email to Gord Lesser requesting a donation, in the amount of \$100.00, for this year's Family Cycling Day. Rick had mentioned the downtown will be featured more than it has in prior year with a rest stop at the gazebo and an ice cream giveaway at Heavenly Sweets.

Motion to donation \$100.00 towards the Family Cycling Day event on June 7th, 2020.

Moved by Steve Walker, Seconded by Mike Bowman – Carried.

- **OBIAA Conference**

- Staff reminded the Board that we had allocated enough money in the budget for 3 individuals to attend the upcoming OBIAA Conference in Toronto (April 19-22)
 - Any interested individuals are to contact Lauryn

- **Wayfinding Signage Update**

- Staff notified the Board the RFP has been posted and a company will be selected by March 30th.
- Objective is to have this project complete by July 1st, 2020
- Board has inquired if they will have input in this project as it is being funded through grant money
 - Gord is to follow up with Curtis to determine the amount of input the BIA will have for this project

- **BIA Façade Improvement Application – Jon Skobris, Active Health & Wellness**

- Active Health and Wellness submitted a BIA Façade Improvement Application for their business sign
- Total cost of project is \$3979.44 / 1 quote received from Banner Promotions

Motion to loan \$1000.00, as stated in the BIA Façade Improvement guidelines, towards the new Active Health & Wellness sign.

Moved by Sue Reintjes, Seconded by Steve Walker – Carried.

- **Carnival**

- Council has approved the location of the Carnival to be on St. Andrews Street/arena and to take place from July 16th to July 19th
- Staff suggested to create a sub-committee to allow for better discussion/planning of the carnival – Board agreed.



Ingersoll Business Improvement Area (BIA)

Meeting Minutes

Monthly Board Meeting

Tuesday March 10, 2020

6:30 PM – JC Herbert – Town Hall

- Carnival Committee members include – Steve Walker, Gord Lesser, Mike Bowman, Kathleen Young, Dom Riccuito, Chelsea Stephens, Jason Anaka
- Meeting scheduled for Tuesday March 24th at 6:30pm
- Staff to provide a large map of the town to help with planning logistics of this event

- **2020 Operating Budget**

- Staff provided the Board with a draft copy of the 2020 Operating Budget and Capital Budget – Board reviewed.

Motion to approve the 2020 BIA Operating Budget.

Moved by Steve Walker, Seconded by Sue Reintjes – Carried.

- **Community Calendar**

- Question was posed as to who is eligible to advertise in this calendar. Board confirmed advertising was offered to BIA members.
- Suggestion was to increase the circulation by offering advertising to local business/entrepreneurs located outside of the BIA area
- Board agreed to continue offering advertising spaces to BIA members for the Summer/Fall calendar.
- Staff is to notify businesses of advertising possibilities within the calendar when delivering current spring calendars to businesses (notify of cost, deadlines to submit advertisements, etc.).
- If there is space available, Staff is to promote the advertising opportunity within the Summer/Fall calendar by creating a “Call for Advertisement” ad

- **Meeting Time Limits**

- Suggestion was to determine if there is a better way to maintain our time during monthly BIA meetings
- It was noted most meetings finish between 7:30pm and 8:00pm

NEXT MEETING – Tuesday April 7, 2020

10. Adjournment

Meeting adjourned at 8:04pm

Moved by Steve Walker.



Ingersoll Business Improvement Area (BIA)

Meeting Minutes

Monthly Board Meeting

Tuesday February 11, 2020

6:30 PM – JC Herbert – Town Hall

Board Member	Attendance
Kathleen Young – Chair	Present
Mike Bowman	Present
Amanda Evely	Present
Lisa Janssen	Regrets
Andrea Mulder	Present
Christopher Radford	Present
Sue Reintjes	Regrets
Dom Riccuito	Present
Steve Walker	Present
Gord Lesser - Councillor	Present
Curtis Tighe – Staff	Present
Lauryn Ostermaier – Staff	Present

Guests: John – Universal Club, Bill Ross & Louise Prouse – Jingles Hair, Lyn and Mary – McKim’s Home Hardware, Dorothee Langford – Dorothee’s, Kyle Stefanovic – Director of Corporate Services, Darryl Capern – Manager of Parks

- 1. Welcome/Introductions - Kathleen Young, Chair**
Meeting called to order at 6:33pm.
- 2. Disclosure of Pecuniary Interest**
None.
- 3. Approval of BIA Agenda of February 11, 2020**
Moved by Amanda Evely, Seconded by Mike Bowman – Carried.
- 4. Approval of BIA Minutes from January 14, 2020**
 - Previous minutes to be circulated and posted to the website upon approval
 Moved by Dom Riccuito, Seconded by Chris Radford – Carried.
- 5. Business arising from BIA Minutes – January 14, 2020**
(To be added as required)
 - **Laura Secord and Thomas Ingersoll Plaques – ON HOLD**
 - Plaques are ready; waiting for warmer weather to install



Ingersoll Business Improvement Area (BIA)

Meeting Minutes

Monthly Board Meeting

Tuesday February 11, 2020

6:30 PM – JC Herbert – Town Hall

- **Electing Board Members**

- Staff noted Chelsea Stephens, new Member Services staff at the Ingersoll Chamber of Commerce is interested in becoming a Board Member
- Staff requested direction for next steps
- Board Members requested Chelsea submit a resume for review. A decision will be made once reviewed and discussed

- **HR Downloads**

- Staff reminded Board Members to complete all necessary HR Downloads training
- Staff have also been asked to find out if the HR Downloads platform is changing and if this will effect previous training already completed by Board members.

6. Financial Statements and Report from February 11, 2020

Financial statements were distributed to the Board of Management. Invoices included our annual BIA membership fee and a Shop Local ad aired in December on Heart FM.

7. Correspondence

None.

8. Ingersoll Festivals and Special Events

- **Family Day Skate**

- Scheduled for Monday February 17th from 11am to 1pm at the Ingersoll Memorial Arena
- Snow Queen and Snow Princess have been booked – Snow Queen to skate for the duration of the event, Snow Princess to remain in the lobby to interact with patrons
- Cookies and hot chocolate will be delivered before 11am
- Volunteers for this event include: Kathleen, Gord, Andrea, Mike and Chris

- **Spring Calendar**

- Draft copy of the calendar has been distributed to the Board for review
- Calendar sent to Millcreek Printing
- Unfortunately, interest with advertising was down for this calendar



Ingersoll Business Improvement Area (BIA)
Meeting Minutes
Monthly Board Meeting
Tuesday February 11, 2020
6:30 PM – JC Herbert – Town Hall

9. Any Other Business

• **Beautification Project**

- Kyle and Darryl provided further information pertaining to the purchase of new hanging baskets, baskets for the bridge and flowers for the BIA's Beautification initiative
- The BIA confirmed 5 bridges will require flowers
- Darryl had mentioned the cost of new hanging baskets will be around \$17,000 (estimated) / bridge baskets will vary in cost – more information to be provided based on the amount of baskets the BIA Board would like to install on the bridges
- Timeline to order and receive new baskets will take about 1 month

Motion to approve the purchase of baskets and flowers within the budget allocated by the BIA Board of Management.

Moved by Chris Radford, Seconded by Steve Walker - Carried.

• **Carnival**

- Staff provided an update based on the feedback received from Council during the February Council Meeting
- Council did not agree with closing a section of the large parking lot located on Oxford St
- Concerns were brought forth from local business owners who would be negatively affected by the street closure for this event
- Staff acknowledged concerns and have suggested moving the location of this event to St Andrew Street / Arena
- Proposed new location will be submitted in a report to Council seeking approval
- An update will be provided to the Board during the March monthly meeting

Motion to have Staff contact Campbell's Amusements to suggest the arena/St. Andrew's St as the new location for the Summer Carnival.

Moved by Dom Riccuito, Seconded by Chris Radford – Carried.

• **Universal Club looking for BIA support**

- The Universal Club is experiencing issues with regards to the Doggy Daycare operating from a section of the Club's facility on Thames St
- John, facility owner, provided background information of this business noting the daycare is a facility used to provide obedience classes OR a place to drop off your dog



Ingersoll Business Improvement Area (BIA)

Meeting Minutes

Monthly Board Meeting

Tuesday February 11, 2020

6:30 PM – JC Herbert – Town Hall

while you work out at the gym, etc. John mentioned this is not a kennel as dogs are not kept overnight.

- Owner is being asked to adhere to the Town's Bylaws which is stating this business operates as a kennel and cannot operate without a valid Kennel License or a Bylaw change.
- Owner is looking for support or direction from the BIA as to next steps to resolve this problem
- Council representative, Gord Lesser, suggested to speak with Michael Graves, Town of Ingersoll Clerk, to determine how this situation should be handled.

- **2020 Operating Budget**

- Staff provided the Board with a draft copy of the 2020 Operating Budget and Capital Budget
- The Board raised concerns over the cost of the proposed Gateway Sign project and have suggested not moving forward at this time
 - Staff will remove this project from the Capital budget
- The Board raised concerns over the increase in the tax levy and would like to see an increase of 2.6% rather than 6.68%
 - Staff will make this adjustment to the Operating budget
- Staff suggested removing the Candy Cane from the Operating budget until the Board decides to move forward with this project – Board agrees to this suggestion
 - Staff will make this change
- Staff to inquire with the Treasurer as to why the Beautification project is not listed under the Capital Budget
- Updated 2020 Operating and Capital Budgets will be provided to the BIA Board to review during the March meeting

NEXT MEETING – Tuesday March 10, 2020

10. Adjournment

Meeting adjourned at 8:14pm

Moved by Chris Radford.



INGERSOLL POLICE SERVICES BOARD

110 Mutual Street, Ingersoll, Ontario N5C 1Z7
Administration 485-6554 Fax 485-6949

MINUTES OF GENERAL BOARD MEETING

OF

February 24, 2020

Minutes of the General Board Meeting of Ingersoll Police Services Board held on Monday February 24, 2020 at 5:00 pm in the J.C. Herbert room, 130 Oxford Street (Town Hall).

Present:

Rick Eus, Member
Mhairi Kersel, Chair, REGRETS
Darell Parker, Vice chair
Ted Comiskey, Mayor
Sam Horton, Member
Sherri Wiebe, Secretary

Also Present:

Inspector Tony Hymers, OPP Oxford

1. CALL TO ORDER

The Chair called meeting to order at 5:01pm.

2. ADOPTION OF AGENDA

February 24, 2020 Police Services Board Meeting.

Moved by: R. Eus

Seconded by: T. Comiskey

That the February 24, 2020 Ingersoll Police Services Board meeting agenda be approved as printed and circulated with additions. CARRIED.

3. Delegations declared – There were none.

“Dedicated to Excellence”

4. DECLARATIONS OF CONFLICT OF INTEREST – There were none.

5. ADOPTION OF MINUTES

a) January 27, 2020 Police Services Board meeting minutes.

The Board reviewed the minutes of January 27, 2020 meeting.

Moved by: S. Horton

Seconded by: R. Eus

That the January 27, 2020 Police Services Board Meeting Minutes be approved as printed and circulated. CARRIED

6. BUSINESS ARISING FROM THE MINUTES

7. DETACHMENT REPORTS

That the following Detachment reports as presented by the Detachment Commander, be received for information:

- a) Public complaints, daily activity reporting patrol hours, staffing updates, detachment initiatives
- b) Motor vehicle collisions, violent crime, property crime, drug crime, clearance rates
- c) Provincial offenses
- d) Calls for Service Billing summary
- e) High School resource officer report
- f) Crimestoppers
- g) See reports attached.

Inspector T. Hymers provided a comprehensive review of the Police Services report for January 2020. Inspector revised the bylaw tickets to 83 and total for month is 109. Calls for service is reported 238 and 2019 ytd 270 and note to operational 2 calls down 25 from 2019 ytd 41. Inspector noted that it is too early to tell if the lower numbers are due to the change of accepting 911 calls, this will have to be reviewed month to month for difference in numbers. Inspector notified the board of the action list items (previous month): 1. Ask why police service boards didn't get notified the OPP newsletter, received newsletter and notified that psb email should be contacted. 2. Press release with details on 911 calls have been updated on psb web site.

"Dedicated to Excellence"

Moved by: S. Horton

Seconded by: T. Comiskey

That the Town of Ingersoll Police Services Board Report for January received.

CARRIED.

8. POLICE BUSINESS

A) The board members reviewed the Town of Ingersoll Committee Financial Analysis Report for January 2020

B) The board members reviewed the expenses for secretary and board members in the amount of \$718.31 (secretary's internet for February \$56.49+ Darell's room and mileage \$314.47 + Teds room, meal, per diem \$347.35 OAPSB meeting)

Moved by: S. Horton

Seconded by: R. Eus

The Town of Ingersoll Police Services Board accepts and approves to pay the expenses for the secretary and board members in the amount up to \$718.31 for internet for secretary, two board members expenses \$314.47 + \$347.35 for Ted and Darell.

CARRIED.

9. OTHER BUSINESS

A) next OAPSB meeting in 2020 is May 13 in Hamilton, September 30 in Norfolk. February 18th the minutes of last meeting was emailed to all board members.

B) Board members agreed to attend the upcoming spring conference but not to commit to a donation at this time. Sherri will check for early bird pricing prior to registering two board members online.

C) The board received 2019-2020 installment cheque for Community Safety and Policing Grant. \$36562.50

D) Inspector asked secretary to give him an action listing with each meeting as to things the board wishes for him to follow up on. February action listing: 1. N/a

E) Verbal discussion from D. Parker and T. Comiskey regarding the round table meeting with OAPSB. Provincially discussing changing composition of boards (removing section 10 boards), can municipalities request individual boards? What is the driving force? Going back to 2nd round table once accepted by ministry. Talking of complaints reported by Inspector and he cannot disclose details to the board of complaint with Service of officers. Keep the same reporting as the past to the board.

F) The mayor has notice of motion to council to review policing, how is the level of service? Costing? This is at council for next meeting to discuss.

10. CLOSED SESSION-There were no closed session items.

11. NEXT MEETING

The next meeting of the Police Services Board will take place on Monday March 23, 2020 in the Town of Ingersoll JC Herbert room or at the call of the Chair.

12. ADJOURNMENT

Moved by: S. Horton

That the meeting of the Ingersoll Police Service Board held Monday February 24, 2020 be adjourned at 6:27 p.m.

CARRIED.

MINUTES APPROVED

Vice-Chair

Secretary



INGERSOLL POLICE SERVICES BOARD

110 Mutual Street, Ingersoll, Ontario N5C 1Z7
Administration 485-6554 Fax 485-6949

MINUTES OF GENERAL BOARD MEETING

OF

May 7, 2020

Minutes of the General Board Meeting of Ingersoll Police Services Board held on Thursday May 7, 2020 at 5:00 pm as a conference Virtual Zoom call.

Present:

Rick Eus, Member
Mhairi Kersel, Chair
Darell Parker, Vice chair
Ted Comiskey, Mayor
Sam Horton, Member
Sherri Wiebe, Secretary

Also Present:

Inspector Tony Hymers, OPP Oxford
Adam Funnell, Visitor

1. CALL TO ORDER

The Chair called meeting to order at 5:03pm.

2. ADOPTION OF AGENDA

May 7, 2020 Police Services Board Meeting.

Moved by: R. Eus

Seconded by: T. Comiskey

That the May 7, 2020 Ingersoll Police Services Board meeting agenda be approved as printed and circulated with additions. CARRIED.

3. Delegations declared – There were none.

“Dedicated to Excellence”

4. **DECLARATIONS OF CONFLICT OF INTEREST** – There were none.

5. **ADOPTION OF MINUTES**

a) February 24, 2020 Police Services Board meeting minutes.

The Board reviewed the minutes of February 24, 2020 meeting.

Moved by: T. Comiskey

Seconded by: D. Parker

That the February 24, 2020 Police Services Board Meeting Minutes be approved as printed and circulated. CARRIED

6. **BUSINESS ARISING FROM THE MINUTES- S.Horton** asked about the grant dollar amount and asked Inspector about the grant and what it included.

7. **DETACHMENT REPORTS**

That the following Detachment reports as presented by the Detachment Commander, be received for information:

- a) Public complaints, daily activity reporting patrol hours, staffing updates, detachment initiatives
- b) Motor vehicle collisions, violent crime, property crime, drug crime, clearance rates
- c) Provincial offenses
- d) Calls for Service Billing summary
- e) High School resource officer report
- f) Crimestoppers
- g) See reports attached.

Inspector T. Hymers provided a comprehensive review of the Police Services report for February and March 2020. Inspector was very happy to announce on April 24th some town personnel recognized the police and fire department for their work during the pandemic. Safeguard Ontario has been actioned to local businesses and logged 40 hours by auxillary officers for February. February calls for service is reported 238 and 2019 ytd 517 and note to operational 2 calls YTD 59 and 2019 ytd 92. March calls for service is reported 185 and 2019 ytd 851 with operational 2 calls ytd 81 and 2019 ytd 153. Inspector noted that it is too early to tell if the lower numbers are due to the change of accepting 911 calls, this is the 3rd month in a row that we noticed lower numbers and is very hopeful. Inspector advised board that members of Town can request record checks online during pandemic and approving as needed. Inspector didn't have any action list items from previous meeting.

“Dedicated to Excellence”

Moved by: S. Horton

Seconded by: T. Comiskey

That the Town of Ingersoll Police Services Board Report for February and March were received.

CARRIED.

8. POLICE BUSINESS

A) The board members reviewed the Town of Ingersoll Committee Financial Analysis Report for March 2020 and noticed no budget numbers included.

B) The board members reviewed the expenses for secretary in the amount of \$122.02 (secretary's internet for April and May 61.01 each)

Moved by: D. Parker

Seconded by: R. Eus

The Town of Ingersoll Police Services Board accepts and approves to pay the expenses for the secretary in the amount \$122.02 for internet for secretary.

CARRIED.

9. OTHER BUSINESS

A) next OAPSB meeting in 2020 is May 12 in Hamilton CANCELLED, September 29 in Norfolk opp.

B) Zone 4 OAPSB spring conference was cancelled and Elections being held via Zoom call May 29th 3pm. See email sent April 24th for instructions. No money was exchanged for the conference.

C) Inspector asked secretary to give him an action listing with each meeting as to things the board wishes for him to follow up on. May 7th action listing: 1. Review noise complaints for last 2 years with analyst. 2. Safeguard hours for March missing from report. 3. Regarding concerns over low speeding tickets, review.

E) Inspector advised Ingersoll Police Board since inception of Sept 4, 2018 to April 1, 2020, M-Heart has provided help to 1562 persons and 1916 persons were referred to other services.

10. CLOSED SESSION-There were no closed session items.

11. NEXT MEETING

The next meeting of the Police Services Board will take place on Monday May 25, 2020 via public Zoom conference call or at the call of the Chair.

12. ADJOURNMENT

Moved by: S. Horton

That the meeting of the Ingersoll Police Service Board held Thursday May 7, 2020 be adjourned at 6:05 p.m.

CARRIED.

MINUTES APPROVED May 25, 2020

Chair

Secretary

Town of Ingersoll
 Monthly Cheque Disbursements
 April 2020

PURCHASED FROM VENDORS LOCATED IN INGERSOLL \$ 77,778.47

<u>VENDOR/VOUCHER #</u>	<u>CHEQUE #</u>	<u>ACCOUNT</u>	<u>ACCOUNT DESCRIPTION</u>	<u>TRANSACTION DESCRIPTION</u>	<u>DEBITS</u>	<u>CREDITS</u>
IAN BLAIN BARRISTER & SOLICITOR						
95,381	54606	01-1000-4000-40710	LEGAL FEES	SITE PLAN	\$279.84	
95,381	54606	01-1000-4000-40710	LEGAL FEES	SITE PLAN	\$63.55	
95,381	54606	01-1000-4000-40710	LEGAL FEES	SITE PLAN	\$77.31	
95,381	54606	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	SITE PLAN	\$30.91	
95,381	54606	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	SITE PLAN	\$7.01	
95,381	54606	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	SITE PLAN	\$0.00	\$458.62
95,382	54606	01-1000-4000-40710	LEGAL FEES	VIC ST EASEMENT	\$773.17	
95,382	54606	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	VIC ST EASEMENT	\$85.40	
95,382	54606	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	VIC ST EASEMENT	\$0.00	\$858.57
BLYTHE DALE SAND & GRAVEL						
95,413	54607	01-4500-4150-80000	MATERIALS-WINTER CONTROL, PLOWING, SANDING,	ROAD SALT	\$180.55	
95,413	54607	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	ROAD SALT	\$19.95	
95,413	54607	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	ROAD SALT	\$0.00	\$200.50
95,414	54607	01-4500-4150-80000	MATERIALS-WINTER CONTROL, PLOWING, SANDING,	ROAD SALT	\$609.26	
95,414	54607	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	ROAD SALT	\$67.29	
95,414	54607	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	ROAD SALT	\$0.00	\$676.55
CANADA BROKERLINK (ONTARIO)						
95,376	54608	01-1300-4000-40280	INSURANCE	FIRE DEPT VFIS MAR'20-FEB'21	\$1,858.50	
95,376	54608	01-0000-0400-00280	PREPAID EXPENSES	FIRE DEPT VFIS MAR'20-FEB'21	\$371.70	
95,376	54608	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	FIRE DEPT VFIS MAR'20-FEB'21	\$0.00	\$2,230.20
CHUBB SECURITY SYSTEMS						
95,528	54609	10-0000-3133-80000	MATERIALS	MOVE PANEL TO PHONE LINE	\$328.18	
95,528	54609	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	MOVE PANEL TO PHONE LINE	\$36.25	
95,528	54609	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	MOVE PANEL TO PHONE LINE	\$0.00	\$364.43
COLEMAN EQUIPMENT INC.						
95,407	54610	01-4500-4230-46394	939400 NEW HOLLAND TRACTOR	MOWER KNIVES	\$310.62	
95,407	54610	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	MOWER KNIVES	\$34.31	
95,407	54610	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	MOWER KNIVES	\$0.00	\$344.93
COMPASS MINERALS						
95,404	54611	01-4500-4150-80000	MATERIALS-WINTER CONTROL, PLOWING, SANDING,	ROAD SALT	\$4,266.33	
95,404	54611	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	ROAD SALT	\$471.24	
95,404	54611	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	ROAD SALT	\$0.00	\$4,737.57
95,406	54611	01-4500-4150-80000	MATERIALS-WINTER CONTROL, PLOWING, SANDING,	ROAD SALT	\$6,164.89	
95,406	54611	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	ROAD SALT	\$680.94	
95,406	54611	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	ROAD SALT	\$0.00	\$6,845.83
95,443	54611	01-4500-4150-80000	MATERIALS-WINTER CONTROL, PLOWING, SANDING,	ROAD SALT	\$6,220.21	
95,443	54611	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	ROAD SALT	\$687.05	

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95,443	54611	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	ROAD SALT	\$0.00	\$6,907.26
FIREFIGHTER SERVICES OF ONTARIO						
95,368	54612	01-3000-4000-40630	STAFF TRAINING	FIRE DEPT NEW EMPLOYEE FIT TES	\$513.30	
95,368	54612	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	FIRE DEPT NEW EMPLOYEE FIT TES	\$56.70	
95,368	54612	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	FIRE DEPT NEW EMPLOYEE FIT TES	\$0.00	\$570.00
INGERSOLL HOME CENTRE LTD						
95,469	54613	01-3000-4100-40210	JANITORIAL SUPPLIES	FIRE DEPT JANITORIAL SUPPLIES	\$49.83	
95,469	54613	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	FIRE DEPT JANITORIAL SUPPLIES	\$5.51	
95,469	54613	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	FIRE DEPT JANITORIAL SUPPLIES	\$0.00	\$55.34
KINTORE BOXES LTD.						
95,371	54614	01-3000-4000-42900	MISCELLANEOUS EXPENSE	FIRE DEPT TRAINING RM UPGRADE	\$366.69	
95,371	54614	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	FIRE DEPT TRAINING RM UPGRADE	\$40.51	
95,371	54614	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	FIRE DEPT TRAINING RM UPGRADE	\$0.00	\$407.20
EMPLOYEE REIMBURSEMENT						
95,435	54615	01-4500-4000-40290	UNIFORMS & CLOTHING	CLOTHING ALLOWANCE	\$86.00	
95,435	54615	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	CLOTHING ALLOWANCE	\$9.50	
95,435	54615	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	CLOTHING ALLOWANCE	\$0.00	\$95.50
KROWN RUST CONTROL CENTRE						
95,522	54616	01-4500-4150-80000	MATERIALS-WINTER CONTROL, PLOWING, SANDING,	RUST PREVENTION	\$82.43	
95,522	54616	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	RUST PREVENTION	\$9.10	
95,522	54616	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	RUST PREVENTION	\$0.00	\$91.53
LIND LUMBER LIMITED						
95,447	54617	01-5000-6050-41740	LAND MAINTENANCE & IMPROVEMENTS	LAND IMPROVEMENT SUPPLIES	\$185.23	
95,447	54617	01-0000-0200-00325	HST RECEIVABLE100%	LAND IMPROVEMENT SUPPLIES	\$24.08	
95,447	54617	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	LAND IMPROVEMENT SUPPLIES	\$0.00	\$209.31
95,520	54617	01-4500-4160-80000	MATERIALS-SAFETY DEVICES, SIGNS, GUIDE RAIL	6X8 POSTS	\$80.43	
95,520	54617	01-4500-4110-80000	MATERIALS-BRIDGES & CULVERTS	6X8 POSTS	\$844.53	
95,520	54617	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	6X8 POSTS	\$8.89	
95,520	54617	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	6X8 POSTS	\$93.27	
95,520	54617	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	6X8 POSTS	\$0.00	\$1,027.12
LPL PLUMBING						
95,508	54618	01-5000-6040-41530	EQUIPMENT REPAIRS & MAINT	SENIOR CENTRE EQUIP	\$80.00	
95,508	54618	01-0000-0200-00325	HST RECEIVABLE100%	SENIOR CENTRE EQUIP	\$10.40	
95,508	54618	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	SENIOR CENTRE EQUIP	\$0.00	\$90.40
95,509	54618	01-5200-4100-41700	BLDG REPAIRS AND MAINT	FUSION BLDG SUPPLIES	\$349.00	
95,509	54618	01-0000-0200-00325	HST RECEIVABLE100%	FUSION BLDG SUPPLIES	\$45.37	
95,509	54618	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	FUSION BLDG SUPPLIES	\$0.00	\$394.37
95,510	54618	01-5000-6020-41530	EQUIPMENT REPAIRS & MAINTENANCE	ARENA EQUIP REPAIR	\$2,110.96	

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95,510	54618	01-0000-0200-00325	HST RECEIVABLE100%	ARENA EQUIP REPAIR	\$274.43	
95,510	54618	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	ARENA EQUIP REPAIR	\$0.00	\$2,385.39
95,511	54618	01-5100-4100-41530	EQUIP REPAIRS & MAINT	VPCC METRE WHEEL	\$211.50	
95,511	54618	01-0000-0200-00325	HST RECEIVABLE100%	VPCC METRE WHEEL	\$27.50	
95,511	54618	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	VPCC METRE WHEEL	\$0.00	\$239.00
MCQ HANDLING INC.						
95,420	54619	01-4500-4100-41550	MAINTENANCE CONTRACTS	FEB GARBAGE DISPOSAL	\$488.81	
95,420	54619	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	FEB GARBAGE DISPOSAL	\$53.99	
95,420	54619	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	FEB GARBAGE DISPOSAL	\$0.00	\$542.80
MINISTRY OF FINANCE (OPP)***						
95,362	54620	01-3200-4000-40450	OPP CONTRACTED SERVICES	MARCH OPP SERVICES	\$214,611.67	
95,362	54620	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	MARCH OPP SERVICES	\$0.00	\$214,611.67
ALTERATION						
95,470	54621	01-3000-4000-40290	UNIFORMS & CLOTHING	FIRE DEPT UNIFORM REPAIRS	\$10.00	
95,470	54621	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	FIRE DEPT UNIFORM REPAIRS	\$0.00	\$10.00
OLDE BAKERY CAFE						
95,494	54622	01-5100-6090-40420	PROGRAM SUPPLIES	PROG COOKIES	\$20.40	
95,494	54622	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	PROG COOKIES	\$0.00	\$20.40
95,495	54622	01-5100-6090-40420	PROGRAM SUPPLIES	BIRTHDAY CAKES	\$18.00	
95,495	54622	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	BIRTHDAY CAKES	\$0.00	\$18.00
OXFORD BASKETBALL OFFICIALS AS						
95,493	54623	01-5100-6090-41555	MENS RECREATIONAL BASKETBALL	MEN'S BASKETBALL REEREES	\$1,750.00	
95,493	54623	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	MEN'S BASKETBALL REEREES	\$0.00	\$1,750.00
OXFORD METAL ROOFING						
95,372	54624	10-0000-3161-80000	MATERIALS	INTERIOR WALLS	\$610.56	
95,372	54624	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	INTERIOR WALLS	\$67.44	
95,372	54624	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	INTERIOR WALLS	\$0.00	\$678.00
P M HYDRAULICS ***						
95,429	54625	01-4500-4000-41650	SMALL TOOLS & SAFETY EQUIP	PARTS	\$18.99	
95,429	54625	01-4500-4230-46402	940200 LEAF MACHINE	PARTS	\$643.07	
95,429	54625	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	PARTS	\$2.10	
95,429	54625	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	PARTS	\$71.03	
95,429	54625	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	PARTS	\$0.00	\$735.19
95,430	54625	01-4500-4230-46388	938300 T3-17 INTERNATIONAL TRUCK	PARTS	\$10.28	
95,430	54625	01-4500-4230-46388	938800 T8-18 INTERNATIONAL TRUCK	PARTS	\$37.33	
95,430	54625	01-4500-4230-46393	939300 2011 CAT FRONT END LOADER	PARTS	\$18.40	
95,430	54625	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	PARTS	\$1.13	
95,430	54625	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	PARTS	\$4.12	

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95,430	54625	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	PARTS	\$2.03	
95,430	54625	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	PARTS	\$0.00	\$73.29
POW TECHNOLOGIES						
95,440	54626	01-4500-4230-46393	939300 2011 CAT FRONT END LOADER	LOG FOR INSPECTION	\$661.44	
95,440	54626	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	LOG FOR INSPECTION	\$73.06	
95,440	54626	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	LOG FOR INSPECTION	\$0.00	\$734.50
SAFETY KLEEN						
95,408	54627	01-4500-4230-46431	VEHICLE MAINTENANCE	PW WASTE DISPOSAL	\$50.88	
95,408	54627	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	PW WASTE DISPOSAL	\$5.62	
95,408	54627	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	PW WASTE DISPOSAL	\$0.00	\$56.50
AJ STONE COMPANY LTD						
95,370	54628	01-3000-4000-41610	FIRE FIGHTING EQUIPMENT	FIRE DEPT GAS METRES X 2	\$1,478.28	
95,370	54628	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	FIRE DEPT GAS METRES X 2	\$163.28	
95,370	54628	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	FIRE DEPT GAS METRES X 2	\$0.00	\$1,641.56
95,480	54628	01-3000-4000-41610	FIRE FIGHTING EQUIPMENT	MONITOR	\$5,348.84	
95,480	54628	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	MONITOR	\$590.81	
95,480	54628	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	MONITOR	\$0.00	\$5,939.65
STRATFORD FARM EQUIPMENT(WOODS)						
95,444	54629	01-4500-4230-46394	939400 NEW HOLLAND TRACTOR	TRACTOR WIPER BLADE	\$42.70	
95,444	54629	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	TRACTOR WIPER BLADE	\$4.71	
95,444	54629	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	TRACTOR WIPER BLADE	\$0.00	\$47.41
STRONGCO LIMITED PARTNERSHIP						
95,438	54630	01-4500-4230-46391	939100 1987 Champion Grader	GRADER PARTS	\$481.70	
95,438	54630	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	GRADER PARTS	\$53.21	
95,438	54630	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	GRADER PARTS	\$0.00	\$534.91
TETRA-CHEM INDUSTRIES LTD.						
95,419	54631	01-4500-4150-80000	MATERIALS-WINTER CONTROL, PLOWING, SANDING,	BULK WASHER FLUID	\$465.55	
95,419	54631	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	BULK WASHER FLUID	\$51.43	
95,419	54631	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	BULK WASHER FLUID	\$0.00	\$516.98
THINK ON INC.						
95,378	54632	01-1002-4000-41550	MAINTENANCE CONTRACTS	FEB BACKUP CLOUD STORAGE	\$8.98	
95,378	54632	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	FEB BACKUP CLOUD STORAGE	\$0.99	
95,378	54632	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	FEB BACKUP CLOUD STORAGE	\$0.00	\$9.97
95,379	54632	01-1002-4000-41550	MAINTENANCE CONTRACTS	MAR BACKUP CLOUD STORAGE	\$130.13	
95,379	54632	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	MAR BACKUP CLOUD STORAGE	\$14.37	
95,379	54632	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	MAR BACKUP CLOUD STORAGE	\$0.00	\$144.50
95,380	54632	01-1002-4000-41550	MAINTENANCE CONTRACTS	APR BACKUP CLOUD STORAGE	\$130.13	
95,380	54632	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	APR BACKUP CLOUD STORAGE	\$14.37	

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95,380	54632	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	APR BACKUP CLOUD STORAGE	\$0.00	\$144.50
TILLSONBURG FIRE & SAFETY EQUI						
95,525	54633	01-4500-4100-41700	BLDG REPAIRS & MAINTENANCE	FIRE EXTINGUISHER ANNUAL INSPE	\$893.91	
95,525	54633	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	FIRE EXTINGUISHER ANNUAL INSPE	\$98.73	
95,525	54633	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	FIRE EXTINGUISHER ANNUAL INSPE	\$0.00	\$992.64
ANNEX BUSINESS MEDIA						
95,559	54634	01-3000-4000-41205	FIRE PREVENTION	SMOKE ALARMS	\$166.89	
95,559	54634	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	SMOKE ALARMS	\$18.43	
95,559	54634	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	SMOKE ALARMS	\$0.00	\$185.32
BAIGENT EXCAVATING INC.						
95,592	54635	01-4500-4150-80000	MATERIALS-WINTER CONTROL, PLOWING, SANDING,	DT CORE SNOW REMOVAL	\$299.17	
95,592	54635	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	DT CORE SNOW REMOVAL	\$33.05	
95,592	54635	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	DT CORE SNOW REMOVAL	\$0.00	\$332.22
CANADIAN TIRE ASSOCIATE STORE						
95,530	54636	01-5000-6020-40210	JANITORIAL SUPPLIES	AIR FRESHER	\$2.38	
95,530	54636	01-0000-0200-00325	HST RECEIVABLE100%	AIR FRESHER	\$0.31	
95,530	54636	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	AIR FRESHER	\$0.00	\$2.69
95,531	54636	01-5100-4100-40210	JANITORIAL SUPPLIES	VPCC CHANGEROOM SUPPLIES	\$9.56	
95,531	54636	01-0000-0200-00325	HST RECEIVABLE100%	VPCC CHANGEROOM SUPPLIES	\$1.24	
95,531	54636	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	VPCC CHANGEROOM SUPPLIES	\$0.00	\$10.80
95,532	54636	01-5100-4100-41700	BLDG REPAIRS AND MAINT	PAINT SUPPLIES	\$132.75	
95,532	54636	01-0000-0200-00325	HST RECEIVABLE100%	PAINT SUPPLIES	\$17.26	
95,532	54636	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	PAINT SUPPLIES	\$0.00	\$150.01
95,533	54636	01-5000-6050-41530	EQUIP REPAIRS & MAINT	SPARK PLUGS	\$9.98	
95,533	54636	01-0000-0200-00325	HST RECEIVABLE100%	SPARK PLUGS	\$1.30	
95,533	54636	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	SPARK PLUGS	\$0.00	\$11.28
95,534	54636	01-5000-6050-41530	EQUIP REPAIRS & MAINT	PARKS EQUIP SUPPLIES	\$35.98	
95,534	54636	01-0000-0200-00325	HST RECEIVABLE100%	PARKS EQUIP SUPPLIES	\$4.68	
95,534	54636	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	PARKS EQUIP SUPPLIES	\$0.00	\$40.66
95,535	54636	01-5000-6020-41700	BLDG REPAIRS & MAINT	EXCHANGE	\$7.98	
95,535	54636	01-0000-0200-00325	HST RECEIVABLE100%	EXCHANGE	\$1.04	
95,535	54636	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	EXCHANGE	\$0.00	\$9.02
95,536	54636	01-5000-6020-41700	BLDG REPAIRS & MAINT	ARENA BLDG SUPPLIES	\$6.29	
95,536	54636	01-0000-0200-00325	HST RECEIVABLE100%	ARENA BLDG SUPPLIES	\$0.82	
95,536	54636	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	ARENA BLDG SUPPLIES	\$0.00	\$7.11
95,546	54636	01-1000-4000-40515	EMERGENCY EXPENSES-COVID 19	CAUTION TAPE	\$26.44	
95,546	54636	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	CAUTION TAPE	\$2.92	
95,546	54636	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	CAUTION TAPE	\$0.00	\$29.36

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CEDAR SIGNS						
95,585	54637	01-4500-4160-80000	MATERIALS-SAFETY DEVICES, SIGNS, GUIDE RAIL	FREIGHT CHRGS INV#60400	\$109.67	
95,585	54637	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	FREIGHT CHRGS INV#60400	\$12.11	
95,585	54637	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	FREIGHT CHRGS INV#60400	\$0.00	\$121.78
95,586	54637	01-4500-4160-80000	MATERIALS-SAFETY DEVICES, SIGNS, GUIDE RAIL	SIGNS	\$1,455.68	
95,586	54637	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	SIGNS	\$160.79	
95,586	54637	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	SIGNS	\$0.00	\$1,616.47
INGERSOLL RURAL CEMETERY BOARD						
95,540	54638	01-1500-4000-98200	TRANSFERS TO CEMETERY BOARD	1ST PAYMENT	\$25,000.00	
95,540	54638	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	1ST PAYMENT	\$0.00	\$25,000.00
MCKIM HARDWARE						
95,599	54639	01-5000-6050-41700	BLDG REPAIRS AND MAINT	PARKS BLDG SUPPLIES	\$9.46	
95,599	54639	01-0000-0200-00325	HST RECEIVABLE100%	PARKS BLDG SUPPLIES	\$0.97	
95,599	54639	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	PARKS BLDG SUPPLIES	\$0.00	\$10.43
95,600	54639	01-5000-6050-41700	BLDG REPAIRS AND MAINT	PARKS BLDG SUPPLIES	\$42.49	
95,600	54639	01-0000-0200-00325	HST RECEIVABLE100%	PARKS BLDG SUPPLIES	\$5.52	
95,600	54639	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	PARKS BLDG SUPPLIES	\$0.00	\$48.01
95,601	54639	01-5000-6050-41700	BLDG REPAIRS AND MAINT	ROPE, VBELT	\$27.00	
95,601	54639	01-0000-0200-00325	HST RECEIVABLE100%	ROPE, VBELT	\$3.51	
95,601	54639	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	ROPE, VBELT	\$0.00	\$30.51
95,602	54639	01-3000-4100-40210	JANITORIAL SUPPLIES	FIRE DEPT CLEANING SUPPLIES	\$6.09	
95,602	54639	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	FIRE DEPT CLEANING SUPPLIES	\$0.67	
95,602	54639	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	FIRE DEPT CLEANING SUPPLIES	\$0.00	\$6.76
95,603	54639	01-4500-4220-80000	MATERIALS-SIDEWALK REPAIRS	PAINT	\$154.21	
95,603	54639	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	PAINT	\$17.03	
95,603	54639	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	PAINT	\$0.00	\$171.24
95,604	54639	01-4500-4160-80000	MATERIALS-SAFETY DEVICES, SIGNS, GUIDE RAIL	PAINT	\$42.37	
95,604	54639	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	PAINT	\$4.68	
95,604	54639	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	PAINT	\$0.00	\$47.05
95,605	54639	01-4500-4000-41650	SMALL TOOLS & SAFETY EQUIP	PROPANE	\$20.33	
95,605	54639	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	PROPANE	\$2.25	
95,605	54639	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	PROPANE	\$0.00	\$22.58
95,606	54639	01-5000-6050-41700	BLDG REPAIRS AND MAINT	CAUTION TAPE, SAW	\$129.97	
95,606	54639	01-1000-4000-40515	EMERGENCY EXPENSES-COVID 19	CAUTION TAPE, SAW	\$14.69	
95,606	54639	01-0000-0200-00325	HST RECEIVABLE100%	CAUTION TAPE, SAW	\$16.90	
95,606	54639	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	CAUTION TAPE, SAW	\$1.62	
95,606	54639	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	CAUTION TAPE, SAW	\$0.00	\$163.18
95,607	54639	01-4500-4220-80000	MATERIALS-SIDEWALK REPAIRS	PAINT	\$69.19	

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<u>VENDOR/VOUCHER #</u>	<u>CHEQUE #</u>	<u>ACCOUNT</u>	<u>ACCOUNT DESCRIPTION</u>	<u>TRANSACTION DESCRIPTION</u>	<u>DEBITS</u>	<u>CREDITS</u>
95,607	54639	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	PAINT	\$7.64	
95,607	54639	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	PAINT	\$0.00	\$76.83
95,608	54639	01-4500-4220-80000	MATERIALS-SIDEWALK REPAIRS	WOOD FILLER	\$9.50	
95,608	54639	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	WOOD FILLER	\$1.05	
95,608	54639	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	WOOD FILLER	\$0.00	\$10.55
95,609	54639	01-4500-4220-80000	MATERIALS-SIDEWALK REPAIRS	STAIN + BRUSHES	\$71.34	
95,609	54639	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	STAIN + BRUSHES	\$7.88	
95,609	54639	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	STAIN + BRUSHES	\$0.00	\$79.22
95,610	54639	01-4500-4220-80000	MATERIALS-SIDEWALK REPAIRS	PAINT ROLLER	\$11.49	
95,610	54639	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	PAINT ROLLER	\$0.00	\$11.49
95,611	54639	01-4500-4220-80000	MATERIALS-SIDEWALK REPAIRS	SPRAY PAINT	\$6.48	
95,611	54639	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	SPRAY PAINT	\$0.72	
95,611	54639	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	SPRAY PAINT	\$0.00	\$7.20
95,612	54639	01-5000-6050-41700	BLDG REPAIRS AND MAINT	PAINT	\$46.73	
95,612	54639	01-0000-0200-00325	HST RECEIVABLE100%	PAINT	\$6.07	
95,612	54639	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	PAINT	\$0.00	\$52.80
MCQ HANDLING INC.						
95,583	54640	01-4500-4100-41550	MAINTENANCE CONTRACTS	MARCH PW DISPOSAL	\$435.93	
95,583	54640	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	MARCH PW DISPOSAL	\$48.15	
95,583	54640	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	MARCH PW DISPOSAL	\$0.00	\$484.08
P M HYDRAULICS ***						
95,560	54641	01-3000-4000-41530	EQUIP REPAIRS & MAINTENANCE	FIRE DEPT POWER WASHER REPAIR	\$98.30	
95,560	54641	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	FIRE DEPT POWER WASHER REPAIR	\$10.86	
95,560	54641	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	FIRE DEPT POWER WASHER REPAIR	\$0.00	\$109.16
95,575	54641	01-4500-4230-46391	939100 1987 Champion Grader	PARTS	\$9.08	
95,575	54641	01-4500-4230-46386	938603 T6-11 FREIGH TRUCK	PARTS	\$153.15	
95,575	54641	01-4500-4150-80000	MATERIALS-WINTER CONTROL, PLOWING, SANDING,	PARTS	\$262.18	
95,575	54641	01-4500-4230-46384	938400 T4-15 INTERNATIONAL TRUCK	PARTS	\$523.05	
95,575	54641	01-4500-4230-46397	939700 SIDEWALK TRACTOR	PARTS	\$61.22	
95,575	54641	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	PARTS	\$1.00	
95,575	54641	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	PARTS	\$16.91	
95,575	54641	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	PARTS	\$28.96	
95,575	54641	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	PARTS	\$57.77	
95,575	54641	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	PARTS	\$6.76	
95,575	54641	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	PARTS	\$0.00	\$1,120.08
95,576	54641	01-4500-4230-46404	940400 PAINT SPRAYER	PAINT SPRAYER PARTS	\$89.65	
95,576	54641	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	PAINT SPRAYER PARTS	\$9.90	
95,576	54641	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	PAINT SPRAYER PARTS	\$0.00	\$99.55

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S & B SERVICES LTD.						
95,579	54642	01-4500-4150-80000	MATERIALS-WINTER CONTROL, PLOWING, SANDING,	SERVICE CALL	\$585.12	
95,579	54642	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	SERVICE CALL	\$64.63	
95,579	54642	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	SERVICE CALL	\$0.00	\$649.75
JIM SHIPP PLUMBING & HEATING L						
95,574	54643	10-0000-3430-80000	MATERIALS	PW HOT WATER HEATER REPLACE	\$19,329.32	
95,574	54643	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	PW HOT WATER HEATER REPLACE	\$2,135.03	
95,574	54643	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	PW HOT WATER HEATER REPLACE	\$0.00	\$21,464.35
SOMA - SOUTHWESTERN ONT. MKT *						
95,596	54644	01-7000-4000-40600	MEMBERSHIP FEES	2020 PARTNERSHIP CONTRIBUTION	\$12,500.00	
95,596	54644	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	2020 PARTNERSHIP CONTRIBUTION	\$0.00	\$12,500.00
STRONGCO LIMITED PARTNERSHIP						
95,580	54645	01-4500-4230-46393	939300 2011 CAT FRONT END LOADER	STEERING CYLINDER	\$228.82	
95,580	54645	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	STEERING CYLINDER	\$25.27	
95,580	54645	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	STEERING CYLINDER	\$0.00	\$254.09
SYMPOSIUM TECHNOLOGIES INC.						
95,557	54646	01-3000-4000-40410	LICENCES, TAGS, ETC.	DISPATCHING SOFTWARE ANNUAL FE	\$610.56	
95,557	54646	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	DISPATCHING SOFTWARE ANNUAL FE	\$67.44	
95,557	54646	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	DISPATCHING SOFTWARE ANNUAL FE	\$0.00	\$678.00
TILLSONBURG FIRE & RESCUE SERV						
95,563	54647	01-3000-4000-41520	COMMUNICATION	Q1 DISPATCHING FEES	\$6,820.00	
95,563	54647	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	Q1 DISPATCHING FEES	\$0.00	\$6,820.00
INDEPENDENT GROCER - FUSION						
95,539	54648	01-5200-6090-40420	PROGRAM SUPPLIES	PROG SUPPLIES	\$22.06	
95,539	54648	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	PROG SUPPLIES	\$0.00	\$22.06
INDEPENDENT GROCER - VPCC						
95,537	54649	01-5100-6090-40420	PROGRAM SUPPLIES	PROG SUPPLIES	\$21.74	
95,537	54649	01-0000-0200-00325	HST RECEIVABLE100%	PROG SUPPLIES	\$1.23	
95,537	54649	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	PROG SUPPLIES	\$0.00	\$22.97
95,538	54649	01-5100-6090-40420	PROGRAM SUPPLIES	PROG SUPPLIES	\$35.56	
95,538	54649	01-0000-0200-00325	HST RECEIVABLE100%	PROG SUPPLIES	\$2.56	
95,538	54649	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	PROG SUPPLIES	\$0.00	\$38.12
FLORAL OCCASIONS ***						
95,635	54650	01-1000-4000-41160	HONOURS & AWARDS	SYMPATHY BASKET	\$61.06	
95,635	54650	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	SYMPATHY BASKET	\$6.74	
95,635	54650	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	SYMPATHY BASKET	\$0.00	\$67.80
INGERSOLL DISTRICT CHAMBER ***						
95,636	54651	01-7000-4000-40600	MEMBERSHIP FEES	ANNUAL MEMBERSHIP FEES	\$208.61	

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95,636	54651	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	ANNUAL MEMBERSHIP FEES	\$23.04	
95,636	54651	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	ANNUAL MEMBERSHIP FEES	\$0.00	\$231.65
KEN'S SMALL ENGINE						
95,672	54652	01-5000-6050-41530	EQUIP REPAIRS & MAINT	MOWER PARTS	\$49.53	
95,672	54652	01-0000-0200-00325	HST RECEIVABLE100%	MOWER PARTS	\$6.44	
95,672	54652	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	MOWER PARTS	\$0.00	\$55.97
LPL PLUMBING						
95,646	54653	01-2000-4025-41700	BLDG REPAIRS & MAINT	PUBLIC MENS TOILET REPAIR	\$310.43	
95,646	54653	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	PUBLIC MENS TOILET REPAIR	\$34.29	
95,646	54653	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	PUBLIC MENS TOILET REPAIR	\$0.00	\$344.72
MBH ELECTRICAL						
95,631	54654	40-8000-6900-01950	TRSFs FROM OWN FUNDS-RESERVES	DEWAN PARK LED SIGN	\$1,449.05	
95,631	54654	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	DEWAN PARK LED SIGN	\$160.06	
95,631	54654	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	DEWAN PARK LED SIGN	\$0.00	\$1,609.11
MILLARDS CHARTERED ACCOUNTANTS						
95,633	54655	40-8000-4000-40700	AUDIT FEES	2018 AUDIT FEES	\$2,136.96	
95,633	54655	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	2018 AUDIT FEES	\$236.04	
95,633	54655	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	2018 AUDIT FEES	\$0.00	\$2,373.00
ROYAL BANK VISA						
95,614 EFT		01-5100-4100-40220	TELEPHONE	VISA MAR 2020-TREASURY	\$104.99	
95,614 EFT		01-1000-4000-40220	TELEPHONE	VISA MAR 2020-TREASURY	\$836.81	
95,614 EFT		01-2000-4025-40220	TELEPHONE	VISA MAR 2020-TREASURY	\$141.54	
95,614 EFT		01-1002-4000-40220	TELEPHONE	VISA MAR 2020-TREASURY	\$246.51	
95,614 EFT		01-3000-4000-40220	TELEPHONE	VISA MAR 2020-TREASURY	\$281.15	
95,614 EFT		01-5000-6020-40220	TELEPHONE	VISA MAR 2020-TREASURY	\$60.87	
95,614 EFT		01-5100-4000-40220	TELEPHONE	VISA MAR 2020-TREASURY	\$148.93	
95,614 EFT		01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	VISA MAR 2020-TREASURY	\$161.95	
95,614 EFT		01-0000-0200-00325	HST RECEIVABLE100%	VISA MAR 2020-TREASURY	\$26.69	
95,614 EFT		01-0000-0200-00325	HST RECEIVABLE100%	VISA MAR 2020-TREASURY	\$13.65	
95,614 EFT		01-0000-0100-00100	BANK	VISA MAR 2020-TREASURY	\$0.00	\$2,023.09
ROYAL BANK VISA						
95,615 EFT		01-4000-4000-40220	TELEPHONE	VISA MAR 2020-IT	\$14.55	
95,615 EFT		01-4000-4000-40220	TELEPHONE	VISA MAR 2020-IT	\$14.55	
95,615 EFT		01-1300-4000-40220	TELEPHONE EXPENSE	VISA MAR 2020-IT	\$60.15	
95,615 EFT		01-4500-4000-40220	TELEPHONE	VISA MAR 2020-IT	\$19.39	
95,615 EFT		01-5000-6020-40220	TELEPHONE	VISA MAR 2020-IT	\$19.05	
95,615 EFT		01-4000-4000-40220	TELEPHONE	VISA MAR 2020-IT	\$19.39	
95,615 EFT		01-1002-4000-40220	TELEPHONE	VISA MAR 2020-IT	\$19.40	

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95,615	EFT	01-0100-4000-40220	TELEPHONE	VISA MAR 2020-IT	\$368.67	
95,615	EFT	01-5200-6090-40220	TELEPHONE	VISA MAR 2020-IT	\$19.40	
95,615	EFT	01-0900-4000-40220	TELEPHONE	VISA MAR 2020-IT	\$19.39	
95,615	EFT	01-4500-4000-41520	COMMUNICATION	VISA MAR 2020-IT	\$14.55	
95,615	EFT	01-4500-4000-41520	COMMUNICATION	VISA MAR 2020-IT	\$14.55	
95,615	EFT	01-5100-4100-40220	TELEPHONE	VISA MAR 2020-IT	\$19.06	
95,615	EFT	01-5100-4100-40220	TELEPHONE	VISA MAR 2020-IT	\$19.09	
95,615	EFT	01-5000-6050-40220	TELEPHONE	VISA MAR 2020-IT	\$49.79	
95,615	EFT	01-5000-6050-40220	TELEPHONE	VISA MAR 2020-IT	\$19.05	
95,615	EFT	01-5000-4000-40220	TELEPHONE	VISA MAR 2020-IT	\$27.16	
95,615	EFT	01-4500-4150-80000	MATERIALS-WINTER CONTROL, PLOWING, SANDING,	VISA MAR 2020-IT	\$19.39	
95,615	EFT	01-4500-4000-40220	TELEPHONE	VISA MAR 2020-IT	\$20.29	
95,615	EFT	01-0100-4000-40220	TELEPHONE	VISA MAR 2020-IT	\$19.43	
95,615	EFT	01-1002-4000-40220	TELEPHONE	VISA MAR 2020-IT	\$80.47	
95,615	EFT	01-1000-4000-40220	TELEPHONE	VISA MAR 2020-IT	\$19.54	
95,615	EFT	01-3000-4000-40220	TELEPHONE	VISA MAR 2020-IT	\$19.39	
95,615	EFT	01-3000-4000-40220	TELEPHONE	VISA MAR 2020-IT	\$19.40	
95,615	EFT	01-4000-4000-40220	TELEPHONE	VISA MAR 2020-IT	\$19.54	
95,615	EFT	01-4000-4000-40220	TELEPHONE	VISA MAR 2020-IT	\$19.42	
95,615	EFT	01-7000-4000-40220	TELEPHONE	VISA MAR 2020-IT	\$31.90	
95,615	EFT	01-3400-4000-40310	FAX OPERATIONS	VISA MAR 2020-IT	\$19.39	
95,615	EFT	01-4000-4000-40220	TELEPHONE	VISA MAR 2020-IT	\$19.43	
95,615	EFT	01-5200-6090-40220	TELEPHONE	VISA MAR 2020-IT	\$19.05	
95,615	EFT	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	VISA MAR 2020-IT	\$96.39	
95,615	EFT	01-0000-0200-00325	HST RECEIVABLE100%	VISA MAR 2020-IT	\$24.96	
95,615	EFT	01-1002-4000-40410	LICENCES, TAGS, ETC.	VISA MAR 2020-IT	\$984.91	
95,615	EFT	01-1002-4000-41550	MAINTENANCE CONTRACTS	VISA MAR 2020-IT	\$19.32	
95,615	EFT	01-1002-4000-41530	EQUIPMENT REPAIRS & MAINTENANCE	VISA MAR 2020-IT	\$24.37	
95,615	EFT	01-1002-4000-41530	EQUIPMENT REPAIRS & MAINTENANCE	VISA MAR 2020-IT	\$30.21	
95,615	EFT	01-1002-4000-41550	MAINTENANCE CONTRACTS	VISA MAR 2020-IT	\$1,291.32	
95,615	EFT	01-1000-4000-40270	NEW EQUIPMENT	VISA MAR 2020-IT	\$1,511.14	
95,615	EFT	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	VISA MAR 2020-IT	\$2.14	
95,615	EFT	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	VISA MAR 2020-IT	\$166.90	
95,615	EFT	01-0000-0100-00100	BANK	VISA MAR 2020-IT	\$0.00	\$5,215.49
ROYAL BANK VISA						
95,617	EFT	01-5000-4000-40610	MEETINGS AND CONFERENCES	VISA MAR 2020-PARKS & REC	\$0.00	\$1,166.97
95,617	EFT	01-5200-6090-40610	MEETINGS & CONFERENCES	VISA MAR 2020-PARKS & REC	\$0.00	\$583.49
95,617	EFT	01-0000-0090-99999	SUSPENSE - CLEARING	VISA MAR 2020-PARKS & REC	\$2,416.21	

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95,617	EFT	01-5000-4000-40610	MEETINGS AND CONFERENCES	VISA MAR 2020-PARKS & REC	\$0.00	\$1,478.00
95,617	EFT	01-5200-6090-40610	MEETINGS & CONFERENCES	VISA MAR 2020-PARKS & REC	\$0.00	\$739.00
95,617	EFT	01-5200-6090-41500	CONTRACTED SERVICES	VISA MAR 2020-PARKS & REC	\$13.99	
95,617	EFT	01-5200-6090-40260	SUBSCRIP AND PUBLICATIONS	VISA MAR 2020-PARKS & REC	\$335.20	
95,617	EFT	01-5100-6070-41500	CONTRACTED SERVICES	VISA MAR 2020-PARKS & REC	\$14.99	
95,617	EFT	01-5000-4000-41000	ADVERTISING	VISA MAR 2020-PARKS & REC	\$4.17	
95,617	EFT	01-0100-4000-41020	PROMOTION & MEALS	VISA MAR 2020-PARKS & REC	\$102.01	
95,617	EFT	01-5000-6020-40430	CANTEEN SUPPLIES	VISA MAR 2020-PARKS & REC	\$35.45	
95,617	EFT	01-5200-6090-40420	PROGRAM SUPPLIES	VISA MAR 2020-PARKS & REC	\$70.95	
95,617	EFT	01-5100-4100-40430	CANTEEN SUPPLIES	VISA MAR 2020-PARKS & REC	\$178.95	
95,617	EFT	01-5100-6090-40420	PROGRAM SUPPLIES	VISA MAR 2020-PARKS & REC	\$19.05	
95,617	EFT	01-5100-6070-41500	CONTRACTED SERVICES	VISA MAR 2020-PARKS & REC	\$260.77	
95,617	EFT	01-5100-6090-40420	PROGRAM SUPPLIES	VISA MAR 2020-PARKS & REC	\$44.26	
95,617	EFT	01-5100-6060-41450	LEADERSHIP	VISA MAR 2020-PARKS & REC	\$41.26	
95,617	EFT	01-5100-6090-40500	SPECIAL EVENTS	VISA MAR 2020-PARKS & REC	\$265.49	
95,617	EFT	01-5000-6020-41550	MAINTENANCE CONTRACTS	VISA MAR 2020-PARKS & REC	\$506.30	
95,617	EFT	01-5000-6020-41590	EQUIPMENT FUEL	VISA MAR 2020-PARKS & REC	\$230.97	
95,617	EFT	01-5100-4100-41700	BLDG REPAIRS AND MAINT	VISA MAR 2020-PARKS & REC	\$1,612.80	
95,617	EFT	01-5100-4000-42900	MISCELLANEOUS EXPENSE	VISA MAR 2020-PARKS & REC	\$29.00	
95,617	EFT	01-5100-6090-40420	PROGRAM SUPPLIES	VISA MAR 2020-PARKS & REC	\$82.40	
95,617	EFT	01-5100-4000-42900	MISCELLANEOUS EXPENSE	VISA MAR 2020-PARKS & REC	\$60.00	
95,617	EFT	01-5100-4000-42900	MISCELLANEOUS EXPENSE	VISA MAR 2020-PARKS & REC	\$29.00	
95,617	EFT	01-0000-0200-00325	HST RECEIVABLE100%	VISA MAR 2020-PARKS & REC	\$0.00	\$151.71
95,617	EFT	01-0000-0200-00325	HST RECEIVABLE100%	VISA MAR 2020-PARKS & REC	\$0.00	\$75.85
95,617	EFT	01-0000-0200-00325	HST RECEIVABLE100%	VISA MAR 2020-PARKS & REC	\$0.00	\$192.14
95,617	EFT	01-0000-0200-00325	HST RECEIVABLE100%	VISA MAR 2020-PARKS & REC	\$0.00	\$96.07
95,617	EFT	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	VISA MAR 2020-PARKS & REC	\$0.40	
95,617	EFT	01-0000-0200-00325	HST RECEIVABLE100%	VISA MAR 2020-PARKS & REC	\$1.49	
95,617	EFT	01-0000-0200-00325	HST RECEIVABLE100%	VISA MAR 2020-PARKS & REC	\$1.95	
95,617	EFT	01-0000-0200-00325	HST RECEIVABLE100%	VISA MAR 2020-PARKS & REC	\$1.95	
95,617	EFT	01-0000-0200-00325	HST RECEIVABLE100%	VISA MAR 2020-PARKS & REC	\$0.95	
95,617	EFT	01-0000-0200-00325	HST RECEIVABLE100%	VISA MAR 2020-PARKS & REC	\$33.90	
95,617	EFT	01-0000-0200-00325	HST RECEIVABLE100%	VISA MAR 2020-PARKS & REC	\$5.74	
95,617	EFT	01-0000-0200-00325	HST RECEIVABLE100%	VISA MAR 2020-PARKS & REC	\$34.51	
95,617	EFT	01-0000-0200-00325	HST RECEIVABLE100%	VISA MAR 2020-PARKS & REC	\$65.82	
95,617	EFT	01-0000-0200-00325	HST RECEIVABLE100%	VISA MAR 2020-PARKS & REC	\$30.03	
95,617	EFT	01-0000-0200-00325	HST RECEIVABLE100%	VISA MAR 2020-PARKS & REC	\$209.66	
95,617	EFT	01-0000-0200-00325	HST RECEIVABLE100%	VISA MAR 2020-PARKS & REC	\$9.74	

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<u>VENDOR/VOUCHER #</u>	<u>CHEQUE #</u>	<u>ACCOUNT</u>	<u>ACCOUNT DESCRIPTION</u>	<u>TRANSACTION DESCRIPTION</u>	<u>DEBITS</u>	<u>CREDITS</u>
	95,617 EFT	01-0000-0100-00100	BANK	VISA MAR 2020-PARKS & REC	\$0.00	\$2,266.13
ROYAL BANK VISA						
	95,618 EFT	01-5200-6090-40500	SPECIAL EVENTS	VISA MAR 2020-FUSION	\$74.34	
	95,618 EFT	01-5200-6090-40420	PROGRAM SUPPLIES	VISA MAR 2020-FUSION	\$142.20	
	95,618 EFT	01-5200-6090-40260	SUBSCRIP AND PUBLICATIONS	VISA MAR 2020-FUSION	\$7.99	
	95,618 EFT	01-5200-6090-40270	NEW EQUIPMENT	VISA MAR 2020-FUSION	\$199.99	
	95,618 EFT	01-5200-6090-40270	NEW EQUIPMENT	VISA MAR 2020-FUSION	\$48.28	
	95,618 EFT	01-5200-4100-41700	BLDG REPAIRS AND MAINT	VISA MAR 2020-FUSION	\$33.99	
	95,618 EFT	01-5200-6090-40420	PROGRAM SUPPLIES	VISA MAR 2020-FUSION	\$14.98	
	95,618 EFT	01-5200-6090-40270	NEW EQUIPMENT	VISA MAR 2020-FUSION	\$26.84	
	95,618 EFT	01-5200-6090-40270	NEW EQUIPMENT	VISA MAR 2020-FUSION	\$31.71	
	95,618 EFT	01-5200-6090-40420	PROGRAM SUPPLIES	VISA MAR 2020-FUSION	\$6.21	
	95,618 EFT	01-5000-4000-40610	MEETINGS AND CONFERENCES	VISA MAR 2020-FUSION	\$739.00	
	95,618 EFT	01-5200-6090-40610	MEETINGS & CONFERENCES	VISA MAR 2020-FUSION	\$739.00	
	95,618 EFT	01-0000-0200-00325	HST RECEIVABLE100%	VISA MAR 2020-FUSION	\$9.66	
	95,618 EFT	01-0000-0200-00325	HST RECEIVABLE100%	VISA MAR 2020-FUSION	\$18.49	
	95,618 EFT	01-0000-0200-00325	HST RECEIVABLE100%	VISA MAR 2020-FUSION	\$1.04	
	95,618 EFT	01-0000-0200-00325	HST RECEIVABLE100%	VISA MAR 2020-FUSION	\$26.00	
	95,618 EFT	01-0000-0200-00325	HST RECEIVABLE100%	VISA MAR 2020-FUSION	\$6.28	
	95,618 EFT	01-0000-0200-00325	HST RECEIVABLE100%	VISA MAR 2020-FUSION	\$4.42	
	95,618 EFT	01-0000-0200-00325	HST RECEIVABLE100%	VISA MAR 2020-FUSION	\$1.95	
	95,618 EFT	01-0000-0200-00325	HST RECEIVABLE100%	VISA MAR 2020-FUSION	\$3.49	
	95,618 EFT	01-0000-0200-00325	HST RECEIVABLE100%	VISA MAR 2020-FUSION	\$4.12	
	95,618 EFT	01-0000-0200-00325	HST RECEIVABLE100%	VISA MAR 2020-FUSION	\$0.81	
	95,618 EFT	01-0000-0200-00325	HST RECEIVABLE100%	VISA MAR 2020-FUSION	\$96.07	
	95,618 EFT	01-0000-0200-00325	HST RECEIVABLE100%	VISA MAR 2020-FUSION	\$96.07	
	95,618 EFT	01-0000-0100-00100	BANK	VISA MAR 2020-FUSION	\$0.00	\$2,332.93
ROYAL BANK VISA						
	95,619 EFT	01-3000-4100-41700	BLDG REPAIRS & MAINTENANCE	VISA MAR 2020-FIRE DEPT	\$89.43	
	95,619 EFT	01-3000-4100-41700	BLDG REPAIRS & MAINTENANCE	VISA MAR 2020-FIRE DEPT	\$50.87	
	95,619 EFT	01-3000-4000-40630	STAFF TRAINING	VISA MAR 2020-FIRE DEPT	\$89.75	
	95,619 EFT	01-3000-4000-40300	UTILITIES	VISA MAR 2020-FIRE DEPT	\$125.46	
	95,619 EFT	01-3000-4000-41610	FIRE FIGHTING EQUIPMENT	VISA MAR 2020-FIRE DEPT	\$145.23	
	95,619 EFT	01-3000-4000-41610	FIRE FIGHTING EQUIPMENT	VISA MAR 2020-FIRE DEPT	\$312.42	
	95,619 EFT	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	VISA MAR 2020-FIRE DEPT	\$9.87	
	95,619 EFT	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	VISA MAR 2020-FIRE DEPT	\$5.62	
	95,619 EFT	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	VISA MAR 2020-FIRE DEPT	\$9.92	
	95,619 EFT	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	VISA MAR 2020-FIRE DEPT	\$13.86	

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	95,619 EFT	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	VISA MAR 2020-FIRE DEPT	\$16.04	
	95,619 EFT	01-0000-0100-00100	BANK	VISA MAR 2020-FIRE DEPT	\$0.00	\$868.47
ROYAL BANK VISA						
	95,620 EFT	01-0100-4000-40610	MEETINGS & CONFERENCES	VISA MAR 2020-CLERK	\$810.17	
	95,620 EFT	01-1000-4000-40610	MEETINGS AND CONFERENCES	VISA MAR 2020-CLERK	\$646.18	
	95,620 EFT	01-1000-4000-40610	MEETINGS AND CONFERENCES	VISA MAR 2020-CLERK	\$0.00	\$381.60
	95,620 EFT	01-1000-4000-40710	LEGAL FEES	VISA MAR 2020-CLERK	\$30.78	
	95,620 EFT	01-0000-0090-99999	SUSPENSE - CLEARING	VISA MAR 2020-CLERK	\$0.00	\$933.37
	95,620 EFT	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	VISA MAR 2020-CLERK	\$89.49	
	95,620 EFT	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	VISA MAR 2020-CLERK	\$71.37	
	95,620 EFT	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	VISA MAR 2020-CLERK	\$0.00	\$42.15
	95,620 EFT	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	VISA MAR 2020-CLERK	\$2.44	
	95,620 EFT	01-0000-0100-00100	BANK	VISA MAR 2020-CLERK	\$0.00	\$293.31
ROYAL BANK VISA						
	95,622 EFT	01-6200-4000-40420	PROGRAM SUPPLIES	VISA MAR 2020-MUSEUM	\$10.14	
	95,622 EFT	01-6200-4000-40540	CONSERVATION SUPPLIES	VISA MAR 2020-MUSEUM	\$107.83	
	95,622 EFT	01-0000-0200-00325	HST RECEIVABLE100%	VISA MAR 2020-MUSEUM	\$1.32	
	95,622 EFT	01-0000-0200-00325	HST RECEIVABLE100%	VISA MAR 2020-MUSEUM	\$14.02	
	95,622 EFT	01-0000-0100-00100	BANK	VISA MAR 2020-MUSEUM	\$0.00	\$133.31
ROYAL BANK VISA						
	95,623 EFT	01-4500-4000-40610	MEETINGS & CONFERENCES	VISA MAR 2020-PUBLIC WORKS	\$14.52	
	95,623 EFT	01-4500-4230-46392	939200 2012 BACKHOE LOADER	VISA MAR 2020-PUBLIC WORKS	\$36.63	
	95,623 EFT	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	VISA MAR 2020-PUBLIC WORKS	\$1.61	
	95,623 EFT	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	VISA MAR 2020-PUBLIC WORKS	\$4.05	
	95,623 EFT	01-0000-0100-00100	BANK	VISA MAR 2020-PUBLIC WORKS	\$0.00	\$56.81
ROYAL BANK VISA						
	95,625 EFT	01-0000-0090-99999	SUSPENSE - CLEARING	VISA MAR 2020-PUBLIC WORKS	\$196.74	
	95,625 EFT	01-0000-0100-00100	BANK	VISA MAR 2020-PUBLIC WORKS	\$0.00	\$196.74
ROYAL BANK VISA						
	95,626 EFT	01-0000-0090-99999	SUSPENSE - CLEARING	VISA MAR 2020-BLDG INSPECT	\$1,077.51	
	95,626 EFT	01-0000-0100-00100	BANK	VISA MAR 2020-BLDG INSPECT	\$0.00	\$1,077.51
ROYAL BANK VISA						
	95,627 EFT	01-0000-0090-99999	SUSPENSE - CLEARING	VISA MAR 2020-ECON DEVEL	\$9,917.74	
	95,627 EFT	01-0000-0100-00100	BANK	VISA MAR 2020-ECON DEVEL	\$0.00	\$9,917.74
UNION GAS						
	95,707 EFT	01-5000-6020-40350	NATURAL GAS	GAS MAR-APR	\$1,251.45	
	95,707 EFT	01-3200-4100-40350	NATURAL GAS	GAS MAR-APR	\$124.11	
	95,707 EFT	01-3000-4000-40350	NATURAL GAS	GAS MAR-APR	\$276.16	

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	95,707 EFT	01-5000-6050-40350	NATURAL GAS	GAS MAR-APR	\$1,213.82	
	95,707 EFT	01-4500-4100-40350	NATURAL GAS	GAS MAR-APR	\$981.61	
	95,707 EFT	01-5000-6040-40350	NATURAL GAS	GAS MAR-APR	\$420.74	
	95,707 EFT	01-5000-6040-40350	NATURAL GAS	GAS MAR-APR	\$65.97	
	95,707 EFT	01-5100-4100-40350	NATURAL GAS	GAS MAR-APR	\$2,436.10	
	95,707 EFT	01-5200-4100-40350	NATURAL GAS	GAS MAR-APR	\$688.06	
	95,707 EFT	01-6200-4100-40350	NATURAL GAS	GAS MAR-APR	\$133.37	
	95,707 EFT	01-6200-4100-40350	NATURAL GAS	GAS MAR-APR	\$77.65	
	95,707 EFT	01-2000-4025-40350	NATURAL GAS	GAS MAR-APR	\$593.99	
	95,707 EFT	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	GAS MAR-APR	\$204.54	
	95,707 EFT	01-0000-0200-00325	HST RECEIVABLE100%	GAS MAR-APR	\$833.45	
	95,707 EFT	01-0000-0100-00100	BANK	GAS MAR-APR	\$0.00	\$9,301.02
ABELL PEST CONTROL INC						
	95,395 EFT000000001568	01-5000-6050-41550	MAINTENANCE CONTRACTS	PARKS PEST CNTRL ARP'20-MAR'21	\$428.13	
	95,395 EFT000000001568	01-0000-0400-00280	PREPAID EXPENSES	PARKS PEST CNTRL ARP'20-MAR'21	\$142.71	
	95,395 EFT000000001568	01-0000-0200-00325	HST RECEIVABLE100%	PARKS PEST CNTRL ARP'20-MAR'21	\$55.66	
	95,395 EFT000000001568	01-0000-0200-00325	HST RECEIVABLE100%	PARKS PEST CNTRL ARP'20-MAR'21	\$18.55	
	95,395 EFT000000001568	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	PARKS PEST CNTRL ARP'20-MAR'21	\$0.00	\$645.05
	95,396 EFT000000001568	01-5100-4100-41550	MAINTENANCE CONTRACTS	VPCC PEST CNTRL APR'20-MAR'21	\$508.63	
	95,396 EFT000000001568	01-0000-0400-00280	PREPAID EXPENSES	VPCC PEST CNTRL APR'20-MAR'21	\$173.09	
	95,396 EFT000000001568	01-0000-0200-00325	HST RECEIVABLE100%	VPCC PEST CNTRL APR'20-MAR'21	\$66.12	
	95,396 EFT000000001568	01-0000-0200-00325	HST RECEIVABLE100%	VPCC PEST CNTRL APR'20-MAR'21	\$22.50	
	95,396 EFT000000001568	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	VPCC PEST CNTRL APR'20-MAR'21	\$0.00	\$770.34
	95,397 EFT000000001568	01-5000-6020-41550	MAINTENANCE CONTRACTS	ARENA PEST CNTRL APR-SEP 2020	\$317.64	
	95,397 EFT000000001568	01-0000-0200-00325	HST RECEIVABLE100%	ARENA PEST CNTRL APR-SEP 2020	\$41.29	
	95,397 EFT000000001568	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	ARENA PEST CNTRL APR-SEP 2020	\$0.00	\$358.93
AIR LIQUIDE						
	95,523 EFT000000001569	01-4500-4000-41650	SMALL TOOLS & SAFETY EQUIP	WELDING SUPPLIES	\$135.87	
	95,523 EFT000000001569	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	WELDING SUPPLIES	\$15.01	
	95,523 EFT000000001569	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	WELDING SUPPLIES	\$0.00	\$150.88
B & D LANDSCAPING						
	95,394 EFT000000001570	01-4500-4200-41750	SNOW REMOVAL	FEB PKNG LOT SNOW REMOVAL	\$8,069.57	
	95,394 EFT000000001570	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	FEB PKNG LOT SNOW REMOVAL	\$891.33	
	95,394 EFT000000001570	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	FEB PKNG LOT SNOW REMOVAL	\$0.00	\$8,960.90
	95,496 EFT000000001570	01-5000-6020-41750	LOT SNOW REMOVAL & SANDING	FEB SNOW REMOVAL	\$1,035.00	
	95,496 EFT000000001570	01-5100-4100-41750	LOT SNOW REMOVAL & SANDING	FEB SNOW REMOVAL	\$1,320.00	
	95,496 EFT000000001570	01-5000-6040-41750	LOT SNOW REMOVAL & SANDING	FEB SNOW REMOVAL	\$1,440.00	
	95,496 EFT000000001570	01-5200-4100-41750	LOT SNOW REMOVAL & SANDING	FEB SNOW REMOVAL	\$1,125.00	

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	95,496	EFT000000001570	01-0000-0200-00325	HST RECEIVABLE100%	FEB SNOW REMOVAL	\$134.55	
	95,496	EFT000000001570	01-0000-0200-00325	HST RECEIVABLE100%	FEB SNOW REMOVAL	\$171.60	
	95,496	EFT000000001570	01-0000-0200-00325	HST RECEIVABLE100%	FEB SNOW REMOVAL	\$187.20	
	95,496	EFT000000001570	01-0000-0200-00325	HST RECEIVABLE100%	FEB SNOW REMOVAL	\$146.25	
	95,496	EFT000000001570	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	FEB SNOW REMOVAL	\$0.00	\$5,559.60
BIRNAM EXCAVATING LTD.							
	95,361	EFT000000001571	01-0000-2020-00650	ACCOUNTS PAYABLE-HOLDBACKS	8% HLDBK REFUND	\$82,850.37	
	95,361	EFT000000001571	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	8% HLDBK REFUND	\$9,151.14	
	95,361	EFT000000001571	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	8% HLDBK REFUND	\$0.00	\$92,001.51
CAMPBELL STRATEGIES							
	95,467	EFT000000001572	01-0900-4000-40710	LEGAL FEES	MAR RETAINER	\$14,246.41	
	95,467	EFT000000001572	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	MAR RETAINER	\$1,573.59	
	95,467	EFT000000001572	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	MAR RETAINER	\$0.00	\$15,820.00
CANSEL - TORONTO*****							
	95,388	EFT000000001573	01-4000-4000-40220	TELEPHONE	GPS SERVICES	\$284.93	
	95,388	EFT000000001573	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	GPS SERVICES	\$31.47	
	95,388	EFT000000001573	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	GPS SERVICES	\$0.00	\$316.40
CARRIER TRUCK CENTERS INC.							
	95,416	EFT000000001574	01-4500-4230-46385	938500 T5-07 INTERNATIONAL D TRUCK	TRUCK#5 PARTS	\$60.36	
	95,416	EFT000000001574	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	TRUCK#5 PARTS	\$6.67	
	95,416	EFT000000001574	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	TRUCK#5 PARTS	\$0.00	\$67.03
	95,417	EFT000000001574	01-4500-4230-46385	938500 T5-07 INTERNATIONAL D TRUCK	TRUCK#5 FILTER	\$57.11	
	95,417	EFT000000001574	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	TRUCK#5 FILTER	\$6.31	
	95,417	EFT000000001574	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	TRUCK#5 FILTER	\$0.00	\$63.42
	95,418	EFT000000001574	01-4500-4230-46385	938500 T5-07 INTERNATIONAL D TRUCK	FILTERS	\$441.22	
	95,418	EFT000000001574	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	FILTERS	\$48.74	
	95,418	EFT000000001574	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	FILTERS	\$0.00	\$489.96
CDW CANADA INC							
	95,377	EFT000000001575	01-1002-4000-40270	NEW EQUIPMENT	PARKS REPLCE UNIFI SWITCH	\$146.76	
	95,377	EFT000000001575	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	PARKS REPLCE UNIFI SWITCH	\$16.21	
	95,377	EFT000000001575	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	PARKS REPLCE UNIFI SWITCH	\$0.00	\$162.97
CITY SIGN SHOP							
	95,476	EFT000000001576	01-5000-6050-41740	LAND MAINTENANCE & IMPROVEMENTS	PLAYGROUND CLOSURE SIGNS	\$572.00	
	95,476	EFT000000001576	01-0000-0200-00325	HST RECEIVABLE100%	PLAYGROUND CLOSURE SIGNS	\$74.36	
	95,476	EFT000000001576	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	PLAYGROUND CLOSURE SIGNS	\$0.00	\$646.36
	95,477	EFT000000001576	01-5000-6050-41740	LAND MAINTENANCE & IMPROVEMENTS	COVID-19 DISTANCING SIGNS	\$570.00	
	95,477	EFT000000001576	01-0000-0200-00325	HST RECEIVABLE100%	COVID-19 DISTANCING SIGNS	\$74.10	
	95,477	EFT000000001576	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	COVID-19 DISTANCING SIGNS	\$0.00	\$644.10

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95,478	EFT000000001576	01-5100-4100-41700	BLDG REPAIRS AND MAINT	SIGNAGE	\$210.00	
95,478	EFT000000001576	01-0000-0200-00325	HST RECEIVABLE100%	SIGNAGE	\$27.30	
95,478	EFT000000001576	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	SIGNAGE	\$0.00	\$237.30
MAYOR REIMBURSEMENT						
95,448	EFT000000001577	01-0100-4000-40620	MILEAGE	FEB REIMBURSEMENT	\$403.51	
95,448	EFT000000001577	01-0100-4000-41020	PROMOTION & MEALS	FEB REIMBURSEMENT	\$35.62	
95,448	EFT000000001577	01-0100-4000-41020	PROMOTION & MEALS	FEB REIMBURSEMENT	\$60.78	
95,448	EFT000000001577	01-0100-4000-41020	PROMOTION & MEALS	FEB REIMBURSEMENT	\$37.72	
95,448	EFT000000001577	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	FEB REIMBURSEMENT	\$44.57	
95,448	EFT000000001577	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	FEB REIMBURSEMENT	\$3.93	
95,448	EFT000000001577	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	FEB REIMBURSEMENT	\$5.75	
95,448	EFT000000001577	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	FEB REIMBURSEMENT	\$4.17	
95,448	EFT000000001577	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	FEB REIMBURSEMENT	\$0.00	\$596.05
COMMISSIONAIRES						
95,364	EFT000000001578	01-1000-4240-41505	PARKING ENFORCEMENT CONTRACT	PKG ENFORCE 2/23-3/07	\$1,052.62	
95,364	EFT000000001578	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	PKG ENFORCE 2/23-3/07	\$116.26	
95,364	EFT000000001578	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	PKG ENFORCE 2/23-3/07	\$0.00	\$1,168.88
FRANK COWAN COMPANY LTD						
95,466	EFT000000001579	01-1300-4000-40283	INS DEDUCTIBLE-ADJUSTOR FEES	IN000011773	\$1,139.88	
95,466	EFT000000001579	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	IN000011773	\$0.00	\$1,139.88
EASY WAY CLEANING PRODUCTS LIM						
95,486	EFT000000001580	01-5000-6020-40210	JANITORIAL SUPPLIES	JANITORIAL SUPPLIES	\$876.21	
95,486	EFT000000001580	01-0000-0200-00325	HST RECEIVABLE100%	JANITORIAL SUPPLIES	\$113.91	
95,486	EFT000000001580	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	JANITORIAL SUPPLIES	\$0.00	\$990.12
95,487	EFT000000001580	01-5000-6020-40210	JANITORIAL SUPPLIES	JANITORIAL SUPPLIES	\$72.96	
95,487	EFT000000001580	01-0000-0200-00325	HST RECEIVABLE100%	JANITORIAL SUPPLIES	\$9.48	
95,487	EFT000000001580	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	JANITORIAL SUPPLIES	\$0.00	\$82.44
95,488	EFT000000001580	01-5100-4100-40210	JANITORIAL SUPPLIES	JANITORIAL SUPPLIES	\$196.39	
95,488	EFT000000001580	01-0000-0200-00325	HST RECEIVABLE100%	JANITORIAL SUPPLIES	\$25.53	
95,488	EFT000000001580	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	JANITORIAL SUPPLIES	\$0.00	\$221.92
95,489	EFT000000001580	01-5000-6020-40210	JANITORIAL SUPPLIES	JANITORIAL SUPPLIES	\$78.61	
95,489	EFT000000001580	01-0000-0200-00325	HST RECEIVABLE100%	JANITORIAL SUPPLIES	\$10.22	
95,489	EFT000000001580	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	JANITORIAL SUPPLIES	\$0.00	\$88.83
95,490	EFT000000001580	01-5000-6020-41700	BLDG REPAIRS & MAINT	JANITORIAL SUPPLIES	\$124.48	
95,490	EFT000000001580	01-0000-0200-00325	HST RECEIVABLE100%	JANITORIAL SUPPLIES	\$16.18	
95,490	EFT000000001580	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	JANITORIAL SUPPLIES	\$0.00	\$140.66
95,491	EFT000000001580	01-5100-4100-40210	JANITORIAL SUPPLIES	JANITORIAL SUPPLIES	\$125.28	
95,491	EFT000000001580	01-0000-0200-00325	HST RECEIVABLE100%	JANITORIAL SUPPLIES	\$16.29	

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VENDOR/VOUCHER #	CHEQUE #	ACCOUNT	ACCOUNT DESCRIPTION	TRANSACTION DESCRIPTION	DEBITS	CREDITS
95,491	EFT000000001580	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	JANITORIAL SUPPLIES	\$0.00	\$141.57
ERTH HOLDINGS INC.						
95,389	EFT000000001581	10-0000-3257-80000	MATERIALS	NEW ARMS X 8	\$1,270.37	
95,389	EFT000000001581	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	NEW ARMS X 8	\$140.32	
95,389	EFT000000001581	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	NEW ARMS X 8	\$0.00	\$1,410.69
95,390	EFT000000001581	01-4000-4400-41530	EQUIPMENT REPAIRS & MAINT	FEB ST LIT MAINT	\$322.67	
95,390	EFT000000001581	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	FEB ST LIT MAINT	\$35.64	
95,390	EFT000000001581	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	FEB ST LIT MAINT	\$0.00	\$358.31
95,393	EFT000000001581	01-4000-4410-41530	EQUIP REPAIRS & MAINTENANCE	CMU TESTING	\$1,666.83	
95,393	EFT000000001581	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	CMU TESTING	\$184.11	
95,393	EFT000000001581	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	CMU TESTING	\$0.00	\$1,850.94
FASTENAL CANADA ***						
95,403	EFT000000001582	01-4500-4000-41650	SMALL TOOLS & SAFETY EQUIP	BOLT	\$0.95	
95,403	EFT000000001582	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	BOLT	\$0.10	
95,403	EFT000000001582	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	BOLT	\$0.00	\$1.05
95,405	EFT000000001582	01-4500-4150-80000	MATERIALS-WINTER CONTROL, PLOWING, SANDING,	PLOW LINKS	\$74.90	
95,405	EFT000000001582	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	PLOW LINKS	\$8.27	
95,405	EFT000000001582	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	PLOW LINKS	\$0.00	\$83.17
95,485	EFT000000001582	01-5100-4100-41700	BLDG REPAIRS AND MAINT	RESPIRATOR	\$317.18	
95,485	EFT000000001582	01-0000-0200-00325	HST RECEIVABLE100%	RESPIRATOR	\$41.23	
95,485	EFT000000001582	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	RESPIRATOR	\$0.00	\$358.41
95,518	EFT000000001582	01-4500-4000-41650	SMALL TOOLS & SAFETY EQUIP	EYESALINE	\$191.58	
95,518	EFT000000001582	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	EYESALINE	\$21.17	
95,518	EFT000000001582	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	EYESALINE	\$0.00	\$212.75
95,519	EFT000000001582	01-4500-4150-80000	MATERIALS-WINTER CONTROL, PLOWING, SANDING,	PLOW PARTS	\$5.57	
95,519	EFT000000001582	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	PLOW PARTS	\$0.61	
95,519	EFT000000001582	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	PLOW PARTS	\$0.00	\$6.18
GRA - HAM ENERGY						
95,431	EFT000000001583	01-4500-4230-41440	DIESEL FUEL CLR - LIC VEH	CLEAR DIESEL	\$783.32	
95,431	EFT000000001583	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	CLEAR DIESEL	\$86.52	
95,431	EFT000000001583	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	CLEAR DIESEL	\$0.00	\$869.84
95,432	EFT000000001583	01-4500-4230-41460	DIESEL FUEL CLRED - UNLIC VEH	COLOR DIESEL	\$305.16	
95,432	EFT000000001583	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	COLOR DIESEL	\$33.70	
95,432	EFT000000001583	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	COLOR DIESEL	\$0.00	\$338.86
95,433	EFT000000001583	01-4500-4230-41420	FUEL- GASOLINE	REGULAR GAS	\$608.95	
95,433	EFT000000001583	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	REGULAR GAS	\$67.26	
95,433	EFT000000001583	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	REGULAR GAS	\$0.00	\$676.21
95,436	EFT000000001583	01-4500-4230-46431	VEHICLE MAINTENANCE	DIESEL EXHAUST FLUID	\$183.12	

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	95,436	EFT000000001583	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	DIESEL EXHAUST FLUID	\$20.22	
	95,436	EFT000000001583	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	DIESEL EXHAUST FLUID	\$0.00	\$203.34
	95,473	EFT000000001583	01-3000-4000-41470	VEHICLE FUEL	FUEL	\$50.83	
	95,473	EFT000000001583	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	FUEL	\$5.61	
	95,473	EFT000000001583	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	FUEL	\$0.00	\$56.44
	95,474	EFT000000001583	01-5000-6050-41470	VEHICLE FUEL	FUEL	\$102.35	
	95,474	EFT000000001583	01-0000-0200-00325	HST RECEIVABLE100%	FUEL	\$13.31	
	95,474	EFT000000001583	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	FUEL	\$0.00	\$115.66
G-TEL							
	95,384	EFT000000001584	10-0000-3292-80000	MATERIALS	GEORGE ST LOCATES	\$1,399.20	
	95,384	EFT000000001584	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	GEORGE ST LOCATES	\$154.55	
	95,384	EFT000000001584	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	GEORGE ST LOCATES	\$0.00	\$1,553.75
	95,385	EFT000000001584	10-0000-3265-80000	MATERIALS	FERGUSSON AVE LOCATES	\$2,544.00	
	95,385	EFT000000001584	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	FERGUSSON AVE LOCATES	\$281.00	
	95,385	EFT000000001584	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	FERGUSSON AVE LOCATES	\$0.00	\$2,825.00
	95,386	EFT000000001584	10-0000-3294-80000	MATERIALS	ANN ST LOCATES	\$1,335.60	
	95,386	EFT000000001584	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	ANN ST LOCATES	\$147.53	
	95,386	EFT000000001584	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	ANN ST LOCATES	\$0.00	\$1,483.13
	95,387	EFT000000001584	10-0000-3301-80000	MATERIALS	ALMA ST LOCATES	\$1,272.00	
	95,387	EFT000000001584	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	ALMA ST LOCATES	\$140.50	
	95,387	EFT000000001584	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	ALMA ST LOCATES	\$0.00	\$1,412.50
HOMEWOOD HEALTH INC.							
	95,375	EFT000000001585	01-1000-4000-40860	EMPLOYEE ASSISTANCE PROGRAM	FIRE DEPT EMPLOYEE ASSIST PROG	\$447.77	
	95,375	EFT000000001585	01-0000-0400-00280	PREPAID EXPENSES	FIRE DEPT EMPLOYEE ASSIST PROG	\$89.52	
	95,375	EFT000000001585	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	FIRE DEPT EMPLOYEE ASSIST PROG	\$49.46	
	95,375	EFT000000001585	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	FIRE DEPT EMPLOYEE ASSIST PROG	\$9.89	
	95,375	EFT000000001585	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	FIRE DEPT EMPLOYEE ASSIST PROG	\$0.00	\$596.64
HURON TRACTOR LTD							
	95,475	EFT000000001586	01-5000-6050-41530	EQUIP REPAIRS & MAINT	RIDER 1 REPAIRS	\$1,485.73	
	95,475	EFT000000001586	01-0000-0200-00325	HST RECEIVABLE100%	RIDER 1 REPAIRS	\$193.14	
	95,475	EFT000000001586	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	RIDER 1 REPAIRS	\$0.00	\$1,678.87
INGERSOLL RENT-ALL ***							
	95,445	EFT000000001587	01-4500-4230-46408	940800 CHAINSAWS	FILTER,SPARKPLUG	\$32.86	
	95,445	EFT000000001587	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	FILTER,SPARKPLUG	\$3.63	
	95,445	EFT000000001587	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	FILTER,SPARKPLUG	\$0.00	\$36.49
	95,446	EFT000000001587	01-4500-4000-41650	SMALL TOOLS & SAFETY EQUIP	CHAINSAW HARDHATS	\$869.84	
	95,446	EFT000000001587	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	CHAINSAW HARDHATS	\$96.08	
	95,446	EFT000000001587	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	CHAINSAW HARDHATS	\$0.00	\$965.92

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	95,512	EFT000000001587	01-4500-4230-46409	940900 LAWN MOWER/WEED CUTTERS	PW AIR FILTERS	\$110.69	
	95,512	EFT000000001587	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	PW AIR FILTERS	\$12.23	
	95,512	EFT000000001587	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	PW AIR FILTERS	\$0.00	\$122.92
	95,513	EFT000000001587	01-4500-4151-80000	MATERIALS-WINTER CONTROL, SNOW REMOVAL	SKID STEER RENTAL	\$235.07	
	95,513	EFT000000001587	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	SKID STEER RENTAL	\$25.96	
	95,513	EFT000000001587	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	SKID STEER RENTAL	\$0.00	\$261.03
JOE JOHNSON EQUIPMENT INC							
	95,442	EFT000000001588	01-4500-4230-46395	939500 ELGIN SWEEPER	SWEEPER PARTS	\$705.73	
	95,442	EFT000000001588	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	SWEEPER PARTS	\$77.95	
	95,442	EFT000000001588	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	SWEEPER PARTS	\$0.00	\$783.68
LIFESAVING SOCIETY							
	95,497	EFT000000001589	01-5100-6060-40600	MEMBERSHIP FEES	AFFILIATION FEES	\$100.00	
	95,497	EFT000000001589	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	AFFILIATION FEES	\$0.00	\$100.00
LWR AUTOMOTIVE							
	95,422	EFT000000001590	01-4500-4230-46431	VEHICLE MAINTENANCE	GREASE	\$91.78	
	95,422	EFT000000001590	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	GREASE	\$10.13	
	95,422	EFT000000001590	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	GREASE	\$0.00	\$101.91
	95,423	EFT000000001590	01-4500-4230-46386	938603 T6-11 FREIGH TRUCK	LED HEADLIGHT	\$81.37	
	95,423	EFT000000001590	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	LED HEADLIGHT	\$8.98	
	95,423	EFT000000001590	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	LED HEADLIGHT	\$0.00	\$90.35
	95,424	EFT000000001590	01-4500-4230-46386	938603 T6-11 FREIGH TRUCK	HOSE CLAMPS	\$18.32	
	95,424	EFT000000001590	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	HOSE CLAMPS	\$2.02	
	95,424	EFT000000001590	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	HOSE CLAMPS	\$0.00	\$20.34
	95,425	EFT000000001590	01-4500-4230-46386	938603 T6-11 FREIGH TRUCK	TRAILER PLUG	\$6.51	
	95,425	EFT000000001590	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	TRAILER PLUG	\$0.72	
	95,425	EFT000000001590	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	TRAILER PLUG	\$0.00	\$7.23
	95,426	EFT000000001590	01-4500-4220-80000	MATERIALS-SIDEWALK REPAIRS	WIRE BRUSH	\$90.20	
	95,426	EFT000000001590	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	WIRE BRUSH	\$9.96	
	95,426	EFT000000001590	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	WIRE BRUSH	\$0.00	\$100.16
	95,427	EFT000000001590	01-4500-4230-46431	VEHICLE MAINTENANCE	GRADER PARTS	\$19.64	
	95,427	EFT000000001590	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	GRADER PARTS	\$2.17	
	95,427	EFT000000001590	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	GRADER PARTS	\$0.00	\$21.81
	95,428	EFT000000001590	01-4500-4000-41650	SMALL TOOLS & SAFETY EQUIP	MALE ADAPTOR	\$4.06	
	95,428	EFT000000001590	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	MALE ADAPTOR	\$0.45	
	95,428	EFT000000001590	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	MALE ADAPTOR	\$0.00	\$4.51
M & L SUPPLY							
	95,365	EFT000000001591	01-3000-4000-41610	FIRE FIGHTING EQUIPMENT	FIRE DEPT PRO-BAR	\$353.93	
	95,365	EFT000000001591	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	FIRE DEPT PRO-BAR	\$39.09	

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MILLCREEK PRINTING INC	95,365	EFT000000001591 01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	FIRE DEPT PRO-BAR	\$0.00	\$393.02
	95,359	EFT000000001592 01-1001-4000-41010	GRAPHICS & PRINTING	UPDAED PARKING PERMITS	\$128.51	
	95,359	EFT000000001592 01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	UPDAED PARKING PERMITS	\$14.20	
	95,359	EFT000000001592 01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	UPDAED PARKING PERMITS	\$0.00	\$142.71
	95,363	EFT000000001592 40-8000-6900-41000	ADVERTISING	BIA SPRING CALENDAR	\$3,019.54	
	95,363	EFT000000001592 01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	BIA SPRING CALENDAR	\$333.52	
	95,363	EFT000000001592 01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	BIA SPRING CALENDAR	\$0.00	\$3,353.06
M.V.H. METAL PRODUCTS INC.	95,421	EFT000000001593 01-4500-4130-80000	MATERIALS-HARDTOP MAINT, PATCHING & SPRAYIN	BULK COLD MIX	\$71.23	
	95,421	EFT000000001593 01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	BULK COLD MIX	\$7.87	
	95,421	EFT000000001593 01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	BULK COLD MIX	\$0.00	\$79.10
	95,439	EFT000000001593 01-4500-4130-80000	MATERIALS-HARDTOP MAINT, PATCHING & SPRAYIN	BULK COLD MIX	\$71.23	
	95,439	EFT000000001593 01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	BULK COLD MIX	\$7.87	
	95,439	EFT000000001593 01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	BULK COLD MIX	\$0.00	\$79.10
	95,517	EFT000000001593 01-4500-4130-80000	MATERIALS-HARDTOP MAINT, PATCHING & SPRAYIN	COLD PATCH	\$71.23	
	95,517	EFT000000001593 01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	COLD PATCH	\$7.87	
	95,517	EFT000000001593 01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	COLD PATCH	\$0.00	\$79.10
EMPLOYEE REIMBURSEMENT	95,492	EFT000000001594 01-5100-6060-40620	MILEAGE	WWRAC MEETING MILEAGE	\$133.45	
	95,492	EFT000000001594 01-0000-0200-00325	HST RECEIVABLE100%	WWRAC MEETING MILEAGE	\$17.35	
	95,492	EFT000000001594 01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	WWRAC MEETING MILEAGE	\$0.00	\$150.80
ONTARIO SOUTHLAND RAILWAY INC.	95,468	EFT000000001595 01-4500-4161-80000	MATERIALS-SAFETY DEVICES, RR CROSSING	MAR FLASHING LIT MAINT	\$3,267.99	
	95,468	EFT000000001595 01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	MAR FLASHING LIT MAINT	\$0.00	\$3,267.99
OXFORD COUNTY ***	95,484	EFT000000001596 01-5000-6020-41700	BLDG REPAIRS & MAINT	HWIN REG	\$50.00	
	95,484	EFT000000001596 01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	HWIN REG	\$0.00	\$50.00
PRACTICA LTD	95,479	EFT000000001597 01-5000-6050-40210	JANITORIAL SUPPLIES	PICKUP BAGS	\$215.11	
	95,479	EFT000000001597 01-0000-0200-00325	HST RECEIVABLE100%	PICKUP BAGS	\$27.96	
	95,479	EFT000000001597 01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	PICKUP BAGS	\$0.00	\$243.07
PUROLATOR COURIER LTD	95,360	EFT000000001598 01-1000-4000-40240	COURIER CHARGES	COURIER CHRGS	\$13.57	
	95,360	EFT000000001598 01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	COURIER CHRGS	\$1.50	
	95,360	EFT000000001598 01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	COURIER CHRGS	\$0.00	\$15.07
REGIS AUTO PARTS	95,391	EFT000000001599 01-4500-4230-46390	939000 T10-09 DODGE 2500	OIL FILTER	\$58.55	

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95,391	EFT000000001599	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	OIL FILTER	\$6.47	
95,391	EFT000000001599	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	OIL FILTER	\$0.00	\$65.02
95,392	EFT000000001599	01-4500-4230-46431	VEHICLE MAINTENANCE	VEHICLE WAX	\$25.45	
95,392	EFT000000001599	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	VEHICLE WAX	\$2.81	
95,392	EFT000000001599	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	VEHICLE WAX	\$0.00	\$28.26
95,398	EFT000000001599	01-4500-4230-46395	939500 ELGIN SWEEPER	FUEL FILTER	\$36.84	
95,398	EFT000000001599	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	FUEL FILTER	\$4.07	
95,398	EFT000000001599	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	FUEL FILTER	\$0.00	\$40.91
95,399	EFT000000001599	01-4500-4230-46391	939100 1987 Champion Grader	OIL FILTERS + FUEL FILTERS	\$340.51	
95,399	EFT000000001599	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	OIL FILTERS + FUEL FILTERS	\$37.61	
95,399	EFT000000001599	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	OIL FILTERS + FUEL FILTERS	\$0.00	\$378.12
95,400	EFT000000001599	01-4500-4230-46391	939100 1987 Champion Grader	TRANSMISSION OIL	\$158.75	
95,400	EFT000000001599	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	TRANSMISSION OIL	\$17.53	
95,400	EFT000000001599	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	TRANSMISSION OIL	\$0.00	\$176.28
95,401	EFT000000001599	01-4500-4230-46395	939500 ELGIN SWEEPER	OIL FILTER	\$35.92	
95,401	EFT000000001599	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	OIL FILTER	\$3.97	
95,401	EFT000000001599	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	OIL FILTER	\$0.00	\$39.89
95,402	EFT000000001599	01-4500-4230-46395	939500 ELGIN SWEEPER	FILTERS	\$193.37	
95,402	EFT000000001599	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	FILTERS	\$21.36	
95,402	EFT000000001599	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	FILTERS	\$0.00	\$214.73
95,450	EFT000000001599	01-4500-4230-46388	938800 T8-18 INTERNATIONAL TRUCK	TRUCK#8 PARTS	\$146.11	
95,450	EFT000000001599	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	TRUCK#8 PARTS	\$16.14	
95,450	EFT000000001599	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	TRUCK#8 PARTS	\$0.00	\$162.25
95,516	EFT000000001599	01-4500-4230-46431	VEHICLE MAINTENANCE	OIL ABSORBENT	\$279.35	
95,516	EFT000000001599	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	OIL ABSORBENT	\$30.86	
95,516	EFT000000001599	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	OIL ABSORBENT	\$0.00	\$310.21
EMPLOYEE REIMBURSEMENT						
95,434	EFT000000001600	01-4500-4000-40290	UNIFORMS & CLOTHING	CLOTHING ALLOWANCE	\$104.73	
95,434	EFT000000001600	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	CLOTHING ALLOWANCE	\$11.57	
95,434	EFT000000001600	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	CLOTHING ALLOWANCE	\$0.00	\$116.30
RIETTA'S DECOR & DESIGN CENTRE						
95,471	EFT000000001601	01-5100-4100-41700	BLDG REPAIRS AND MAINT	PAINT	\$793.17	
95,471	EFT000000001601	01-0000-0200-00325	HST RECEIVABLE 100%	PAINT	\$103.11	
95,471	EFT000000001601	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	PAINT	\$0.00	\$896.28
95,472	EFT000000001601	10-0000-3145-80000	MATERIALS	WINDOW TREATMENT-75%	\$8,245.69	
95,472	EFT000000001601	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	WINDOW TREATMENT-75%	\$910.78	
95,472	EFT000000001601	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	WINDOW TREATMENT-75%	\$0.00	\$9,156.47
SAFEDESIGN APPAREL LTD						

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	95,481	EFT000000001602	01-3000-4000-41610	FIRE FIGHTING EQUIPMENT	FIREFIGHTER HELMETS	\$1,439.77	
	95,481	EFT000000001602	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	FIREFIGHTER HELMETS	\$159.03	
	95,481	EFT000000001602	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	FIREFIGHTER HELMETS	\$0.00	\$1,598.80
	95,482	EFT000000001602	01-3000-4000-41610	FIRE FIGHTING EQUIPMENT	FIREFIGHTER BOOTS	\$554.91	
	95,482	EFT000000001602	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	FIREFIGHTER BOOTS	\$61.29	
	95,482	EFT000000001602	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	FIREFIGHTER BOOTS	\$0.00	\$616.20
R & B SHULMAN INC.							
	95,373	EFT000000001603	40-8000-6900-01950	TRSFs FROM OWN FUNDS-RESERVES	DEWAN PARK SIGN EXTRA	\$1,068.48	
	95,373	EFT000000001603	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	DEWAN PARK SIGN EXTRA	\$118.02	
	95,373	EFT000000001603	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	DEWAN PARK SIGN EXTRA	\$0.00	\$1,186.50
	95,374	EFT000000001603	40-8000-6900-01950	TRSFs FROM OWN FUNDS-RESERVES	DEWAN PARK DIGITAL SIGN-FINAL	\$17,835.88	
	95,374	EFT000000001603	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	DEWAN PARK DIGITAL SIGN-FINAL	\$3,873.14	
	95,374	EFT000000001603	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	DEWAN PARK DIGITAL SIGN-FINAL	\$0.00	\$21,709.02
STAPLES ADVANTAGE							
	95,383	EFT000000001604	01-1000-4000-40270	NEW EQUIPMENT	OFFICE SUPPLIES	\$14.07	
	95,383	EFT000000001604	01-0100-4000-41020	PROMOTION & MEALS	OFFICE SUPPLIES	\$49.98	
	95,383	EFT000000001604	01-1000-4000-40200	OFFICE SUPPLIES	OFFICE SUPPLIES	\$70.20	
	95,383	EFT000000001604	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	OFFICE SUPPLIES	\$1.56	
	95,383	EFT000000001604	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	OFFICE SUPPLIES	\$7.76	
	95,383	EFT000000001604	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	OFFICE SUPPLIES	\$0.00	\$143.57
	95,498	EFT000000001604	01-5100-4000-40200	OFFICE SUPPLIES	OFFICE SUPPLIES	\$55.72	
	95,498	EFT000000001604	01-0000-0200-00325	HST RECEIVABLE100%	OFFICE SUPPLIES	\$7.25	
	95,498	EFT000000001604	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	OFFICE SUPPLIES	\$0.00	\$62.97
	95,499	EFT000000001604	01-5100-4000-40270	NEW EQUIPMENT	OFFICE SUPPLIES	\$947.88	
	95,499	EFT000000001604	01-0000-0200-00325	HST RECEIVABLE100%	OFFICE SUPPLIES	\$123.22	
	95,499	EFT000000001604	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	OFFICE SUPPLIES	\$0.00	\$1,071.10
	95,500	EFT000000001604	01-5100-4000-40200	OFFICE SUPPLIES	OFFICE SUPPLIES	\$19.18	
	95,500	EFT000000001604	01-0000-0200-00325	HST RECEIVABLE100%	OFFICE SUPPLIES	\$2.49	
	95,500	EFT000000001604	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	OFFICE SUPPLIES	\$0.00	\$21.67
	95,501	EFT000000001604	01-5100-4000-40200	OFFICE SUPPLIES	OFFICE SUPPLIES	\$44.68	
	95,501	EFT000000001604	01-0000-0200-00325	HST RECEIVABLE100%	OFFICE SUPPLIES	\$5.80	
	95,501	EFT000000001604	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	OFFICE SUPPLIES	\$0.00	\$50.48
	95,502	EFT000000001604	01-5200-6090-40200	OFFICE SUPPLIES	OFFICE SUPPLIES	\$117.99	
	95,502	EFT000000001604	01-0000-0200-00325	HST RECEIVABLE100%	OFFICE SUPPLIES	\$15.34	
	95,502	EFT000000001604	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	OFFICE SUPPLIES	\$0.00	\$133.33
	95,503	EFT000000001604	01-5100-4000-40200	OFFICE SUPPLIES	OFFICE SUPPLIES	\$67.58	
	95,503	EFT000000001604	01-0000-0200-00325	HST RECEIVABLE100%	OFFICE SUPPLIES	\$8.79	
	95,503	EFT000000001604	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	OFFICE SUPPLIES	\$0.00	\$76.37

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	95,504	EFT000000001604	01-5100-4000-40200	OFFICE SUPPLIES	OFFICE SUPPLIES	\$32.35
	95,504	EFT000000001604	01-0000-0200-00325	HST RECEIVABLE100%	OFFICE SUPPLIES	\$4.21
	95,504	EFT000000001604	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	OFFICE SUPPLIES	\$0.00 \$36.56
	95,505	EFT000000001604	01-5100-4000-40200	OFFICE SUPPLIES	OFFICE SUPPLIES	\$163.97
	95,505	EFT000000001604	01-0000-0200-00325	HST RECEIVABLE100%	OFFICE SUPPLIES	\$21.32
	95,505	EFT000000001604	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	OFFICE SUPPLIES	\$0.00 \$185.29
	95,506	EFT000000001604	01-5100-4000-40200	OFFICE SUPPLIES	OFFICE SUPPLIES	\$40.16
	95,506	EFT000000001604	01-0000-0200-00325	HST RECEIVABLE100%	OFFICE SUPPLIES	\$5.22
	95,506	EFT000000001604	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	OFFICE SUPPLIES	\$0.00 \$45.38
	95,507	EFT000000001604	01-5100-4000-40270	NEW EQUIPMENT	OFFICE SUPPLIES	\$321.65
	95,507	EFT000000001604	01-0000-0200-00325	HST RECEIVABLE100%	OFFICE SUPPLIES	\$41.81
	95,507	EFT000000001604	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	OFFICE SUPPLIES	\$0.00 \$363.46
STEWART OVERHEAD DOOR CO. LTD						
	95,527	EFT000000001605	01-4500-4100-41700	BLDG REPAIRS & MAINTENANCE	PW OVERHEAD DOOR REPAIR	\$1,853.05
	95,527	EFT000000001605	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	PW OVERHEAD DOOR REPAIR	\$204.68
	95,527	EFT000000001605	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	PW OVERHEAD DOOR REPAIR	\$0.00 \$2,057.73
STONETOWN SUPPLY SERVICES(ING)						
	95,367	EFT000000001606	01-3000-4100-40210	JANITORIAL SUPPLIES	FIRE DEPT JANITORIAL SUPPLIES	\$195.57
	95,367	EFT000000001606	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	FIRE DEPT JANITORIAL SUPPLIES	\$21.60
	95,367	EFT000000001606	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	FIRE DEPT JANITORIAL SUPPLIES	\$0.00 \$217.17
	95,437	EFT000000001606	01-4500-4000-41650	SMALL TOOLS & SAFETY EQUIP	SUPPLIES	\$101.80
	95,437	EFT000000001606	01-4500-4230-46431	VEHICLE MAINTENANCE	SUPPLIES	\$13.75
	95,437	EFT000000001606	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	SUPPLIES	\$11.25
	95,437	EFT000000001606	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	SUPPLIES	\$1.52
	95,437	EFT000000001606	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	SUPPLIES	\$0.00 \$128.32
	95,441	EFT000000001606	01-4500-4000-41650	SMALL TOOLS & SAFETY EQUIP	SAFETY GLASSES	\$43.59
	95,441	EFT000000001606	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	SAFETY GLASSES	\$4.82
	95,441	EFT000000001606	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	SAFETY GLASSES	\$0.00 \$48.41
	95,483	EFT000000001606	01-3000-4100-40210	JANITORIAL SUPPLIES	CLEANING SUPPLIES	\$39.96
	95,483	EFT000000001606	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	CLEANING SUPPLIES	\$4.42
	95,483	EFT000000001606	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	CLEANING SUPPLIES	\$0.00 \$44.38
	95,524	EFT000000001606	01-4500-5012-80000	MATERIALS - DEBRIS & LITTER PICK UP	GARBAGE BAGS	\$147.94
	95,524	EFT000000001606	01-4500-5013-80000	MATERIALS - LEAF COLLECTION	GARBAGE BAGS	\$62.77
	95,524	EFT000000001606	01-4500-4130-80000	MATERIALS-HARDTOP MAINT, PATCHING & SPRAYIN	GARBAGE BAGS	\$87.19
	95,524	EFT000000001606	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	GARBAGE BAGS	\$16.34
	95,524	EFT000000001606	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	GARBAGE BAGS	\$6.93
	95,524	EFT000000001606	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	GARBAGE BAGS	\$9.63
	95,524	EFT000000001606	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	GARBAGE BAGS	\$0.00 \$330.80

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TOROMONT INDUSTRIES LTD						
95,409	EFT000000001607	01-4500-4230-46392	939200 2012 BACKHOE LOADER	BACKHOE PARTS	\$344.56	
95,409	EFT000000001607	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	BACKHOE PARTS	\$38.06	
95,409	EFT000000001607	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	BACKHOE PARTS	\$0.00	\$382.62
95,410	EFT000000001607	01-4500-4230-46392	939200 2012 BACKHOE LOADER	BACKHOE PARTS	\$15.08	
95,410	EFT000000001607	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	BACKHOE PARTS	\$1.67	
95,410	EFT000000001607	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	BACKHOE PARTS	\$0.00	\$16.75
TYCO INTEGRATED FIRE & SECURIT						
95,526	EFT000000001608	01-4500-4100-41550	MAINTENANCE CONTRACTS	FIRE ALARM 4/01/2020-3/31/2021	\$1,387.00	
95,526	EFT000000001608	01-0000-0400-00280	PREPAID EXPENSES	FIRE ALARM 4/01/2020-3/31/2021	\$462.34	
95,526	EFT000000001608	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	FIRE ALARM 4/01/2020-3/31/2021	\$151.17	
95,526	EFT000000001608	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	FIRE ALARM 4/01/2020-3/31/2021	\$50.39	
95,526	EFT000000001608	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	FIRE ALARM 4/01/2020-3/31/2021	\$0.00	\$2,050.90
ULINE						
95,369	EFT000000001609	01-3000-4100-40210	JANITORIAL SUPPLIES	FIRE DEPT CLEANING CLOTHS	\$141.22	
95,369	EFT000000001609	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	FIRE DEPT CLEANING CLOTHS	\$15.60	
95,369	EFT000000001609	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	FIRE DEPT CLEANING CLOTHS	\$0.00	\$156.82
WHOLE TIRE SERVICE LTD.						
95,411	EFT000000001610	01-4500-4230-46386	938603 T6-11 FREIGH TRUCK	TRUCK#6 TIRE REPAIR	\$197.92	
95,411	EFT000000001610	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	TRUCK#6 TIRE REPAIR	\$21.87	
95,411	EFT000000001610	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	TRUCK#6 TIRE REPAIR	\$0.00	\$219.79
95,412	EFT000000001610	01-4500-4230-46392	939200 2012 BACKHOE LOADER	FLAT TIRE REPAIR	\$71.23	
95,412	EFT000000001610	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	FLAT TIRE REPAIR	\$7.87	
95,412	EFT000000001610	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	FLAT TIRE REPAIR	\$0.00	\$79.10
95,514	EFT000000001610	01-4500-4230-46392	939200 2012 BACKHOE LOADER	BACKHOE TIRES	\$91.58	
95,514	EFT000000001610	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	BACKHOE TIRES	\$10.12	
95,514	EFT000000001610	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	BACKHOE TIRES	\$0.00	\$101.70
95,515	EFT000000001610	01-4500-4230-46397	939700 SIDEWALK TRACTOR	SIDEWLK TRACTOR TIRE	\$250.33	
95,515	EFT000000001610	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	SIDEWLK TRACTOR TIRE	\$27.65	
95,515	EFT000000001610	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	SIDEWLK TRACTOR TIRE	\$0.00	\$277.98
WORK EQUIPMENT LTD.						
95,521	EFT000000001611	01-4500-4230-46397	939700 SIDEWALK TRACTOR	PARTS	\$406.80	
95,521	EFT000000001611	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	PARTS	\$44.93	
95,521	EFT000000001611	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	PARTS	\$0.00	\$451.73
AQUAM						
95,547	EFT000000001612	01-5100-6060-40290	UNIFORMS AND CLOTHING	LIFEGUARD UNIFORM	\$2,010.02	
95,547	EFT000000001612	01-0000-0200-00325	HST RECEIVABLE100%	LIFEGUARD UNIFORM	\$261.30	
95,547	EFT000000001612	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	LIFEGUARD UNIFORM	\$0.00	\$2,271.32

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R.J.BURNSIDE & ASSOCIATES							
	95,571	EFT000000001613	10-0000-3652-80000	MATERIALS	CLARK RD SWM UPDATE	\$454.87	
	95,571	EFT000000001613	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	CLARK RD SWM UPDATE	\$50.24	
	95,571	EFT000000001613	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	CLARK RD SWM UPDATE	\$0.00	\$505.11
	95,572	EFT000000001613	10-0000-3652-80000	MATERIALS	CLARK RD SWM UPDATE	\$2,665.83	
	95,572	EFT000000001613	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	CLARK RD SWM UPDATE	\$294.45	
	95,572	EFT000000001613	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	CLARK RD SWM UPDATE	\$0.00	\$2,960.28
	95,573	EFT000000001613	10-0000-3651-80000	MATERIALS	CLARK RD INTERNAL RD DESIGN	\$3,417.57	
	95,573	EFT000000001613	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	CLARK RD INTERNAL RD DESIGN	\$377.49	
	95,573	EFT000000001613	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	CLARK RD INTERNAL RD DESIGN	\$0.00	\$3,795.06
CANADIAN NATIONAL RAILWAYS							
	95,584	EFT000000001614	01-4500-4161-80000	MATERIALS-SAFETY DEVICES, RR CROSSING	MAR SIGNAL W. GATES MAINT.	\$816.25	
	95,584	EFT000000001614	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	MAR SIGNAL W. GATES MAINT.	\$0.00	\$816.25
DANCE SEWER CLEANING INC.							
	95,561	EFT000000001615	01-4500-4123-80000	MATERIALS-ROADSIDE MAINT, CATCHBASINS	SEWER CAM VIDEO	\$10,017.91	
	95,561	EFT000000001615	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	SEWER CAM VIDEO	\$1,106.53	
	95,561	EFT000000001615	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	SEWER CAM VIDEO	\$0.00	\$11,124.44
EASY WAY CLEANING PRODUCTS LIM							
	95,542	EFT000000001616	01-5000-6050-40210	JANITORIAL SUPPLIES	JANITORIAL SUPPLIES	\$243.75	
	95,542	EFT000000001616	01-0000-0200-00325	HST RECEIVABLE100%	JANITORIAL SUPPLIES	\$31.69	
	95,542	EFT000000001616	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	JANITORIAL SUPPLIES	\$0.00	\$275.44
	95,549	EFT000000001616	01-5000-6020-40210	JANITORIAL SUPPLIES	JANITORIAL SUPPLIES	\$106.81	
	95,549	EFT000000001616	01-0000-0200-00325	HST RECEIVABLE100%	JANITORIAL SUPPLIES	\$13.89	
	95,549	EFT000000001616	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	JANITORIAL SUPPLIES	\$0.00	\$120.70
EMPLOYEE REIMBURSEMENT							
	95,551	EFT000000001617	01-5100-4000-40200	OFFICE SUPPLIES	OFFICE SUPPLIES	\$66.98	
	95,551	EFT000000001617	01-0000-0200-00325	HST RECEIVABLE100%	OFFICE SUPPLIES	\$8.71	
	95,551	EFT000000001617	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	OFFICE SUPPLIES	\$0.00	\$75.69
FASTENAL CANADA ***							
	95,550	EFT000000001618	01-5100-4100-41700	BLDG REPAIRS AND MAINT	VPCC BLDG SUPPLIES	\$45.99	
	95,550	EFT000000001618	01-0000-0200-00325	HST RECEIVABLE100%	VPCC BLDG SUPPLIES	\$5.98	
	95,550	EFT000000001618	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	VPCC BLDG SUPPLIES	\$0.00	\$51.97
	95,578	EFT000000001618	01-4500-4220-80000	MATERIALS-SIDEWALK REPAIRS	BOLTS & WASHERS	\$25.38	
	95,578	EFT000000001618	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	BOLTS & WASHERS	\$2.80	
	95,578	EFT000000001618	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	BOLTS & WASHERS	\$0.00	\$28.18
GRA - HAM ENERGY							
	95,543	EFT000000001619	01-5000-6050-41470	VEHICLE FUEL	GAS	\$106.49	
	95,543	EFT000000001619	01-0000-0200-00325	HST RECEIVABLE100%	GAS	\$13.84	

Town of Ingersoll
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PURCHASED FROM VENDORS LOCATED IN INGERSOLL \$ 77,778.47

<u>VENDOR/VOUCHER #</u>	<u>CHEQUE #</u>	<u>ACCOUNT</u>	<u>ACCOUNT DESCRIPTION</u>	<u>TRANSACTION DESCRIPTION</u>	<u>DEBITS</u>	<u>CREDITS</u>	
	95,543	EFT000000001619	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	GAS	\$0.00	\$120.33
	95,544	EFT000000001619	01-5000-6050-41470	VEHICLE FUEL	GAS	\$39.67	
	95,544	EFT000000001619	01-0000-0200-00325	HST RECEIVABLE100%	GAS	\$5.16	
	95,544	EFT000000001619	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	GAS	\$0.00	\$44.83
	95,558	EFT000000001619	01-3000-4000-41470	VEHICLE FUEL	FUEL	\$54.20	
	95,558	EFT000000001619	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	FUEL	\$5.98	
	95,558	EFT000000001619	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	FUEL	\$0.00	\$60.18
HILLSIDE KENNELS							
	95,570	EFT000000001620	01-3600-4000-41560	CONTRACTS	MAR ANIMAL CONTROL	\$712.32	
	95,570	EFT000000001620	01-3600-4000-41557	VETERINARY SERVICES	MAR ANIMAL CONTROL	\$128.60	
	95,570	EFT000000001620	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	MAR ANIMAL CONTROL	\$78.68	
	95,570	EFT000000001620	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	MAR ANIMAL CONTROL	\$14.21	
	95,570	EFT000000001620	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	MAR ANIMAL CONTROL	\$0.00	\$933.81
INGERSOLL RENT-ALL ***							
	95,591	EFT000000001621	01-4500-4230-46408	940800 CHAINSAWS	CHAINSAW CHAIN	\$39.08	
	95,591	EFT000000001621	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	CHAINSAW CHAIN	\$4.31	
	95,591	EFT000000001621	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	CHAINSAW CHAIN	\$0.00	\$43.39
JOESoftware INC.							
	95,569	EFT000000001622	01-1300-4000-41570	COMPUTER CONSULTING & SOFTWARE	JOE SOFTWARE 6/17/20-6/16/21	\$1,190.59	
	95,569	EFT000000001622	01-0000-0400-00280	PREPAID EXPENSES	JOE SOFTWARE 6/17/20-6/16/21	\$1,007.42	
	95,569	EFT000000001622	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	JOE SOFTWARE 6/17/20-6/16/21	\$131.51	
	95,569	EFT000000001622	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	JOE SOFTWARE 6/17/20-6/16/21	\$111.28	
	95,569	EFT000000001622	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	JOE SOFTWARE 6/17/20-6/16/21	\$0.00	\$2,440.80
EMPLOYEE REIMBURSEMENT							
	95,568	EFT000000001623	01-1300-4000-40600	MEMBERSHIP FEES	CPA MEMBERSHIP+MILEAGE	\$997.25	
	95,568	EFT000000001623	01-1300-4000-40620	MILEAGE	CPA MEMBERSHIP+MILEAGE	\$95.90	
	95,568	EFT000000001623	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	CPA MEMBERSHIP+MILEAGE	\$110.15	
	95,568	EFT000000001623	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	CPA MEMBERSHIP+MILEAGE	\$10.59	
	95,568	EFT000000001623	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	CPA MEMBERSHIP+MILEAGE	\$0.00	\$1,213.89
TIM LOVETT INSTALLATIONS INC.							
	95,541	EFT000000001624	01-5000-6050-41700	BLDG REPAIRS AND MAINT	PARKS METER BASE CABLE REPAIR	\$278.02	
	95,541	EFT000000001624	01-0000-0200-00325	HST RECEIVABLE100%	PARKS METER BASE CABLE REPAIR	\$36.14	
	95,541	EFT000000001624	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	PARKS METER BASE CABLE REPAIR	\$0.00	\$314.16
EMPLOYEE REIMBURSEMENT							
	95,553	EFT000000001625	01-1300-4000-40600	MEMBERSHIP FEES	CPA MEMBERSHIP	\$997.25	
	95,553	EFT000000001625	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	CPA MEMBERSHIP	\$110.15	
	95,553	EFT000000001625	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	CPA MEMBERSHIP	\$0.00	\$1,107.40
LWR AUTOMOTIVE							

Town of Ingersoll
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PURCHASED FROM VENDORS LOCATED IN INGERSOLL \$ 77,778.47

<u>VENDOR/VOUCHER #</u>	<u>CHEQUE #</u>	<u>ACCOUNT</u>	<u>ACCOUNT DESCRIPTION</u>	<u>TRANSACTION DESCRIPTION</u>	<u>DEBITS</u>	<u>CREDITS</u>	
	95,587	EFT000000001626	01-4500-4000-41650	SMALL TOOLS & SAFETY EQUIP	OIL	\$89.72	
	95,587	EFT000000001626	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	OIL	\$9.91	
	95,587	EFT000000001626	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	OIL	\$0.00	\$99.63
	95,588	EFT000000001626	01-4500-4230-46395	939500 ELGIN SWEEPER	BLACK SILICONE	\$20.33	
	95,588	EFT000000001626	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	BLACK SILICONE	\$2.25	
	95,588	EFT000000001626	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	BLACK SILICONE	\$0.00	\$22.58
	95,589	EFT000000001626	01-4500-4230-46414	941400 TRAFFIC TRAILER	PARTS	\$8.18	
	95,589	EFT000000001626	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	PARTS	\$0.91	
	95,589	EFT000000001626	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	PARTS	\$0.00	\$9.09
OLDE TYME TAXI							
	95,545	EFT000000001627	01-1001-4000-41560	CONTRACTS	MAR PARA TAXI	\$3,794.12	
	95,545	EFT000000001627	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	MAR PARA TAXI	\$419.08	
	95,545	EFT000000001627	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	MAR PARA TAXI	\$0.00	\$4,213.20
ONTARIO ONE CALL LTD.							
	95,554	EFT000000001628	01-4000-5020-41500	CONTRACTED SERVICES	MAR LOCATES	\$86.93	
	95,554	EFT000000001628	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	MAR LOCATES	\$9.60	
	95,554	EFT000000001628	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	MAR LOCATES	\$0.00	\$96.53
PACIFIC TIER SOLUTIONS INC							
	95,548	EFT000000001629	01-5100-4000-40730	BANK SERVICE CHARGES	Q1 ECOM TRANSACTION FEES	\$309.68	
	95,548	EFT000000001629	01-0000-0200-00325	HST RECEIVABLE100%	Q1 ECOM TRANSACTION FEES	\$40.26	
	95,548	EFT000000001629	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	Q1 ECOM TRANSACTION FEES	\$0.00	\$349.94
PUTNAM TRUCK & EQUIPMENT SERVI							
	95,590	EFT000000001630	01-4500-4230-46384	938400 T4-15 INTERNATIONAL TRUCK	TRUCK #4 ANNUAL INSPECTION	\$531.12	
	95,590	EFT000000001630	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	TRUCK #4 ANNUAL INSPECTION	\$58.66	
	95,590	EFT000000001630	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	TRUCK #4 ANNUAL INSPECTION	\$0.00	\$589.78
REGIS AUTO PARTS							
	95,562	EFT000000001631	01-3000-4000-41510	VEHICLE REPAIRS & MAINTENANCE	FIRE DEPT VEHICLE REPAIR	\$54.19	
	95,562	EFT000000001631	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	FIRE DEPT VEHICLE REPAIR	\$5.98	
	95,562	EFT000000001631	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	FIRE DEPT VEHICLE REPAIR	\$0.00	\$60.17
	95,593	EFT000000001631	01-4500-4230-46389	938900 T9-13 DODGE 1500	OIL FILTER	\$8.48	
	95,593	EFT000000001631	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	OIL FILTER	\$0.93	
	95,593	EFT000000001631	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	OIL FILTER	\$0.00	\$9.41
	95,594	EFT000000001631	01-4500-4230-46395	939500 ELGIN SWEEPER	GASKET	\$8.44	
	95,594	EFT000000001631	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	GASKET	\$0.93	
	95,594	EFT000000001631	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	GASKET	\$0.00	\$9.37
SAFEDESIGN APPAREL LTD							
	95,567	EFT000000001632	01-3000-4000-41610	FIRE FIGHTING EQUIPMENT	FIREFIGHTER BOOTS+GLOVES	\$952.19	
	95,567	EFT000000001632	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	FIREFIGHTER BOOTS+GLOVES	\$105.17	

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95,567	EFT000000001632	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	FIREFIGHTER BOOTS+GLOVES	\$0.00	\$1,057.36
STONETOWN SUPPLY SERVICES(ING)						
95,564	EFT000000001633	01-3000-4100-40210	JANITORIAL SUPPLIES	JANITORIAL SUPPLIES	\$70.18	
95,564	EFT000000001633	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	JANITORIAL SUPPLIES	\$7.76	
95,564	EFT000000001633	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	JANITORIAL SUPPLIES	\$0.00	\$77.94
95,565	EFT000000001633	01-3000-4100-40210	JANITORIAL SUPPLIES	JANITORIAL SUPPLIES	\$58.46	
95,565	EFT000000001633	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	JANITORIAL SUPPLIES	\$6.46	
95,565	EFT000000001633	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	JANITORIAL SUPPLIES	\$0.00	\$64.92
SUN LIFE OF CANADA						
95,595	EFT000000001634	01-0000-2100-00716	HEALTH CARE PAYABLE	APR PREMIUM	\$56,129.53	
95,595	EFT000000001634	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	APR PREMIUM	\$0.00	\$56,129.53
TETRA TECH CANADA INC.						
95,552	EFT000000001635	01-0900-4000-40710	LEGAL FEES	WEG APPLICATION REVIEW	\$17,688.95	
95,552	EFT000000001635	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	WEG APPLICATION REVIEW	\$1,953.84	
95,552	EFT000000001635	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	WEG APPLICATION REVIEW	\$0.00	\$19,642.79
THINK ON INC.						
95,598	EFT000000001636	01-1002-4000-41550	MAINTENANCE CONTRACTS	MAY BACKUP CLOUD STORAGE	\$130.13	
95,598	EFT000000001636	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	MAY BACKUP CLOUD STORAGE	\$14.37	
95,598	EFT000000001636	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	MAY BACKUP CLOUD STORAGE	\$0.00	\$144.50
ULINE						
95,566	EFT000000001637	01-3000-4100-40210	JANITORIAL SUPPLIES	JANITORIAL SUPPLIES	\$95.50	
95,566	EFT000000001637	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	JANITORIAL SUPPLIES	\$10.55	
95,566	EFT000000001637	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	JANITORIAL SUPPLIES	\$0.00	\$106.05
WASTE CONNECTIONS OF CANADA						
95,555	EFT000000001638	01-5000-6020-41550	MAINTENANCE CONTRACTS	MAR GARBAGE COLLECTION	\$348.50	
95,555	EFT000000001638	01-5200-4100-41550	MAINTENANCE CONTRACTS	MAR GARBAGE COLLECTION	\$342.45	
95,555	EFT000000001638	01-5100-4100-41550	MAINTENANCE CONTRACTS	MAR GARBAGE COLLECTION	\$317.26	
95,555	EFT000000001638	01-5000-6040-41550	MAINTENANCE CONTRACTS	MAR GARBAGE COLLECTION	\$317.26	
95,555	EFT000000001638	01-5000-6050-41550	MAINTENANCE CONTRACTS	MAR GARBAGE COLLECTION	\$317.26	
95,555	EFT000000001638	01-3000-4100-41550	MAINTENANCE CONTRACTS	MAR GARBAGE COLLECTION	\$154.60	
95,555	EFT000000001638	01-0000-0200-00325	HST RECEIVABLE100%	MAR GARBAGE COLLECTION	\$45.30	
95,555	EFT000000001638	01-0000-0200-00325	HST RECEIVABLE100%	MAR GARBAGE COLLECTION	\$44.52	
95,555	EFT000000001638	01-0000-0200-00325	HST RECEIVABLE100%	MAR GARBAGE COLLECTION	\$41.24	
95,555	EFT000000001638	01-0000-0200-00325	HST RECEIVABLE100%	MAR GARBAGE COLLECTION	\$41.24	
95,555	EFT000000001638	01-0000-0200-00325	HST RECEIVABLE100%	MAR GARBAGE COLLECTION	\$41.24	
95,555	EFT000000001638	01-0000-0200-00325	HST RECEIVABLE100%	MAR GARBAGE COLLECTION	\$41.24	
95,555	EFT000000001638	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	MAR GARBAGE COLLECTION	\$17.08	
95,555	EFT000000001638	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	MAR GARBAGE COLLECTION	\$0.00	\$2,027.95
95,556	EFT000000001638	01-3000-4100-41550	MAINTENANCE CONTRACTS	APR GARBAGE COLLECTION	\$154.60	

Town of Ingersoll
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95,556	EFT000000001638	01-5000-6050-41550	MAINTENANCE CONTRACTS	APR GARBAGE COLLECTION	\$317.26	
95,556	EFT000000001638	01-5100-4100-41550	MAINTENANCE CONTRACTS	APR GARBAGE COLLECTION	\$317.26	
95,556	EFT000000001638	01-5000-6040-41550	MAINTENANCE CONTRACTS	APR GARBAGE COLLECTION	\$317.26	
95,556	EFT000000001638	01-5000-6020-41550	MAINTENANCE CONTRACTS	APR GARBAGE COLLECTION	\$323.31	
95,556	EFT000000001638	01-5200-4100-41550	MAINTENANCE CONTRACTS	APR GARBAGE COLLECTION	\$317.26	
95,556	EFT000000001638	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	APR GARBAGE COLLECTION	\$17.08	
95,556	EFT000000001638	01-0000-0200-00325	HST RECEIVABLE100%	APR GARBAGE COLLECTION	\$41.24	
95,556	EFT000000001638	01-0000-0200-00325	HST RECEIVABLE100%	APR GARBAGE COLLECTION	\$41.24	
95,556	EFT000000001638	01-0000-0200-00325	HST RECEIVABLE100%	APR GARBAGE COLLECTION	\$41.24	
95,556	EFT000000001638	01-0000-0200-00325	HST RECEIVABLE100%	APR GARBAGE COLLECTION	\$42.03	
95,556	EFT000000001638	01-0000-0200-00325	HST RECEIVABLE100%	APR GARBAGE COLLECTION	\$41.24	
95,556	EFT000000001638	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	APR GARBAGE COLLECTION	\$0.00	\$1,971.02
WORK EQUIPMENT LTD.						
95,577	EFT000000001639	01-4500-4230-46397	939700 SIDEWALK TRACTOR	SIDEWALK TRACTOR PARTS	\$790.97	
95,577	EFT000000001639	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	SIDEWALK TRACTOR PARTS	\$87.37	
95,577	EFT000000001639	01-0000-2020-00000	ACCOUNTS PAYABLE - GENERAL CONTROL	SIDEWALK TRACTOR PARTS	\$0.00	\$878.34
ROYAL BANK VISA						
95,624	EFT	01-0900-4000-41020	PROMOTION & MEALS	VISA MAR 2020-CAO	\$52.16	
95,624	EFT	01-0900-4000-41020	PROMOTION & MEALS	VISA MAR 2020-CAO	\$118.10	
95,624	EFT	01-0900-4000-40610	MEETINGS & CONFERENCES	VISA MAR 2020-CAO	\$564.77	
95,624	EFT	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	VISA MAR 2020-CAO	\$4.94	
95,624	EFT	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	VISA MAR 2020-CAO	\$10.83	
95,624	EFT	01-0000-0200-00320	HST RECEIVABLE (PST 78%, GST 100%)	VISA MAR 2020-CAO	\$62.38	
95,624	EFT	01-0000-0100-00100	BANK	VISA MAR 2020-CAO	\$0.00	\$813.18
					=====	
DISTRIBUTION TOTALS:					\$695,266.36	\$695,266.36
					=====	



Department: Administration

Report Number: A-014-20

Council Meeting Date: June 8th, 2020

Title: Tentative Plan for reopening of Municipal Office

Objective

To provide Council with information and make recommendations on tentative reopening of Municipal Office 130 Oxford Street.

Background

As Council is aware, with the declared Provincial emergency, the Town offices were closed to the public.

In a detailed report presented at the regular Council meeting in May, Council received information on how the Town is operating administratively, with staff working from home and the office on rotating schedules.

The rationale in doing so is to help limit staff exposure to potential infection while still maintaining the core functions of the municipalities operations.

To date, department heads are satisfied that staff are remaining productive and delivering results in this new employment configuration.

Council is also aware that at the writing of this report the Provincial Emergency is set to expire June 9th, 2020 however the Premier announced today, June 2nd, that he will be seeking the legislature to extend the provincial emergency until June 30th 2020.

Staff have been taking a slow and cautious approach to reopening Town Hall. The current information coming from both our Public Health Advisors and the Province would support that approach in staff's opinion. Additionally there has not been a significant push from the citizens for more access to regular office hours. This is due in

large part to the allowances Council has already made to tax penalties and moving of tax due dates.

Analysis

There are many issues and challenges that must be dealt with prior to resuming normal operations. As noted above, as an employer and our responsibilities under the Occupational Health and Safety Act, the Town must ensure a safe workplace for its employees.

To do so staff are conducting various risk assessments, reviewing scenarios and making decisions on what measures need to be put in place before staff returns. These include but are not limited to the following:

1. Being able to ensure staff are able to perform their duties while maintaining physical distancing, both from other staff and members of the public.
2. Ensuring effective physical barriers are in place to safeguard when physical distancing is a challenge.
3. Sourcing and determining proper Personal Protective Equipment (PPE) and protocols for use.
4. Will there be limits on the number of the public allowed into the building?
5. Will the public attending be required to wear face masks?
6. If the public is required to wear masks and don't have one will the Town provide one or will entry be denied?
7. Will the washrooms be open to the public?
8. What are the procedures or protocols, should an employee attend work and then be tested as covid-19 positive?
9. How is the Town as employer communicating its own practices to the employees and the public?

Department Heads are busy sourcing materials, developing strategies and plans and preparing for the eventual return to open Town Hall facilities. Fire and Public Works are also developing their own strategies, although they have different demands and expectations from the public on accessibility.

From an administrative perspective, a target date is tentatively being discussed for early July, after Canada day, however that is only tentative at this juncture.

Staff will continue to monitor the state of the pandemic, balancing risks against demands for greater accessibility.

Staff will continue to develop safety guidelines and protocols for implementation for the reopening.

Staff will continue to acquire the necessary supplies to ensure a safe and healthy work environment to support an organized well planned reopening.

Staff is fully aware that other municipalities are working on different timetables, however from an application perspective, nothing has changed. The pandemic is not over, the

Provincial Emergency Order remains in place and is anticipated to extend now to June 30th.

As an employer the Town needs to provide safeguards to employees, and finally the core functions of the municipality are being completed in a satisfactory manner.

Interdepartmental Implications

Staff continue to function in a highly effective manner, interdepartmental functions are being conducted as per normal practices, email, telephone and conference calls are providing the conduits necessary communication between managers staff and between departments.

Financial Implications

No significant financial implications have been identified due to the Town Hall closure.

Recommendation

That the Council of the Corporation of the Town of Ingersoll received report numbered A-014-20 as information.

And further that Staff advise Council should the tentative reopening date be amended.

Attachments

None

Prepared by: William Tigert, Chief Administrative Officer



Department: Administration

Report Number: A-015-20

Council Meeting Date: June 8th, 2020

Title: Service Delivery Review Final Report with Recommendations

Objective

The objective of this report is to present Council with the consultant's summary recommendations from the Service Delivery Review, and make recommendations to councils based on a collaboration and consensus of the nine municipal CAO's within Oxford County.

Background

In 2019 the Province announced that it would undertake a review of Regional Governments within Ontario. The purpose was to ensure efficiency and effectiveness of government services within these municipalities.

The Terms of reference and mandate for the review are provided here from the provincial site to refresh memories on the purpose and goals of the review.

Terms of reference for the special advisors

Background

Since Ontario's regional municipalities were established in the 1970s, populations have grown or changed, infrastructure pressures have increased, and taxpayers' dollars are being stretched.

The government is committed to undertaking a review of regional government and Simcoe County to help ensure that the upper and lower-tier municipalities in these geographic areas are efficient and accountable to their residents and businesses.

Department Report A-015-20
Regular Meeting of Council
June 8, 2020

The review will cover Ontario's eight regional municipalities (Halton, York, Durham, Waterloo, Niagara, Peel, Muskoka District, and Oxford County) and their lower-tier municipalities. Simcoe County and its lower-tier municipalities will be included in the review because of its rapid growth and associated challenges.

Mandate

1. The mandate of the advisory body is to provide expert advice to the Minister of Municipal Affairs and Housing and to make recommendations to the government on opportunities to improve regional governance and service delivery.

Recommendations from the advisory body will focus on the following questions:

Questions on municipal governance and decision-making;

- a. Is the decision-making (mechanisms and priorities) of upper and lower-tier municipalities efficiently aligned?
- b. Does the existing model support the capacity of the municipalities to make decisions efficiently?
- c. Are two-tier structures appropriate for all of these municipalities?
- d. Does the distribution of councillors represent the residents well?
- e. Do the ways that regional councillors/heads of council get elected/appointed to serve on regional council help to align lower and upper-tier priorities?

Questions on municipal service delivery;

- f. Is there opportunity for more efficient allocation of various service responsibilities?
- g. Is there duplication of activities?
- h. Are there opportunities for cost savings?
- i. Are there barriers to making effective and responsive infrastructure and service delivery decisions?

Oxford local municipalities CAOs and the County CAO, wishing to be proactive rather than reactive in the face of this review, met to discuss options to consider and make recommendations to their respective Councils.

The decision was made to jointly conduct a service delivery review across the multitude of services provided by the municipalities to determine not only an inventory of what was being done, also how it was being done and whether or not there were efficiencies to be found.

The Study was to look at whether or not there were opportunities for generating costs savings to area taxpayers, or enhancing the level of services without increasing the costs associated with delivering those services.

Each CAO took a report to their respective Council, recommending that a joint study be undertaken, with each municipality contributing \$20,000 from the Provincial grant that was provided to every Ontario Municipality for the express purpose of service delivery improvements and modernization.

All nine municipal Council agreed to do so without hesitation. The CAOs along with staff support developed terms of reference and did a request for proposals. Six firms responded to the RFP. The proposals were then reviewed and rated, and the successful firm was selected. Watson and Associates, a firm familiar to the area, began their work and the process was underway.

Analysis

The report, conducted and finalized is approximately 500 pages in length and has approximately 90 recommendations.

For expediency, Staff have reviewed the consolidated recommendations found within the Executive Summary. They have shared the high level discussion that took place at the CAO level, with participation from their various respective teams.

Below the recommendations are broken down in the same format, with essentially the same wording as found within the Service Delivery Review Document itself.

Oxford County Municipal Service Delivery Review

Summary of Major Cost Saving Recommendations. (Table ES- 2 Watson Report)

Animal Control

Recommendation Summary – Joint tender
Annual Cost Savings - \$1500 - \$7500
Benefiting Municipalities – All Local Municipalities

CAO Discussion

Currently most municipalities are using the same private contractor for animal control. There are very few firms in this line of work, hence there is very little competitiveness. Most municipalities communicate amongst themselves and the prices provided by the firm are similar if not the same across jurisdictions. The consensus reached was there was little advantage, based on current pricing to dissolve current contract for the sake of issuing a joint RFP.

Recommendation: That the animal control process remain status quo, with municipalities continuing to share information to ensure fair pricing is achieved by all.

Tax Collections

Recommendation Summary – Reduction in arrears mailing frequency
Annual Cost Savings - \$500 - \$6,300
Benefiting Municipalities – All Local Municipalities

CAO Discussion

The need and the frequency of arrears notices varies from municipality to municipality and from taxpayer to taxpayer. It was agreed that each municipality should consider the need and frequency of tax reminder letters and reduce when and where ever possible to save the postage costs when able.

Recommendation: That each municipality review the need and frequency of tax arrears reminder letters.

Police

Recommendation Summary – Consolidation of Police Boards (Exclude Woodstock)
Annual Cost Savings - \$3,000 - \$83,000
Benefiting Municipalities – Blandford Blenheim, EZT, Ingersoll, Norwich Tillsonburg

CAO Discussion

The discussion primarily focused on the understanding that the Province was moving towards the consolidation of Police Service Boards under legislation.

Recommendation: With the expectation that this will become a legislated requirement, savings potential be realized when the changes are implemented.

Building Services, CBOs and Property Standards

Recommendations Summary – Joint purchase of IT Services to integrate software
Annual Savings – to be determined
Benefiting Municipalities – All Local Municipalities

CAO Discussion

With the implementation of the Amanda software system there have been some discussion around the timeliness and effectiveness of the implementation. There have been some deficiencies noted as well from some users. Some discussion was held on whether local municipalities should provide additional financial resources to assist /facilitate the implementation.

Recommendation: That as the County, with the support of the majority of local municipalities, determined it was in its interest to implement a new software, it would fall to the County to ensure that the software and implementation to full usability be financially supported.

Emergency Management

Recommended Summary – Additional coordination and assistance from County resource to eliminate duplication of effort

Annual Savings - \$0 - \$1200
Benefiting Municipalities – All Local Municipalities

CAO Discussion

The discussions focused on whether or not the County CEMC could be utilized for helping local municipal CEMC with the planning and coordination of annual exercises and administrative requirements. Although the report indicated the potential for very modest savings, the concern was noted that when this was examined a few years ago additional staffing was proposed to deliver this assistance. A number of municipalities did not see the need to augment their current processes and resources. It was thought best to not pursue universally but allow municipalities with a need to work together.

Recommendation: That only those municipalities that require additional resources or supports for CEMC and other emergency management duties, work cooperatively amongst themselves to ensure that they have adequate resources, rather than adding to additional potential costs on the County Levy, when others do not need that support.

Roads and Bridges, Culverts, Active Transportation and Structures

Recommendation Summary – Undertake a detailed review of service provisions for operations, other studies and formalization of service agreements.

Annual savings - \$50,000 - \$ 150,000

Benefiting Municipalities – All

CAO Discussion

This is one of the larger, potential efficiency and savings identified in the SDR study. It was noted that a similar recommendation for the local municipalities was identified in a previous study but the recommendations where never implemented. The recommendation is to undertake a detailed specific study on the benefits of local municipalities assuming the day to day maintenance responsibilities of all county roads within its jurisdictions. These duties would be funded via the county levy with the County approved servicing standards. Capital replacement, Bridges and Structures would remain under the care and control of the County.

Recommendation: That the nine member municipalities making up Oxford County conduct a detailed review on the service of road maintenance to determine if the service should be delivered by the local municipalities based on cost savings, safety and efficiencies.

Wastewater

Recommendation Summary – Develop Capital plan for optimization

Annual Savings – Exact amount may vary based on outcomes of study

Benefiting Municipalities – County

CAO Discussion

The consensus was that the County should be already doing this to determine the growth and expansion of the systems that they operate. They should be coordinating between

planning, public works and local municipalities to ensure that systems are robust and have growth capacities planned and implemented to keep pace with the grown and demand being realized in the current environment.

Recommendation: That the County ensure that studies are regularly undertaken to ensure the optimization of wastewater facilities in the county, to enable the serviced municipalities to meet their growth needs and expectations.

Water/Wastewater Assets Management, Capital Programing, Financing and Billing

Recommendation Summary – Review Option for single billing provider

Annual Savings – \$0 - \$10,000

Benefiting Municipalities – All

CAO Discussion

The consensus was that this item should not be pursued. With the complexity of the relationships between the current two billing providers, EARTH Corp. and Tillsonburg and the County combined with little if any savings, this was not an item to be investigated further.

Recommendation: That the status quo for billing of water and waste water be maintained.

Solid Waste Management

Recommended Summary- Combined contracts and alignment of large item collection

Annual Savings - \$0 - \$220,000

Benefiting Municipalities – All

CAO Discussion

Currently Woodstock and SWOX provide waste collection for the county under agreements. There was no consensus that there was a need to roll these separate contracts into a unified county wide contract.

There was general agreement that both the bag tag system and the large article collection systems be reviewed for efficiency. The primary concern was that limiting large article collection to an annual endeavor may contribute to illegal dumping during other periods of the year. The thought of examining whether a large article pickup bag tag, at a higher cost could be studied. It works in other jurisdictions across the province where to dispose of a couch or mattress, for example, would require a specialized sticker at a higher cost but could be done at any time.

Recommendation: that the current arrangement for general waste collection remain.

The system of bag tag user pay system along with a large article be reviewed to identify improvements to both systems.

Municipal Drains

Recommendation Summary – Reduce time spent on doing locates

Annual Savings - \$2,500 - \$5,000

Benefiting Municipalities – the Rural Municipalities

CAO Discussion

The general feeling was that the rural municipalities impacted by municipal drains, should work together to see if there are areas of joint cooperation and funding that would provide them benefits.

Recommendation: That the Rural Municipalities further their own discussion on areas of mutual interest and benefit in regards to municipal drains.

Cemeteries

Recommendations Summary- Coordinated Purchasing

Annual Cost Savings – Unknown to be assessed individually

Benefiting Municipalities- Blandford Blenheim, EZT, Norwich, SWOX, Tillsonburg, Ingersoll and Zorra.

CAO Discussion and Recommendation

With no indication of any concrete savings or efficiencies, and the various methods that this service is delivered in local municipalities, it was agreed that this recommendation would not be pursued at this time.

Recommendation: That no changes be recommended for the various municipal cemeteries.

Parks and Recreation

Recommendations Summary – Coordinated purchasing and user fee cost recovery analysis.

Annual Cost Savings - \$40,000 - \$330,000

Benefiting Municipalities – All local municipalities

CAO Discussion

Each municipality indicated that in large part they are doing that analysis on a regular basis for their own fees bylaws and budget process. Coordinated purchasing is practices as most municipalities belong to groups that do facilitate group purchasing. Consensus was generally that each municipality in conducting its own Recreation Master Plan is in the best position to determine not only what services to provide, but also how to set user fees to recoup realistic costs associated with those programs.

Recommendation: that municipalities continue to communicate and participate in coordinated purchasing to realized bulk savings or discounts on commonly required resources.

Municipalities conduct regular community Master Plan Reviews to determine the level of services and associated fees for their respective communities.

Trails

Recommendations Summary – Sharing of Specialized maintenance equipment
Annual Savings - \$0 - \$ 40,000
Benefiting Municipalities – All Municipalities

CAO Discussion

It was generally agreed that municipalities should generate a sound process for communication and all agreed to working towards sharing equipment as a cost saving option.

Recommendation: That all municipalities work towards sharing specialized equipment whenever possible to save funds and reduce duplication when practical.

Land Use Planning

Recommendation Summary – Consolidation of Public Meetings
Annual Savings – May vary by municipality
Benefiting Municipalities – All Municipalities

CAO Discussion

Currently for many planning applications there is a process in place that two planning meetings are held. An example is for subdivision approval, meetings are held both at the local municipality and again at the County. The Planning Act does provide that one meeting could be held to satisfy both levels of government. Normally the local meeting draws the larger participation. By consolidating the meetings to one, whereby the local meeting is conducted on behalf of the County as well there would be some efficiency. County Planning Staff attend both meetings now. They would be able to make recommendations at either level by only attending the one meeting. For participating citizens, they would be able to address all their concerns at one time, assured that their issue and concerns would be shared at both levels. For developers, who we all know time is money, would be able to only use resources to attend and participate at one meeting instead of two. Other County jurisdictions use this mode.

Some CAOs also wished to explore reassigning approval authority for subdivisions, consent (severances) to the local level. They felt that this would assist in expediting development applications. However there was not a consensus reached.

Recommendation: That County delegate public meetings for relevant planning applications to the local level, to facilitate efficiency and effectiveness of the public meetings, staff time, developer time and public consultation.

Also consideration and review of other planning functions be conducted to see if other planning approvals could be delegated to the local level. If not universally to those wishing to undertake this responsibility.

Ambulance and Fire (Facility Space)

Recommendations Summary – coordination of ambulance and fire space

Annual Savings – No immediate financial impact but should be reviewed when new stations are required.

Benefiting Municipalities- All Municipalities

CAO Discussion

All were in agreement that when new facilities are being considered, either fire or ambulance, the respective municipalities should communicate to see if a joint project is warranted or advisable. This could have the benefit of saving considerable dollars if shared facilities and construction projects could be coordinated.'

Recommendation: That the County and the local municipalities work together to facilitate joint capital construction on ambulance and fire facilities when timely and practical.

Summary of Enhanced Service Level Recommendations (Table ES-3)

Fire, Police, Ambulance, Emergency Management, Roads, Water and Wastewater

Recommendation Summary – common system for notifications

Annual Cost - \$75,000

Benefiting Municipalities – All Municipalities

CAO Discussion

The general understanding was that the County's 511 system should be able to enhance the aforementioned notice requirements.

Recommendation: That all municipalities participate in the 511 system.

Administration

Recommendations Summary – Standardize the procurement process, and County wide VOIP telephone system.

Annual Costs - \$160,000 - \$210,000

Benefiting Municipalities – All Municipalities

CAO Discussion

The majority of municipalities have made the transition to the County wide systems others are considering it or in the process of making the change. Those that have made the switch are pleased with the system, functionality and simplicity of use.

There was no consensus on as standard procurement process, interested municipalities will continue discussions going forward.

Recommendation: That the municipalities not on the county wide system consider joining at a time when it makes sense for their circumstances.

Municipal Licensing

Recommendation Summary – Standardization of Fees

Annual cost – Cost neutral

Benefiting Municipalities – All Local Municipalities

CAO Discussion

The general understanding is that municipal licensing is supposed to be based on a strictly cost recovery basis. As this can vary from municipality to municipality, there is no easy mechanism to move all licensing fees to the same across the jurisdictions. In relation to marriage licences, there is ongoing discussion amongst the Clerks within the County to decide if there is advantages of a standardization of fees. As noted in the report there is not cost savings or tremendous service efficiency to be gained.

Recommendation: That municipalities continue to follow the municipal act and the processes in place to establish fees in accordance with the legislation.

Fire

Recommendation Summary – Additional Fire Inspectors

Annual Cost - \$80,000 - \$480,000

Benefiting Municipalities – Blandford Blenheim, East Zorra Tavistock, Norwich, South West Oxford, and Zorra

CAO Discussion

It was identified in the course of the study that the rurals, for the most part might benefit from augmenting their fire inspections service. However, there was not a unified demand in each municipality, and that they didn't all need the equivalent of one full time inspector. For the most part Woodstock and Ingersoll feel that they are adequately served by the systems that they currently have in place. Tillsonburg is interested in discussions with others around additional staffing, however it was not committed to additional staffing. The consensus was that interested municipalities with needs should work together to establish the level of service necessary within their own community and work with neighbouring municipalities where capacity is not adequate. It was not supported to move these additional costs to the County when the need was not demonstrated uniformly by all.

Recommendation: That each municipality determine the level of staffing required to meet their fire inspection requirements, and where deficiencies are noted work with neighbouring municipalities to fill any gaps cooperatively.

Building Services, Chief Building Officials and Property Standards

Recommendation Summary – Quarterly Chapter meetings, shared IT personnel and AMANDA implementation.

Annual cost – Cost Neutral

Benefiting Municipalities – All municipalities

CAO Discussion

CBOs currently meet regularly to discuss changes in the legislative requirements, the group is larger than just those municipalities within Oxford County. The County has indicated that it is not willing, and rightly so, to give proprietary rights to others than its own IT staff. It was acknowledged that there are some delays and issues with the full implementation of the AMANDA system. Municipalities are at various stages of implementation and problems still exist. CAOs discussed the potential for local municipalities providing funding from their building department revenues (permits) with the County to add to staffing compliment to expedite the implementation. Not all municipalities agreed, with some feeling that the system was selected by the County and was chosen to serve more than just the building permitting and inspection requirement. Therefore it should be the County's responsibility to ensure adequate resources to allow for full implementation.

Property standards, again is a service that perhaps requires trained if not solely dedicated staff to deal with the growing need for by-law enforcement. It was discussed that municipalities should again, ascertain their needs and work with willing partners within the County for shared property standards officers.

Discussion also took place around the need for the County to assume the lead in bylaw prosecutorial services.

Recommendation: That CBOs continue to meet to ensure there is a common understanding of roles, responsibilities and legislation across all of Oxford.

That the County allocate sufficient resources internally to ensure the successful and complete implementation of the AMANDA software.

Municipalities continue discussions with interested parties about the potential for dedicated shared by-law enforcement staff.

Discussions should take place about county leading and coordinating, bylaw prosecution, with staff trained in this role.

Emergency Management

Recommendation Summary – Clarification of County Certified Emergency Management Coordinator (CEMC)

Annual Cost – Cost Neutral

Benefiting Municipalities – County

CAO Discussion

There was a general discussion that CEMC in most municipalities was not a dedicated role, often the responsibility of the Fire Chief within the community. If there was an opportunity for the County CEMC to assist in some of the more administrative functions,

such as planning, exercises and plan documentation across the various municipalities it might be beneficial. Currently the County CEMC is a part time position, if this was once again made a full time position it might have the time to assist the local municipalities in their emergency management. Concerns were raised that there was a discussion of this a few years ago, and the proposal included an additional staffing component at the County. Some municipalities were not favour of additional cost other than moving the role to full time to assist the local level.

Recommendation: That the nine municipalities discuss and clarify the role and function of the County CEMC, moving the position to full time if it could assist the local level in emergency management delivery within their communities.

Road, Bridges, Culverts, Active Transportation and Structures

Recommendation Summary – Standardized boundary road agreements and a transportation masterplan

One Time Cost - \$75,000 - \$100,000

Benefiting Municipalities – All Municipalities

CAO Discussion

Most municipalities within Oxford have at least one boundary road agreement with a neighbouring municipality. Many have road boundary agreements with more than one neighbouring municipality. Agreements tend to be unique to the road. There may be a benefit if all agreements were standardized across the county. It would not matter which two municipalities were covered by the agreement, the agreements would be consistent throughout the county. This would facilitate coordination and renewal of agreements going forward.

It might also be beneficial for a Transportation Master Plan to be jointly undertaken by all nine municipalities, to understand linkages and areas for improvement and interconnectivity.

Recommendation: That a committee of CAOs be established to develop a template for boundary road agreements to be utilized across the county, regardless of participants.

Additionally, the nine municipalities should work together to conduct and all-encompassing Transportation Master Plan that identifies all interconnectivity and identifies areas for improved transportation opportunities.

Transit

Recommendation Summary – Coordinated funding applications and enhance desirability of transit

Annual Cost – Cost Neutral

Benefiting Municipalities – Ingersoll, Tillsonburg and Woodstock

CAO Discussion

Tillsonburg and Woodstock currently operate transit systems. Tillsonburg has recently received provincial funding and will be operating a transit system throughout various municipalities, within and outside of Oxford County. All municipalities should monitor the developments of the new more regionalized service and be willing to enter into discussions when the initial pilot program is completed.

Recommendation: That those municipalities with existing or proposed new transit opportunities discuss long term ramifications of providing transit systems, either independently or in partnership.

Water

Recommendation Summary – Development of procedure changes to water system
Annual Cost - Cost Neutral
Benefiting Municipalities – All Municipalities

CAO Discussion

Consensus was there needs to be ongoing communication between the County and member municipalities when proposals for changes to the water system are warranted or contemplated.

Recommendation: That ongoing discussions between local municipalities and the County occur to ensure proper communication on the needs and requirements of the water systems.

Storm Water Management Ponds

Recommendation Summary – Joint storm water management pond maintenance program
Annual Costs- Cost Neutral
Benefiting Municipalities – Blandford Blenheim, Ingersoll and Zorra

CAO Discussion

As a requirement of development, it is a requirement that pre development water flows be maintained post development while also ensuring quality control mechanisms be implemented. As a matter of course most developments have built these systems and they then are conveyed to the relevant municipality. These systems are now becoming due for municipal maintenance. No specific maintenance program or procedures have been implemented. Often the costs associated with the pond maintenance can be expensive. Some municipalities expressed the desire to work on a standardized program with other municipalities faced with the same issues.

Recommendation: that those Municipalities that wish to work together to develop a standardized approach to storm water management ponds do so.

Solid Waste Management

Recommendation Summary – Encourage Back yard composting
Annual Cost – Cost Neutral

Benefiting Municipalities – All Municipalities

CAO Discussion

The management of organics is of major concern to municipalities in Canada. Many municipalities have developed programs to try and deal with the volume of organics, and if possible reduce the amount of organics going to landfill facilities. Oxford County has for a number of years provided at a minimal cost back yard composters to residents through the local municipal offices. The program is not overly widely utilized or promoted any longer. The county has recently looked at a more elaborate organics option, this option has not been endorsed by County Council. Perhaps a refocusing and promotion of back yard composting might help the diversion rate for organics. A renewed promotion and potentially a free supply of composters might be beneficial and prevent the need for more elaborate, complex and costly systems to deal with organics.

Recommendation: That a more systematic approach be used to enhance the use of back yard composting.

Municipal Drains

Recommendation Summary – Full-time drainage superintendent

Annual Cost – Cost Neutral as drainage cost are borne by property owners

Benefiting Municipalities – Blandford Blenheim, East Zorra-Tavistock, Norwich, South West Oxford and Zorra

CAO Discussion

Primarily a rural municipal issue municipal drains are none the less an important service in those communities. The Drainage Act in itself is an old technical piece of legislation that does require knowledge and experience to administer effectively. Since the costs of the Superintendent can be allocated to maintenance and capital drainage works, it is possible to not impact taxes for this service. Again, where one municipality might not have a sufficient ongoing work load to justify a full time superintendent, a partnership with various municipalities might be advisable.

Recommendation: That the rural municipalities work together to determine if a shared full time drainage superintendent is feasible.

Cemeteries

Recommended Summary – Develop a working group to establish contingency reserve

Annual Cost – Reserve transfers to be assessed by individual municipalities

Benefiting Municipalities – Blandford Blenheim, Ingersoll, Norwich, South West Oxford, Tillsonburg and Zorra

CAO Discussion

Based on the unique characteristics of each municipal cemetery operations there was no need identified to establish either a working group, or to develop a system for contingency reserves, not all ready administered by perpetual care requirements of the Act.

Recommendation: That this study recommendation not be pursued.

Parks and Recreation

Recommendation Summary – Hire Additional staff positions, further study, establishment of a working group and coordination of programs and schedules.

Annual Cost - \$0 - \$275,000

Benefiting Municipalities – All Municipalities

CAO Discussion

Programs and activities developed and implemented in a municipality tends to be based on the demographics and the expressed needs of the community. Standardization is not warranted. Additional staffing costs are not top of list, as maintaining the level of taxation is a priority in every community. No deficiencies or gaps in service were identified.

Recommendation: That each municipality should be responsible for the development and delivery of recreational services based on the needs of the community and the availability of budget. Each municipality should be undertaking a Recreation Master plan every 5 – 10 years to make sure its recreational programs are aligned with the wants and needs of the community it serves.

Libraries

Recommendation Summary – Integrated systems between the County and Woodstock, coordinated purchasing, inventory current staff and strategically recruit and the utilization of technologies

Annual Cost - \$0 - \$10,000

Benefiting Municipalities – All Municipalities

CAO Discussion

There are two independent Library systems within Oxford County, Woodstock and the County. The recommendations are a matter between the two boards, for consideration and utilization.

Recommendation: That the report recommendations be shared with the Public Library Boards for Woodstock and the County for discussion and determination.

Cultural Service

Recommendation Summary – Utilize facilities as community space, collaborate with neighbouring municipalities and create links with economic development and tourism.

Annual Cost – Cost Neutral

CAO Discussion

Consensus was that this was already being done when practical and beneficial and should continue to do so.

Recommendation: That all municipalities work together on cultural matters that provide economic value and tourism opportunities across the whole county.

Trails

Recommendation Summary – Review existing agreements, coordinate promotion and development of trails, formalized maintenance standards across the County and share equipment

Annual Cost - Cost Neutral

Benefiting Municipalities – All Municipalities

CAO Discussion

The CAOs were in agreement that this should be undertaken. A coordinated approach be organized across all municipalities to work on the implementation of the recommendations.

Recommendation: That the nine municipalities work cooperatively towards the implementation of the study recommendations.

Land Use Planning

Recommendation Summary – Addition of Planning Coordinators, Revision to policies and water and wastewater approval authority to local municipalities

Annual Cost - \$65,000 - \$450,000

Benefiting Municipalities

CAO Discussion

There was a shared belief by the majority of the CAO that additional staff at the County Planning Department is warranted. It was argued that applications are being processed slower than what most would like to see take place. There is concern that Official Plan reviews and comprehensive Zoning reviews are not taking place in a timely manner as necessary and that is due to insufficient staffing numbers within the department. Other policy requirements, like secondary dwellings have not been undertaken in a timely fashion, and again it primarily is because the workload at the department level exceeds the human resources available to undertake the work.

Recommendation: That the County review its staffing component, workload and make enhancement to staffing levels to meet the needs of the municipalities in a timelier manner.

Economic Development

Recommendation Summary – Establishment of a policy to share investment leads

Annual Costs- Cost Neutral

Benefiting Municipalities – All Municipalities

CAO Discussion

Ingersoll, Tillsonburg and Woodstock each run economic development departments. They are also members of the Southern Ontario Marketing Alliance with other non-Oxford municipal partners. The five rural municipalities have partnered and work together under

the Rural Oxford Development Corporation. Through various other economic development tables all groups work collaboratively on areas of mutual interest.

Recommendation: That all municipalities support one and other in general economic development activities that enhance the benefit to all.

Forestry and Woodlands Conservation

Recommendation Summary – Joint training of Staff

Annual Cost – Cost Neutral

Benefiting Municipalities – All Municipalities

CAO Discussion

Generally it was understood that this recommendation concerned the coordination of training, specifically chainsaw training for municipal staff.

Recommendation: That joint training be undertaken whenever practical for the efficiency and cost effectiveness for those participating.

Oxford County Municipalities

Other Recommendations – Table ES – 4

Development Charges

Recommendation Summary – Continued Coordination as opportunities arise

Benefiting Municipalities – All Municipalities (Except Woodstock)

CAO Discussion

For the past few Development Charges Cycles, there has been joint tendering done, with the exception of Woodstock. Woodstock was not able to participate due to the timing involved with boundary adjustments and the associated implications.

Recommendation: That all municipalities will look at opportunities to partner in joint tenders for Development Charges.

Debt Financing

Recommendation Summary – Review process for acquiring financing

Benefiting Municipalities – All Municipalities

CAO Discussion

As a regional government, debt financing is an Upper Tier responsibility. There may be some benefits to the greater borrowing power and credit rating associated with the County. However a number of municipalities would like to have the availability of sourcing its own debt when needed. It doesn't mean that municipalities could not finance through the County only that they be given the option of doing debt financing in house when beneficial or expedient. All municipalities are still bound by the debt limitations that are established via legislation by the Province. It is only in Regional Governments that local municipalities are not allowed to secure their own long term borrowing needs.

Recommendation: That a review be undertaken, evaluating the benefits and risk of allowing local municipalities to source their own borrowing requirements and implemented unless the study determines the risk benefit analysis prove to be unwise.

Municipal Licensing

Recommendation Summary – Include higher fees for non-residents
Benefiting Municipalities- All Municipalities

CAO Discussion

Again as discussed earlier within the report, municipal licensing, strictly speaking, should be based on a fee recovery basis. Each municipality would have to make a determination, when establishing licencing fees, the appropriateness of the level determined.

Recommendation: That each municipality do a comprehensive analysis when establishing licencing fees within their jurisdiction.

Tax Policy

Recommendation Summary – Create a formal policy for cooperation and coordination
Benefiting Municipalities – All Municipalities

CAO Discussion

As tax policy does have implications on all municipalities, it would be advantageous for an opportunity of all local municipalities to make comments or provide input before tax policy changes are implemented.

Recommendation: That the County in partnership with local municipalities develop a policy on tax policy changes and implementation.

Airport

Recommendation Summary – Develop long-term plan and review economic benefit through a study
Benefiting Municipalities – Tillsonburg

CAO Discussion

Although the argument that having a local airport might provide some economic value to the entire area, that data is not readily available. A study might be worthwhile to demonstrate what, if any value other municipalities receive from the airport. Should value be demonstrated, funding request could follow.

Recommendation: That Tillsonburg conduct an economic impact analysis to support its wish for wider funding contribution from member municipalities in Oxford County.

Land Use Planning

Recommendation Summary – Update County planning bylaws for risk mitigation
Benefiting Municipalities – County

CAO Discussion

Agreed

Recommendation: That the County update their planning bylaws accordingly.

Other Items**Water and Waste water****CAO Discussion**

Issues around water and wastewater planning were also discussed and it was agreed that a committee of CAOs meet with the County Public Works group to discuss and develop improvements to forecasting, system expansion and interim financing for growth required services.

Joint Purchasing Position**CAO Discussion**

Discussion was held on whether or not it would be advantageous to have a joint purchasing option coordinated at the County level. Some municipalities were in favour of exploring this option, while others did not see it necessary and were concerned about added expenses when not required.

It was ultimately decided that interested municipalities should work together to determine their purchasing needs and make partnerships where warranted.

Joint Health and Safety Coordinator**CAO Discussion**

The idea of a County staff position(s) for a health and safety coordinator was discussed. There were again various opinions if this should be a County position, or whether this could be a shared resource by interested local municipalities. The consensus reached was whether it was a county position or a shared partnership it should be based on a user pay agreement, whereby only those utilizing the service would pay for its costs.

Financial Implications

The financial implications are detailed within the Watson report itself, and captured for the most part in the background section of this staff report.

Where costs are noted there is often a variation, or range of potential costs or cost saving dependant on the take up, or number of municipalities that might participate in any given undertaking.

More detailed budgeting and cost estimations would have to be undertaken to fine tune any additional costs or cost savings that have been noted in the report

Recommendation

That the Council of The Corporation of the Town of Ingersoll received report numbered A-015-20 as information;

And further that staff continue to dialogue with the other municipalities on matter identified herein of common interest, implementing those ideas to increase effectiveness and efficiencies;

And further to bring back for Council review and approval those matters requiring a formal Council approval.

Prepared by: William Tigert, Chief Administrative Officer

Attachment

Watson & Associates Ltd. – Oxford County Service Deliver Review 2019 Final Report



Service Delivery Review

Oxford County Municipalities

April 30, 2020

Watson & Associates Economists Ltd.
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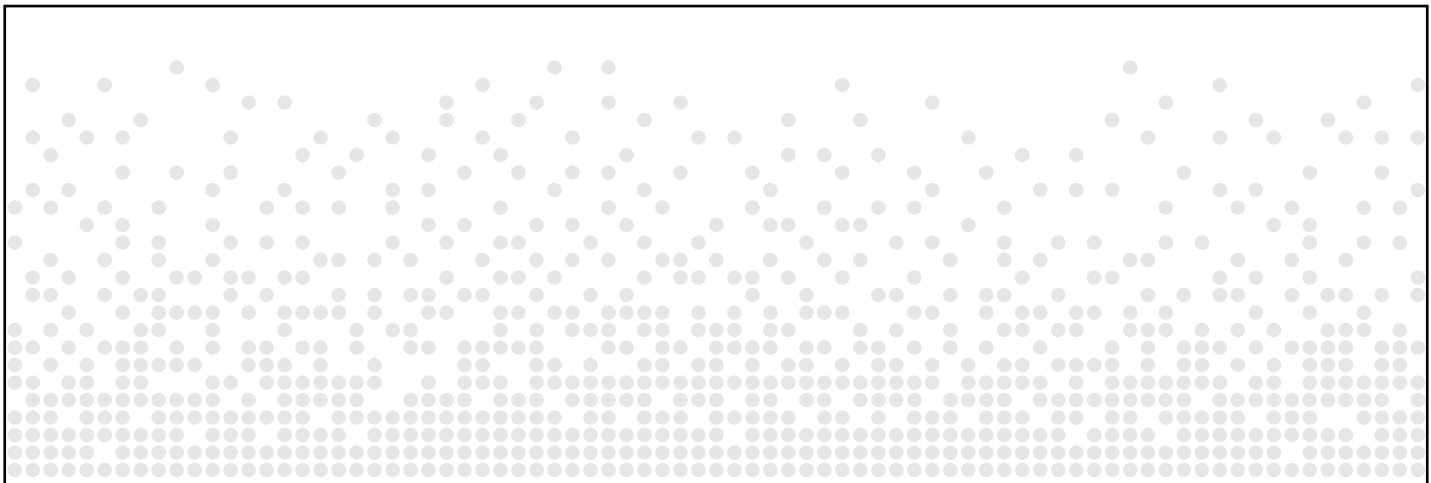
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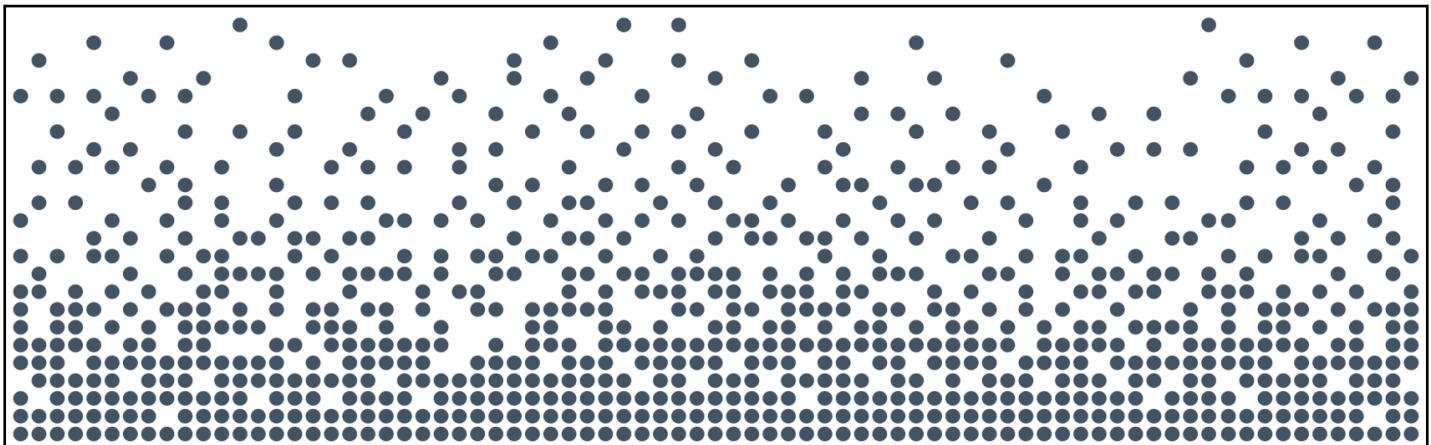
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List of Acronyms and Abbreviations

Acronym	Full Description of Acronym
A.M.P.	Asset Management Plan
B.C.A.	Building Code Act
C.B.C.	Community Benefits Charge
C.B.O.	Chief Building Official
C.E.M.C.	Community Emergency Management Coordinator
C.I.P.	Community Improvement Plan
D.C.	Development Charges
D.C.A.	Development Charges Act
F.I.R.	Financial Information Return
F.T.E.	Full-time Equivalent
G.I.S.	Geographical Information System
I.T.	Information Technology
M.T.O.	Ministry of Transportation Ontario
O.P.	Official Plan
O.P.A.	Official Plan Amendment
O.P.P.	Ontario Provincial Police
P.T.E.	Part-time Equivalent
S.W.M.	Stormwater Management
T.A.A.C.	Tillsonburg Airport Advisory Committee
VoIP	Voice over Internet Protocols
W.W.T.P.	Wastewater Treatment Plant



Executive Summary



Executive Summary

1. This report provided herein represents the Service Delivery Review undertaken for the Oxford County Municipalities by the Consulting Team of Watson & Associates Economists (Ltd.), Dillon Consulting Ltd. (Dillon), and Monteith Brown Planning Consultants (Monteith). This report has been prepared as a result of a coordinated effort by the Oxford County Municipalities to seek potential efficiencies and modernization opportunities. The contents include the following:
 - Chapter 1 – Introduction
 - Chapter 2 – Review of the 2000 Oxford County Restructuring Studies
 - Chapter 3 – Service-by-Service Analysis
 - Chapter 4 – Observations and Commentary
 - Chapter 5 – Conclusion and Next Steps
2. Oxford County is comprised of 8 local municipalities and one regional government. The local municipalities are Blandford-Blenheim, East Zorra-Tavistock, Ingersoll, Norwich, South-West Oxford, Tillsonburg, Woodstock, and Zorra. Historically, the Oxford County municipalities have practiced cooperation, shared resources, and developed formal and informal partnerships with each other.

In 2019, the Ministry of Municipal Affairs and Housing commenced a Regional Government Review to assess the efficiency and accountability of the existing two-tier system. To complete this review, the Province appointed two special advisors. The mandate of the advisors was to provide expert advice to the Minister of Municipal Affairs and Housing and to make recommendations that focused on questions regarding municipal governance, decision-making, and municipal service delivery. Mainly, are services being provided effectively, efficiently, and appropriately through the Regional government structures.

While undertaking the study, and throughout the Provincial review process, the government heard that local communities should decide what is best for them in terms of governance, decision-making, and service delivery. As a result, the Province completed their review with the recommendation that local



municipalities undertake their own reviews. Further to this, in early 2019 the Province provided grant funding for municipalities to undertake these service delivery reviews, implement recommendations, and modernize service delivery through technologies. This grant funding was provided through the Service Modernization Funding for Small and Rural Communities. From this grant funding the municipalities decided to undertake a Service Delivery Review.

3. The overall objective of this study is to assist the municipalities in providing municipal services to residents of the County efficiently. To achieve this objective, the study first seeks to identify the current service delivery method and framework for which the service is delivered. This is achieved through the service profiles provided in Appendix A.

Through discussions with the County municipalities it is clear that the municipalities have established a relationship built on cooperation, resource sharing, and partnerships. These relationships between municipalities have provided many opportunities to reduce costs and deliver services more efficiently. As a result, this study seeks to highlight established best practices in the County by including these points in the “strengths” section of the SWOT analysis provided in Chapter 3.

This study also aims to provide recommendations regarding potential opportunities for efficiencies in service delivery. Through discussions with staff and senior management, opportunities for efficiencies were identified.

To summarize, the main objectives of this study are:

- a. Identify current practices in service delivery;
 - b. Identify existing practices that assist in providing services efficiently; and
 - c. Identify potential opportunities to provide municipal services more efficiently.
4. The service profiles provided in Appendix A layout the services provided by the municipality and how these services are currently delivered throughout the County. Each profile identifies which municipality provides the services and includes the following sections:
 - a. General Description



- b. Legislative Framework
- c. Level of Service
- d. Operating Expenditures
- e. Operating Revenues
- f. Staffing/Resources
- g. Contracted Services
- h. Union Contracts
- i. Assets;
- j. Asset Management Plan and Capital Budget Policies; and
- k. Best Practices.

In total, 37 services were identified to be included in this study. Through discussions with the municipalities, review of applicable legislative framework, and other factors, it was determined that some services would not be included in the detailed analysis. These factors include minimal potential for cost savings, service delivery and/or funding determined by legislation, and uncertainty of service provision due to proposed changes in legislation. Table ES-1 provides a list of the services included in the report.

5. For the detailed service-by-service analysis provided in Chapter 3, a SWOT analysis was utilized to organize the findings as follows:

a. **Strengths** – Current best practices and examples of what the municipalities currently do to provide efficiencies.

b. **Weaknesses** – Areas where service delivery could be improved.

c. **Opportunities** – Activities for which the recommendations are based.

These include next steps that may increase service levels, decrease costs, or provide areas for further review.

d. **Threats** – Potential changes to legislation or perceived issues with respect to service delivery.



Each subsection of Chapter 3 provides a number of recommendations for the municipalities to consider. These recommendations resulted from discussions



with municipal staff, including service level staff, as well as a review of relevant documents and the experience of the Consulting Team.

6. The recommendations for each service were provided under three categories: decreased costs, enhanced service levels, or other.
 - a. **Recommendations Related to Cost Savings** – If all recommendations are implemented, the total potential cost savings may range from \$97,500 to \$853,000. As well, total one-time cost savings for “joint purchase of IT services” will subsequently be determined based upon review of each municipality’s needs. As a result, savings will vary for each municipality. In certain instances, potential additional cost savings have been noted, however, quantification will be realized through further review by staff as per the recommendations. Table ES-2 provides a summary of these detailed recommendations.
 - b. **Recommendations Related to Enhancing Service Levels** – If all recommendations are implemented, the total potential annual cost increases may range from \$380,000 to \$1,500,000. Additionally, the total one-time costs range from \$75,000 to \$100,000. In certain instances, additional study/review has been identified and this further review will quantify potential further increases to service levels and any associated costs. Table ES-3 provides a summary of these detailed recommendations.
 - c. **Other Recommendations** - These recommendations are related to policy matters, mitigating risks, and matters for further review, and are summarized in Table ES-4
7. Next Steps - Each local area municipal Council and County Council will receive this report for their review and consideration. Upon review and consideration of the report, the CAOs of the municipalities and their respective Councils may wish to prepare an implementation plan that organizes the recommendations into immediate, short-term, and longer-term recommendations that may be considered accordingly. Where identified that further review and/or study is required, the area municipalities and the County may wish to begin undertaking those reviews in the shorter-term.



Table ES-1
Oxford County Municipalities
List of Services

Service	Lead Consultant	Service Profile	Service Analysis
General Government			
Administration	Watson	✓	✓
Animal Control	Watson	✓	✓
Development Charges	Watson	✓	✓
Debt Financing	Watson	✓	✓
Electric Utilities (Local Development Corp)	Watson	✓	
Municipal Elections	Watson	✓	
Municipal Licensing	Watson	✓	✓
Tax Collections	Watson	✓	✓
Tax Policy	Watson	✓	✓
Protection Services			
Fire	Dillon	✓	✓
Police	Watson	✓	✓
Court Services	Watson	✓	
Building Services and Chief Building Officials and Property Standards	Watson	✓	✓
Emergency Management	Dillon	✓	✓
Transportation Services			
Roads, Bridges, Culverts, Active Transportation, and Structures	Dillon	✓	✓
Transit	Dillon	✓	✓
Airports	Dillon	✓	✓
Environmental Services			
Wastewater (Municipal)	Dillon	✓	✓
Water (Municipal)	Dillon	✓	✓
Water/Wastewater Asset Management, Capital Programming, Financing and Billing	Dillon	✓	✓
Stormwater	Dillon	✓	✓
Solid Waste Management	Dillon	✓	✓
Municipal Drains	Dillon	✓	✓
Health Services			
Public Health	Watson	✓	
Ambulance	Dillon	✓	✓
Cemeteries	Dillon	✓	✓
Social and Family Services			
Social Assistance (Ontario Works)	Watson	✓	
Childcare (Early Years)	Watson	✓	
Social Housing			
Social and Supported Housing	Watson	✓	
Long-term Care Homes (senior services)	Watson	✓	
Recreation and Cultural Services			
Parks and Recreation	Monteith Brown	✓	✓
Libraries	Monteith Brown	✓	✓
Cultural Services (museums, arts galleries, and performing arts centres)	Monteith Brown	✓	✓
Trails	Monteith Brown	✓	✓
Planning and Development			
Land-use Planning	Watson	✓	✓
Economic Development	Watson	✓	✓
Forestry and Woodlands Conservation	Watson	✓	✓



**Table ES-2
Oxford County Municipalities
Summary of Cost Saving Recommendations**

Service	Recommendations Summary	Annual Cost Savings	One-time Cost Savings	Benefiting Municipalities
Animal Control	Joint contract tender	\$1,500 to \$7,500		All local municipalities
Tax Collections	Reduction in arrears mailing frequency	\$500 to \$6,300		All local municipalities
Police	Consolidation of Police Boards	\$3,000 to \$83,000		Blandford-Blenheim, East Zorra-Tavistock, Ingersoll, Norwich, and Tillsonburg
Building Services, Chief Building Officials, and Property Standards	Joint Purchase of IT Services to integrate Building and Finance software		To be determined upon review of IT needs	All local municipalities
Emergency Management	Additional coordination and assistance from County resource to eliminate duplication of effort	\$0 to \$1,200		All local municipalities
Roads, Bridges, Culverts, Active Transportation, and Structures	Undertake detailed review of service provision for operations, other studies, and formalization of service agreements	\$50,000 to \$150,000		All municipalities
Wastewater	Development of capital plan for optimization	Exact amount may vary based on outcomes of further study		County
Water/Wastewater Asset Management, Capital Programming, Financing, and Billing	Review option for single billing provider	\$0 to \$10,000		All municipalities
Solid Waste Management	Combined contracts and alignment of large item collection	\$0 to \$220,000		All municipalities
Municipal Drains	Reduce time spent on doing locates	\$2,500 to \$5,000		Blandford-Blenheim, East Zorra-Tavistock, Norwich, SouthWest Oxford, and Zorra
Cemeteries	Coordinated purchasing	To be assessed by individual municipality		Blandford-Blenheim, Ingersoll, Norwich, SouthWest Oxford, Tillsonburg, and Zorra
Parks and Recreation	Coordinated purchasing and user fee/cost recovery analysis	\$40,000 to \$330,000		All local municipalities
Trails	Sharing of specialized maintenance equipment	\$0 to \$40,000		All municipalities
Land-use Planning	Consolidation of Public Meetings	May vary by municipality		All municipalities
Ambulance and Fire	Coordination of ambulance/fire space	No immediate financial impact but should be reviewed when new stations required		All local municipalities
Total		\$97,500 to \$853,000		



Table ES-3
Oxford County Municipalities
Summary of Enhanced Service Level Recommendations

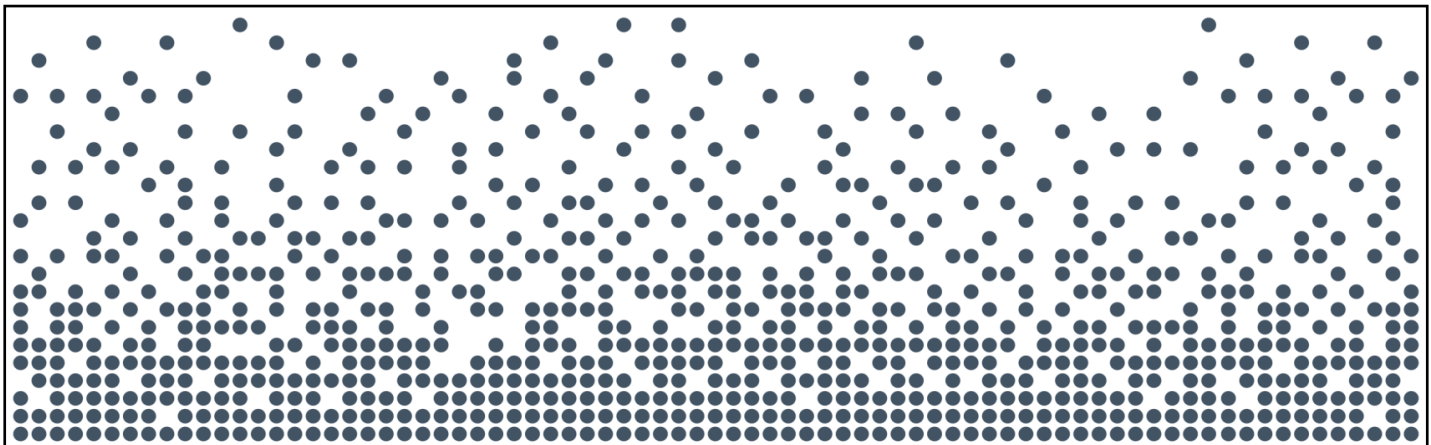
Service	Recommendations Summary	Annual Cost	One-time Cost	Benefiting Municipalities
Fire, Police, Ambulance, Emergency Management, Roads, Water and Wastewater	Common system for notifications	\$75,000		All municipalities
Administration	Standardize procurement process, addition of staff, and County-wide VOIP system	\$160,000 to \$210,000		All municipalities
Municipal Licencing	Standardization of fees	Cost Neutral		All local municipalities
Fire	Additional fire inspectors	\$80,000 to \$480,000		Blandford-Blenheim, East Zorra-Tavistock, Norwich, SouthWest Oxford, and Zorra
Building Services, Chief Building Officials, and Property Standards	Quarterly chapter meetings, shared IT personnel, and AMANDA Implementation	Cost Neutral		All municipalities
Emergency Management	Clarification of County Emergency Management Coordinator role	Cost Neutral		County
Roads, Bridges, Culverts, Active Transportation, and Structures	Standardized boundary road agreement and transportation master plan		\$75,000 to \$100,000	All municipalities
Transit	Coordinated funding applications and enhance desirability of transit	Cost Neutral		Ingersoll, Tillsburg, and Woodstock
Water	Development of procedure for changes to water system	Cost Neutral		All municipalities
Stormwater Management Ponds	Joint stormwater management pond maintenance program	Cost Neutral		Blandform-Blenheim, Ingersoll, and Zorra
Solid Waste Management	Encouragement of backyard composting	Cost Neutral		All municipalities
Municipal Drains	Full-time drainage superintendent	Cost Neutral*		Blandford-Blenheim, East Zorra-Tavistock, Norwich, SouthWest Oxford, and Zorra
Cemeteries	Develop working group and establish contingency reserve	Reserve transfers to be assessed by individual municipality		Blandford-Blenheim, Ingersoll, Norwich, SouthWest Oxford, Tillsburg, and Zorra
Parks and Recreation	Additional staff positions, further study, establishment of a working group, and coordination of program schedules.	\$0 to \$275,000		All municipalities
Libraries	Integrated systems between the County and Woodstock, coordinated purchasing, inventory current staff and strategically recruit, and utilization of technologies.	\$0 to \$10,000		All municipalities
Cultural Service	Utilize facilities as community space, collaborate with neighbouring municipalities, and create links with economic development and tourism	Cost Neutral		All municipalities
Trails	Review existing agreements, coordinate promotion and development of trails, formalize maintenance standards across the County, and share equipment	Cost Neutral		All municipalities
Land-use Planning	Addition of Planning Coordinators, Revisions to policies, and water/wastewater approval authority to local municipalities	\$65,000 to \$450,000		All municipalities
Economic Development	Establishment of policy to share investment leads	Cost Neutral		All municipalities
Forestry and Woodlands Conservation	Joint training of staff	Cost Neutral		All municipalities
Total		\$380,000 to \$1,500,000	\$75,000 to \$100,000	

*Note: drainage superintendent positions are funded through Provincial grants and are able to be charged back to the property owner



Table ES-4
Oxford County Municipalities
Other Recommendations

Service	Recommendations Summary	Benefiting Municipalities
Development Charges	Continued coordination as opportunities arise	All municipalities (except Woodstock)
Debt Financing	Review process for acquiring financing	All municipalities
Municipal Licencing	Include higher fees for non-residents	All local municipalities
Tax Policy	Create a formal policy for cooperation and coordination	All municipalities
Airport	Develop long-term plan and review economic benefit through study	Tillsonburg
Land-use Planning	Update County planning by-laws for risk mitigation	County



Report



Chapter 1

Introduction

1. Introduction

1.1 Background

Oxford County is comprised of 8 local municipalities and one regional government. The local municipalities are Blandford-Blenheim, East Zorra-Tavistock, Ingersoll, Norwich, South-West Oxford, Tillsonburg, Woodstock, and Zorra. In total, the County and area municipalities encompass approximately 2,000 sq.km and serves approximately 114,000 residents. Historically, the Oxford County municipalities have practiced cooperation, shared resources, and developed formal and informal partnerships with each other. These practices have allowed the County to gain efficiencies in matters such as purchasing, project tendering, training, etc. However, the County municipalities requested a review of service delivery throughout the County to ensure that services are being provided efficiently.

In 2019, the Ministry of Municipal Affairs and Housing commenced a Regional Government Review to assess the efficiency and accountability of the existing two-tier system. To complete this review, the Province appointed two special advisors. The mandate of the advisors was to provide expert advice to the Minister of Municipal Affairs and Housing and to make recommendations that focused on the following questions:

1. Questions on municipal governance and decision-making;
 - a. Is the decision-making (mechanisms and priorities) of upper- and lower-tier municipalities efficiently aligned?
 - b. Does the existing model support the capacity of the municipalities to make decisions efficiently?
 - c. Are two-tier structures appropriate for all of these municipalities?
 - d. Does the distribution of councillors represent the residents well?
 - e. Do the ways that regional councillors/heads of council get elected/appointed to serve on regional council help to align lower- and upper-tier priorities?

2. Questions on municipal service delivery;
 - a. Is there opportunity for more efficient allocation of various service responsibilities?

- b. Is there duplication of activities?
- c. Are there opportunities for cost savings?
- d. Are there barriers to making effective and responsive infrastructure and service delivery decisions?

This report was initiated to address the municipalities' request to review service delivery to ensure efficiency. While undertaking the study, and throughout the Provincial review process, the government heard that local communities should decide what is best for them in terms of governance, decision-making, and service delivery. As a result, the Province completed their review with the recommendation that local municipalities undertake their own reviews. Further to this, in early 2019 the Province provided grant funding for municipalities to undertake these service delivery reviews, implement recommendations, and modernize service delivery through technologies. This grant funding was provided through the Service Modernization Funding for Small and Rural Communities.

The report, provided herein, is designed to establish the current service delivery methods (Appendix A), review past service delivery analysis (Chapter 2), and analyse potential efficiencies to the provision of services in the County (Chapter 3). These recommendations and potential fiscal impacts are summarized in Chapter 4.

1.2 Study Objectives

The overall objective of this study is to assist the municipalities in providing municipal services to residents of the County efficiently. To achieve this objective, the study first seeks to identify the current service delivery method and framework for which the service is delivered. This is achieved through the service profiles provided in Appendix A.

Through discussions with the County municipalities it is clear that the municipalities have established a relationship built on cooperation, resource sharing, and partnerships. These relationships between municipalities have provided many opportunities to reduce costs and deliver services more efficiently. As a result, this study seeks to highlight established best practices in the County by including these points in the "strengths" section of the SWOT analysis provided in Chapter 3.

This study also aims to provide recommendations regarding potential opportunities for efficiencies in service delivery. Through discussions with staff and senior management, opportunities for efficiencies were identified.

To summarize, the main objectives of this study are:

1. Identify current practices in service delivery;
2. Identify existing practices that assist in providing services efficiently; and
3. Identify potential opportunities to provide municipal services more efficiently.

1.3 Study Assumptions and Data

To prepare the service profiles and analysis, a number of sources of information were compiled. These documents included Official Plans, Development Charge Background Studies, Master Plans, etc. These documents provided background on each of the services analysed.

With respect to financial information, as the study involves 9 municipalities, a standard form of information was required. As a result, each municipality's 2018 Financial Information Return (F.I.R.) was utilized for the service profiles. In preparing the analysis in Chapter 3, more detailed budget data was also consulted when considering specific cost adjustments resulting from the recommendations.

It is recognized that there are some potential inaccuracies when utilizing F.I.R. information which can include miscategorized revenues or expenditures, and varying interpretations of information categories. However, the F.I.R. is still a reasonable source of data to utilize for comparison purposes as the data is mainly used to identify cost differences in service provision among the County municipalities. Where anomalies exist, discussions with staff helped to determine if this was in fact a varying cost in the provision of service, or a varied interpretation of F.I.R. categorization.

Where detailed budget data was unavailable, high-level budget data was used to supplement the gaps in the F.I.R.

Chapter 2

Oxford County Restructuring Study – 2000

2. Oxford County Restructuring Study - 2000

2.1 Overview

In the late 1990's to early 2000's the Ontario government initiated municipal restructuring across the Province. Brant County, Haldimand County, Norfolk County, Municipality of Chatham-Kent, and the Cities of Ottawa, Hamilton, Prince Edward County, Greater Sudbury, Toronto, and Kawartha Lakes are all a result of this process and were restructured between 1998 and 2001. The Ministry of Municipal Affairs and Housing identified five (5) key objectives:

1. Fewer municipal politicians;
2. Lower taxes;
3. Better, more efficient service delivery;
4. Less bureaucracy; and
5. Clear lines of responsibility and better accountability at the local level.

In response to the Provincial government restructuring, Oxford County initiated a study to review their service delivery. This study was conducted in two phases. The first phase was completed by Watson (formerly C.N. Watson & Associates Ltd.) and the second phase was completed by K.P.M.G. The following provides an overview of the two reports, along with the recommendations, and resulting implementation by the County.

2.2 Oxford County Restructuring Study – Phase I report

2.2.1 Overview

Watson was retained to review service delivery in the County as it related to objective number 5 noted above. That is, the study and resulting report's purpose was to determine "clear lines of responsibility and better accountability at the local level by reducing duplication and overlap". This study process included extensive public, staff, and council engagement. The study included 8 focus group sessions with staff and councillors, 8 focus groups sessions with councillors alone and 8 public meetings, one in each municipality within the County and two meetings with the study steering committee. In addition, a myriad of opportunities for input was afforded to staff, politicians and the general public by way of a survey available on the internet, at every

municipal office and library within the County, by phone, e-mail or mail directly to the consultants.

2.2.2 Results and Recommendations

Watson reviewed a total of 38 services provided within the County and made recommendations to County Council as to which level of government would be best suited to provide the service. The report used a number of criteria to determine if each service was currently provided by the appropriate level of government. Out of the 38 services reviewed, it was determined that 27 of the services were provided by the appropriate level of government (i.e. local level vs. County). These services met the criteria required to satisfy objective number 5 noted above.

Of the remaining 11 services it was recommended that these services did not meet the principle of “clear lines of responsibility and better accountability at the local level by reducing duplication and overlap”. It was noted that these services were either being provided at the inappropriate level of government or the appropriate jurisdiction was unclear. As a result, these services were recommended to be studied with respect to the other provincial objectives (i.e. studied in Phase II).

The following provides a summary of the recommendations for the 11 services:

Service	Current Service Provider	Recommended Service Provider	Currently Met the Criteria to Migrate Jurisdiction
Airport (Tillsonburg)	Local municipality	County	No
Building Inspection and Property Standards	Local municipality	County	Yes
By-law Enforcement	Local municipality	County	Yes
Fire Protection	Local municipality	County	Yes
Police	Local municipality	County	Yes
Tax Billing and Collection	Local municipality	County	No
Waste Management Collection	Local municipality	County	No

Service	Current Service Provider	Recommended Service Provider	Currently Met the Criteria to Migrate Jurisdiction
Economic Development	Local municipality and County	County	No
Libraries	Local municipality and County	County	Yes
Roads	Local municipality and County	County	Yes
Tourism	Local municipality and County	County	Yes

2.3 Oxford County Restructuring Study – Phase II report

2.3.1 Overview

As part of the Phase II analysis, Oxford County retained K.P.M.G. to analyse the 11 services identified in Phase I for further review. This report was tasked with reviewing the service delivery with respect to the five (5) objectives noted in section 2.1. Part one of the report provided a summary of the current delivery model for each service and Part two provided recommendations for these services. This report took a more quantitative approach to the analysis than the first Phase and identified the potential savings of the recommendations.

2.3.2 Results and Recommendations

Based on the five (5) objectives identified by the Ministry, the following recommendations were provided for each of the services:

Service	Recommendations
Airport (Tillsonburg)	Remain the responsibility of Tillsonburg
Building Inspection and Property Standards	Remain at the local level
By-law Enforcement	Remain at the local level
Fire Protection	Remain at the local level with some improvements. Recommended improvements included:

Service	Recommendations
	<ul style="list-style-type: none"> Improved access to training, public education, investigation, and risk management through inter-force co-operating. Potential for a Fire Chief to lead more than one force. Common dispatch service across the County which could include fire, police, and ambulance.
Police	Remain at the local level
Tax Billing and Collection	Remain at the local level
Waste Management Collection	Move to the County
Economic Development	Business Development to remain at the local level and the requirement for County approval of land purchased be eliminated. Additionally, the County should develop an economic strategic plan.
Libraries	Remain at the local level for Woodstock and at the County level for all other municipalities.
Roads	Remain split between the County and area municipalities with improvements. Improvements include: <ul style="list-style-type: none"> Joint purchasing and tendering, co-operative planning of capital projects, share of major fleet, and conducting a Route Optimization Study. A common pool of engineering resources related to the design, tendering, and supervision of capital projects should be consolidated.
Tourism	Move to the County, however, distribution of materials should be carried out using local municipal facilities.

In addition to the recommendations with respect to the above services, it was also recommended that the County provide expanded computerization of services (e.g. one-stop web portal, a customer relations management program, a recreation facility booking program, electronic document management, and standard software programs).

2.4 Implementation of Recommendations

As noted in the previous section only Waste Management Collection and Tourism were recommended to move to the County, all other services were to remain the responsibility of the local municipality. Subsequent to KPMG's Phase II report, additional analysis was prepared for each of the 11 services in July of 2000. Some recommendations were revised as per these reports. These recommendations were sent to each local council as well as County council for review and support. To obtain support for the recommendations, the County sought to receive a Triple Majority for each recommendation. A Triple Majority occurred when County council and the majority of municipalities representing the majority of the electors voted in support of the recommendation. Appendix B provides a summary of the recommendations and each Council's decision.

Today, it can be seen that all of the recommendations from the Phase II report have been established (or remained), with the exception of the following:

- Fire
 - Potential for a Fire Chief to lead more than one force.
 - common dispatch service across the County.
- Roads
 - A common pool of engineering resources should be consolidated.

Chapter 3

Service by Service Analysis

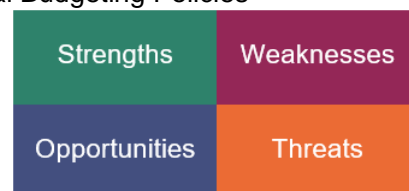
3. Service by Service Analysis

3.1 Overview and Commentary

As noted in the introduction, the Province provided municipalities funds through the Service Modernization Funding for Small and Rural Communities to conduct service delivery reviews to plan, modernize, and improve the way municipalities provide services to their communities. Additionally, as noted in Chapter 2, the County and area municipalities underwent a detailed review of service delivery on both a qualitative (Phase I report) and quantitative (Phase II report) basis. This work provided valuable insight into the delivery of services and established a sound basis for each delivery method. As a result, the analysis presented herein provides discussion and recommendations on providing efficiencies in the delivery of services, while maintaining the current service delivery methods established.

The analysis is separated into the following components:

- **Municipal Profiles** – These profiles (provided in Appendix A) provide a brief description of each municipality and information summarized from the municipalities' 2018 Financial Information Returns.
- **Service Profiles** – These profiles (provided in Appendix A) provide the current state and provision of services in the County. The profile is separated into the following for each service:
 - General Description
 - Legislative Framework
 - Level of Service (if applicable)
 - Expenditure and Revenue Information
 - Staffing/Resources
 - Contracted Services
 - Union Contracts
 - Assets
 - Asset Management Planning and Capital Budgeting Policies
- **Service Analysis** – Provided in the following section. This analysis provides a brief overview of the service provided in the County, a SWOT analysis, and Recommendations/Financial Impacts.





In total, 37 services were identified to be included in this study. Through discussions with the municipalities, review of applicable legislative framework, and other factors, it was determined that some services would not be included in the detailed analysis. Table A-1 in Appendix A provides for the list of services, the lead consultant reviewing the service, and indicates if the service is included in the detailed analysis. A service profile has been prepared for all services.

The services not analyzed further in this Chapter are provided below:

- Electric Utilities;
- Municipal Elections;
- Court Services;
- Public Health;
- Social Assistance;
- Childcare;
- Social and Supported Housing; and
- Long-term Care Homes.

These services were not analyzed further due to a number of factors including minimal potential for cost savings, service delivery and/or funding determined by legislation, and uncertainty of service provision due to current changes in legislation.



3.2 Service Analysis

General Government

3.2.1 Administration

3.2.1.1 Overview

Municipalities Providing Administration Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
✓	✓	✓	✓	✓	✓	✓	✓	✓

Administration encompasses the following functions. At the end of this profile, a table is included that provides if the service is provided by the municipality, shared between municipalities, or contracted out.

- Administrative oversight and management
- Municipal Budgets and Business Planning
- Financial Planning
- Asset Management
- Risk Management
- Freedom of Information
- Human Resources
- Communications
- Clerk and Council support
- IT support (County provides to five area municipalities)
- GIS mapping services
- Web services (provided to area municipalities on an as needed basis)
- Enterprise VoIP system
- Enterprise electronic document management system
- Enterprise property management system
- Collaborative procurement for multi-function photocopiers (County, Tillsonburg, Ingersoll, Woodstock)
- Legal Services



All area municipalities as well as the County carry out administrative functions within their respective jurisdictions.

Service Profile Reference: Page A-21

3.2.1.2 SWOT Analysis

Strengths

- Currently 6 out of the 9 municipalities in the County have transferred to the same VOIP (Voice over internet protocol) service.
- Oxford County has coordinated projects with area municipalities. For example, linear water or wastewater projects will be coordinated with local road projects, where possible.
- There are regular meetings across the County related to asset management planning to coordinate efforts in planning projects.
- Area municipalities utilize the expert knowledge of County I.T. staff, when needed.

Weaknesses

- There is no separate purchasing department at the County; i.e. each department manages their own purchasing.
- There is no purchasing expert at the County.
- There is no policy that requires regular procurement compliance checks.

Opportunities

- East Zorra-Tavistock plans to standardize procurement.
- Adding a purchasing expert in the County may provide an increased level of service by limiting the number of purchasing issues and assisting area municipalities.
- Some municipalities may benefit from adding a human resources expert in the County. This resource could be hired by the County and shared with the area municipalities or hired by the municipalities directly.
- If all municipalities in the County move to one VOIP system, a virtual 311 may be established whereby all municipalities' phones are linked. As a result, a



resident may be transferred directly to a staff member from another municipality.

Threats

- Not adding a purchasing expert in the County may result in higher costs for materials and purchased services
- Not having a Human Resource position may result in higher staff related costs through union negotiation and/or daily staff related matters

3.2.1.3 Recommendations and Financial Impact

Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
1. Standardize Procurement Documents	All municipalities may standardize procurement documents where possible. This will limit potential issues with joint purchasing and awarding contracts.	Increased level of service	Cost Neutral	All
2. Addition of Purchasing Expert	A purchasing staff member may be added to County staff who would provide advice to the County and area municipalities and could assist in coordinated purchasing. This will limit potential issues with purchasing and awarding contracts. This should be	Increased level of service – also potential for savings on purchased materials or services	\$75,000 to \$100,000	All



Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
	explored for further review.			
3. Addition of Human Resources Staff	A Human Resource staff member may be added to County staff and/or be a shared staff between agreeable municipalities (as a purchased service) who would provide human resource services. This will limit potential issues with staffing.	Increased level of service	\$85,000 to \$110,000	All
4. VOIP Phone System	The remaining municipalities (Blandford-Blenheim, Norwich, and Woodstock) may purchase the VOIP phone system and create one virtual 311 system.	Minor Increased level of service through seamless customer service experience	Cost Neutral	All



3.2.2 Animal Control

3.2.2.1 Overview

Municipalities Providing Animal Control Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
	✓	✓	✓	✓	✓	✓	✓	✓

Animal control services includes the authority to restrict pet ownership as well as the pick-up of deceased or nuisance animals.

Animal control is provided by all area municipalities through service contracts. The County is not responsible for delivering this service.

The area municipalities have animal control by-laws to provide for the licensing, regulation, and control of animals within the municipalities. The by-laws provide for Animal Control contractors to seize and impound any animals found at large. All municipalities provide a similar service through contracts with third parties.

Service Profile Reference: Page A-28

3.2.2.2 SWOT Analysis

Strengths

- All municipalities contract out services to Hillside Kennels except for Zorra who utilizes Kismutt animal control
- This service is administered by the Clerks in all municipalities, who meet quarterly. This provides for open communication about the delivery of this service.

Weaknesses

- As this service is contracted out, the contractor may deal with the public directly instead of a municipal staff member

Opportunities

- Municipalities may work together to issue a joint tender for this service

Threats

- There is a difficulty in finding service providers in the County



3.2.2.3 Recommendations and Financial Impact

Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
1. Pursue a joint tender for the provision of animal control services	In the writer's opinion, issuing joint tenders for contracts can result in savings in the range of 5%.	Decreased Costs	5% of Contract Costs	All local municipalities



3.2.3 Development Charges

3.2.3.1 Overview

Municipalities Providing Development Charges								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
✓	✓	✓	✓	✓	✓	✓	✓	✓

Development Charges (D.C.s) are imposed to recover the capital costs associated with residential and non-residential growth within a municipality. These capital costs are in addition to what costs would normally be constructed as part of a subdivision (i.e. internal roads, sewers, watermains, roads, sidewalks, streetlights, etc.). D.C.s are imposed by all area municipalities as well as the County. D.C.s include the recovery for both essential and non-essential services.

Service Profile Reference: Page A-31

3.2.3.2 SWOT Analysis

Strengths

- The most recent D.C. background studies were completed via a joint RFP process with all municipalities participating except for Woodstock. This allows for reduced costs for consulting services and for alignment of D.C. policies. Aligning policies, specifically between the County and the area municipalities may ease administrative burden at the area municipal level.

Weaknesses

- Each municipality must align their timing with the others. The need for updates arising from completion of major studies may warrant an updated DC prior to the timing for a combined approach.

Opportunities

- Regarding changes to the Development Charges Act and the introduction of Community Benefits Charges (C.B.C.), all municipalities may enter a joint tender process to update all D.C. studies and establish C.B.C. by-laws.



Threats

- Recent changes to the Development Charges Act resulting from Bill 108. These changes move some soft services from the D.C.A. to a new authority under the Planning Act, freeze D.C.s at a rate imposed earlier in the development process, and allow for installment payments for certain types of development. This provides additional administrative burden and may limit revenues collected.

3.2.3.3 Recommendations and Financial Impact

Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
1. Joint tender for D.C. by-law updates and C.B.C. studies/by-laws	Regarding changes to the Development Charges Act and the introduction of Community Benefits Charges (C.B.C.), all municipalities may enter a joint tender process to update all DC studies and establish C.B.C. by-laws. Continued coordination as opportunities arise.	Continued Savings Resulting from the joint approach	Cost Neutral	All



3.2.4 Debt Financing

3.2.4.1 Overview

Municipalities Providing Debt Financing								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
✓	✓	✓	✓	✓	✓	✓	✓	✓

All Municipalities including the County utilize debt financing. The County is required by legislation to be the issuing body for long-term debt. Short-term debt for cash flow loans (e.g. bank loans) can be secured by each of the area municipalities. Long term debt is issued either by a public debenture issue or an Infrastructure Ontario Loan through the County as a coordinated practice.

When a local municipality requires debt financing, the County is contacted. The County will then issue debt through Infrastructure Ontario (or a public issue). A by-law is passed both at the County level and at the local municipality level for the amount of the debt and the funds are passed down to the local municipality through the County. For repayment, the local municipality will provide the County with payments which are then sent to Infrastructure Ontario (or other source of funds).

For all area municipalities except Woodstock, there is no specific policy in place with respect to a threshold for debt issuance. In Woodstock, the City does not issue debt for projects less than \$100,000 (i.e. they would cash flow those projects from reserves). In all cases, municipalities first seek to fund projects from reserves or contributions from the operating budget, then rely on debentures when required.

The County has prepared its own Debt Management Policy, Reserve Policy, and Long-term Sustainability Policy which provides guidelines for financing County capital. Generally, the County issues debt for County projects over a ten-year period. Debt is only issued for longer terms if it can be justified. The County does not restrict the area municipalities to their 10-year policy.

Service Profile Reference: Page A-35



3.2.4.2 SWOT Analysis

Strengths

- Under the Regional government structure, section 401(3) of the Municipal Act states that the County must issue all long-term debt. As a result, the credit rating of the County (AA+) benefits all municipalities by having a lower borrowing interest rate for publicly issued debt.
- All municipalities seek to finance projects from existing reserves where possible and as a result have ample debt capacity (as defined by the Province).
- There have been no issues to-date with respect to area municipalities obtaining debt financing through the County.

Weaknesses

- Area municipalities are not able to issue their own long-term debt. Timing of debt issuance is on a coordinated basis which may limit the timing of revenue receipts.
- Additional administrative burden as a result. Both the County and area municipalities must pass a by-law with respect to the debenture issue.

Opportunities

- The County and area municipalities may discuss amendments to section 401(3) with the Province to streamline debenture issues and limit administrative process.

Threats

- With changes to the Development Charges Act and downloading of services to the County and area municipalities, a heavier reliance on debt financing may be required.



3.2.4.3 Recommendations and Financial Impact

Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
1. All municipalities review the process for acquiring debt financing.	All municipalities should provide a coordinated review of the process and determine if a request to review Section 401(3) of the Municipal Act is warranted.	Potential future impacts based on review of process	Cost Neutral	All



3.2.5 Municipal Licencing

3.2.5.1 Overview

Municipalities Providing Municipal Licencing								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
	✓	✓	✓	✓	✓	✓	✓	✓

Area municipalities provide various licences (i.e. marriage, lottery, business, etc.) through an application process. Residents/business owners are required to complete applications and pay the applicable fees to obtain licences for various items which vary by municipality (see below).

Municipal licencing is administered through each local municipality. The County is not responsible for this service.

Service Profile Reference: Page A-40

3.2.5.2 SWOT Analysis

Strengths

- Ingersoll provides a separate fee for non-residents.
- Generally, fees are similar amongst municipalities in the County.

Weaknesses

- Varied licencing fees encourage residents to obtain licences in other municipalities

Opportunities

- Municipalities may standardize fees to encourage residents to obtain licences within their own municipality.
- Municipalities may institute a higher fee for non-residents of the municipality to encourage residents to obtain licences within their own municipality.
- Municipalities may consider adding licencing fees not currently provided.



Threats

- Based on the fees to obtain certain licencing, municipal residents may be obtaining the licence from other municipalities thus creating additional resource burden on that municipality.

3.2.5.3 Recommendations and Financial Impact

Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
1. Standardize fees	Standardizing fees (that are not mandated as per user fee cost recovery rules) among municipalities may encourage residents to obtain licences in their own municipality.	Increased level of service	Cost Neutral	All local municipalities
2. Add Non-resident fees	Including higher fees for non-residents of the municipality may increase revenues and/or encourage residents to obtain licences in their own municipality.	Potential Increased Revenues	0% to 2% increased revenues	All local municipalities
3. Include fees for licences not currently provided	Municipalities may consider including licences not currently provided (e.g. East Zorra-Tavistock and South-West Oxford may provide marriage licences).	Increased level of service	Cost Neutral	East Zorra-Tavistock and South-West Oxford.



3.2.6 Tax Collections

3.2.6.1 Overview

Municipalities Providing Tax Collections								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
*	✓	✓	✓	✓	✓	✓	✓	✓

*County levy is collected by area municipalities

Each local municipality provides for tax billing and collections. The County levy is collected by area municipalities. Property Taxes are billed twice each year and are due in four instalments: February, May, August, and October. Any properties with outstanding taxes due, receive arrears notices. These notices are sent out monthly in East Zorra-Tavistock, in instalments in Zorra, and quarterly in all other municipalities.

Service Profile Reference: Page A-44

3.2.6.2 SWOT Analysis

Strengths

- Tax billing timing is consistent across all municipalities.
- All municipalities allow for monthly pre-authorized payments which enhances cashflow and allows for property owners to simplify personal budgets.
- County municipalities follow a similar process to other municipalities in the Province with respect to tax collections (i.e. when there are tax payments outstanding, first they send out arrears notices, then move to collection agency, before a tax sale of the property as a last resort).
- Most municipalities in the County issue arrears notices quarterly.

Weaknesses

- Arrears notices are mailed out at varying frequencies among municipalities, some more frequently than others.

Opportunities

- It was discussed that the frequency of issuing arrears notices does not significantly impact the rate of collection. As a result, all municipalities may



wish to send out arrears notices less frequently (e.g. quarterly or semi-annually).

Threats

- Municipalities are working within legislation and utilizing best practices, so no observed threats.

3.2.6.3 Recommendations and Financial Impact

Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
1. Reduce frequency of arrears notice mailings	Reducing the frequency will decrease mailing cost and reduce staff time spent on this activity	Decreased Costs	5% to 50% (\$500 to \$6,000)	All local municipalities



3.2.7 Tax Policy

3.2.7.1 Overview

Municipalities Providing Tax Policy								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
✓								

Tax Policy is established annually by the County in consultation with all Area Municipal Treasurers. The tax ratios are set by the County. The area Treasurers meet with the County to give their input and recommendations into the ratios which are ultimately approved by County Council.

Special Area Levies imposed by the County

Special Area Levy	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
Libraries	✓	✓	✓	✓	✓	✓	N/A	✓
Other Protection Services	✓	✓	✓	✓	✓	✓	N/A	✓
Sewer (Sanitary/Storm)	N/A	N/A	N/A	N/A	N/A	✓	N/A	N/A

Special Area Levies Imposed by Area Municipalities

Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
N/A	N/A	N/A	N/A	N/A	Parking	N/A	N/A

Service Profile Reference: Page A-48

3.2.7.2 SWOT Analysis

Strengths

- Strong cooperation in the County. Area municipal treasurers meet regularly with the County to provide input with respect to tax policy (and other financial matters).



- The County has imposed special area levies for libraries, other protection services, and sewer to ensure that only those municipalities that utilize the service are taxed.
- County practice of setting tax ratios for their area municipalities is consistent with most other Regional governments in Ontario (except for Peel Region).

Weaknesses

- No observed weaknesses for the present practice.

Opportunities

- As coordination and cooperation are paramount to limiting issues with tax policy in the County, all municipalities may wish to establish a formal policy of cooperation and coordination to ensure that future staff continue to meet regularly and provide input into the County policy process.

Threats

- The success of this service is attributable to the cooperation in the County amongst finance departments. If staff in the future are not as cooperative, it may lead to issues for the area municipalities.



3.2.7.3 Recommendations and Financial Impact

Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefitting Municipalities
1. Create a policy of cooperation and coordination	As coordination and cooperation are paramount to limiting issues with tax policy in the County, all municipalities may wish to establish a formal policy of cooperation and coordination to ensure that future staff continue to meet regularly and provide input into the County policy process	N/A	Cost Neutral	All



Protection Services

3.2.8 Fire

3.2.8.1 Overview

Municipalities Providing Fire Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
	✓	✓	✓	✓	✓	✓	✓	✓

Each municipality has established, through by-law, the level of service that will be provided within their municipalities based on their needs and circumstances. These services include fire suppression and rescue, water and ice rescue, rope and confined space rescue, auto extrication and medical tiered response. The services provided by each municipality will be prescribed under their respective fire department establishing by-law. Normally these services also include fire prevention, public education, and fire inspection responsibilities. The delivery of services provided is different between the three urban municipalities (Woodstock, Tillsonburg and Ingersoll) and the five rural municipalities (South-West Oxford, East Zorra-Tavistock, Zorra, Norwich and Blandford Blenheim). With the exception of Woodstock, fire fighters in the municipalities rely on volunteers.

The Office of the Fire Marshal and Emergency Management (O.F.M.E.M.) is the authority with jurisdiction for minimum training requirements for firefighters in Ontario. The urban and rural fire services require different types of training and response procedures. The rural municipalities jointly fund a Training Officer, a position which has had positive feedback. By identifying this as a common need, the rural municipalities were able to fund a full-time position to meet their needs. The Joint Fire Service Training Officer is on contract between the South-West Oxford, Zorra, East Zorra-Tavistock, and Blandford-Blenheim.

There are Cross Boundary Response Agreements and Mutual Aide Agreements between the different municipalities in Oxford County. The Cross-Boundary Response Agreements outline which fire stations are contacted to dispatch services. Mutual Aide Agreements outline which fire stations will respond to respond to an emergency if requested by the original responding station dispatch contacted. This may occur if the emergency requires more resources than the original responding station can provide.



There are two different dispatch systems currently being used throughout the County. Woodstock dispatches for all municipalities except for Ingersoll and Tillsonburg.

Service Profile Reference: Page A-51

3.2.8.2 SWOT Analysis

Strengths

- All achieve legislated level of service
- Shared training is very beneficial
- Staff are able to take part in training with other municipalities if they cannot attend it in their own (some flexibility for training so that everyone can receive it)
- Proactive on Provincial changes (mandatory certification)
- Using a single training officer for the rural municipalities has provided excellent service delivery

Weaknesses

- Volunteer firefighting is competing for people's time (including their full-time jobs) making it more difficult to staff
- Not being able to offer positions that larger cities (e.g. Brampton, Mississauga, Vaughan, etc.) can offer (24-hour shift). Time and resources are put towards training fire fighters and then they will leave for these full-time opportunities.
- Proactive services are difficult to provide as the staff resources are not available.
- Lack of consistent system for notification of road closures
- Dispatch is not consistent throughout the County. Different municipalities use different methods of delivery.

Opportunities

- Coordination with Ambulance services would lead to a better overall service
- Co-location with Ambulance for new fire stations/ambulance locations or consideration for joint locations during renovations
- Quarterly Fire Chief meetings to discuss common issues



- Shared Fire Inspector position(s) for rural municipalities (similar to current shared training officer position)
- Benefit from common system for service disruptions. This system would be used internally to provide notifications that may affect dispatch and response times.

Threats

- Fire Chiefs wear a lot of hats and undertake several different roles
- Lack of consistent communication for service disruptions between various divisions (County roads, local roads, water services) for First Responders

3.2.8.3 Recommendations and Financial Impact

Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
1. Hire a Fire Inspector(s)	A study should be undertaken to determine the correct number of Fire Inspectors that need to be hired. The position(s) should be divided among the rural municipalities.	Increased level of service	\$70,000 plus benefits per position	Blandford-Blenheim, East Zorra-Tavistock, Norwich, South-West Oxford, and Zorra
2. Common System for notifications	A county-wide system should be implemented for service disruptions (road closures, watermain breaks, etc.)	Increased Level of Service	Cost to implement - \$75,000 (across multiple services). Operational savings will be in time not dollars	All



Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
3. Joint Ambulance/Fire Hall	Consideration should be given to joint ambulance/fire stations for any new build situations	Decreased costs in the future	No Immediate Financial Impact	All
4. Single Dispatch System for Fire	If the notification/information system is not implemented, a review should be undertaken to determine if a single dispatch system for Fire should be used throughout the County.	Increased Level of Service	Cost Neutral	All



3.2.9 Police

3.2.9.1 Overview

Municipalities Providing Police Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
	✓	✓	✓	✓	✓	✓	✓	✓

Municipalities are required to provide police services to their residents in accordance with the following principles:

1. The need to ensure the safety and security of all persons and property in Ontario;
2. The importance of safeguarding the fundamental rights guaranteed by the Canadian Charter of Rights and Freedoms and the Human Rights Code;
3. The need for co-operation between the providers of police services and the communities they serve;
4. The importance of respect for victims of crime and understanding of their needs;
5. The need for sensitivity to the pluralistic, multiracial and multicultural character of Ontario society; and
6. The need to ensure that police forces are representative of the communities they serve.

Police in municipalities provide protection to residents, enforcement of Provincial laws, and public education/crime prevention initiatives.

The following Provincial grants were available to municipalities in 2018:

- Ontario Municipal Partnership Fund – Police Service Grant;
- Community Policing Partnerships Program Grant;
- Court Security Prisoner Transportation Payment; and
- R.I.D.E. Grant Program.

Service Profile Reference: Page A-60



3.2.9.2 SWOT Analysis

Strengths

- All municipalities joined together to submit one grant application in 2018 rather than submit separately.
- The County established a Court Security Advisory Committee to review the funding model in 2015 and 2016. A recommendation from that committee was that the costs were an efficient use of resources and that these years will be used as based years for all future reviews.
- In the past, Woodstock provided Police services to Blandford-Blenheim, East Zorra-Tavistock, and Norwich, however these municipalities reviewed their level of service and moved to services being provided by the O.P.P. As a result, Woodstock incurred large transitional costs as they were staffed to service those municipalities. Through growth, staff hired by O.P.P., and attrition, the City levelled out their costs.

Weaknesses

- There are 5 municipalities (Blandford-Blenheim, East Zorra-Tavistock, Ingersoll, Norwich and Tillsonburg) that have an O.P.P. contract and all of these municipalities have separate police boards with a total of 19 board members.

Opportunities

- The municipalities with O.P.P. contracts may consider providing a joint police board which will allow for a reduced number of board members, and correspondingly, total meetings in the County.

Threats

- Under current proposed changes to the legislation (Community Safety and Policing Act, 2019), it may be required that there be one O.P.P. detachment board per O.P.P. detachment with requirements for community representation and input.



3.2.9.3 Recommendations and Financial Impact

Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
1. Combine to provide a joint police services board	Blandford-Blenheim, East Zorra-Tavistock, Ingersoll, Norwich and Tillsonburg may provide a joint police services board. This would allow the number of board members in these municipalities to decrease from 19 to 5. NOTE: as noted above, potential changes through the Community Safety and Policing Act, 2019 may require separate O.P.P. boards for each detachment.	Decreased Costs	35% to 85% (\$3,000 to \$35,000 annually)	Blandford-Blenheim, East Zorra-Tavistock, Ingersoll, Norwich, and Tillsonburg

Note: potential annual savings by municipality:

- Blandford-Blenheim: \$8,800
- East Zorra-Tavistock: \$3,000
- Ingersoll: \$30,000
- Norwich: \$6,700
- Tillsonburg: \$35,000



3.2.10 Building Services, Chief Building Officials, and Property Standards

3.2.10.1 Overview

Municipalities Providing Building Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
	✓	✓	✓	✓	✓	✓	✓	✓

Building Services administers and enforces the Ontario Building Code through the examination of plans, issuance of building permits, performing inspections and enforcing property standards. Building Services is responsible for issuing various permits (i.e. building permits, demolition permits, pool permits, etc.), conducting building inspections, accepting payment of D.C.s, and reviewing minor variance, zoning by-laws, zone changes, site plan agreements, etc.

Building services are provided by all area municipalities. The County is not responsible for any portion of this service. Two rural municipalities share CBO services.

In general, a substantial portion of building services expenditures are funded through building fees which seek to recover the costs of providing building services (i.e. permits, administration, etc.).

Area municipalities have policies in place to assist neighbouring municipalities to cover for staffing issues (e.g. vacations, sick leave, etc.). This is provided in accordance with Section 3 of the Building Code Act (B.C.A.).

Service Profile Reference: Page A-68

3.2.10.2 SWOT Analysis

Strengths

- East Zorra-Tavistock and Blandford-Blenheim share a C.B.O.
- C.B.O.s in the County have informal arrangements (set out by by-law but not a formal agreement) to assist neighbouring municipalities with staffing for vacations, illness, etc.
- Tillsonburg has an arrangement with Bayham to provide reciprocal C.B.O. coverage, as necessary.



- All municipalities are moving to AMANDA building permit software and purchased the software jointly, reducing the cost.

Weaknesses

- Given issues with the pool of trained C.B.O.s, South-West Oxford contracted out services to 3rd party contractors. There is a reduced level of service when a contractor connects directly with residents, rather than a municipal staff person.
- In busy times, municipalities may contract out plans examinations, however, with varying contractors, continuity of interpretation of the plan varies.
- As municipalities transition to the AMANDA building permit system, the systems are customized for each municipality by County IT services. Updates for one municipality are not shared with other municipalities.
- AMANDA permit system is not directly compatible with municipal financial software (Great Plains).

Opportunities

- C.B.O.s may have quarterly Chapter meetings to work together in interpretation of plans and emerging issues.
- The Area municipalities may enter into a joint agreement to purchase IT services to connect the AMANDA and Great Plains software programs.
- County may make one (or more) IT personnel responsible to operate AMANDA and have them jointly employed by the area municipalities' building departments and the County. This may better position these staff to take advantage of training and education opportunities related to building services and assist in smoothing the transition to the new software.

Threats

- There has been a reduction in the pool of trained C.B.O.s which has made it difficult to hire within the pay grid and get the right fit.



3.2.10.3 Recommendations and Financial Impact

Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
1. Quarterly Chapter Meetings	All local municipalities may adopt a policy that provides for quarterly chapter meetings to enhance cooperation and sharing of emerging issues.	Increased Level of Service	Cost Neutral	All local municipalities
2. Joint Purchase of IT Services	Local municipalities may enter into a joint agreement to purchase IT services to connect the AMANDA and Great Plains software programs (currently in process)	Decreased Costs	0% to 5% of IT costs. To be determined upon review of IT needs.	All local municipalities
3. AMANDA Implementation	Each municipality should dedicate resources towards implementation strategy of AMANDA building permit system to provide support and ensure a smooth rollout of the current transition.	Increased Level of Service	Cost Neutral (to be funded from Building Fees)	All municipalities



Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
4. Shared IT Personnel	County may make one (or more) IT personnel responsible to operate AMANDA and have them jointly employed by the area municipalities' building departments and the County. This may better position these staff to take advantage of training and education opportunities related to building services and assist in smoothing the transition to the new software.	Increased Level of Service	Cost Neutral	



3.2.11 Emergency Management

3.2.11.1 Overview

Municipalities Providing Emergency Management Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
	✓	✓	✓	✓	✓	✓	✓	✓

Emergency Management is a service that is required by the Province. In order to fulfill those responsibilities, the area municipalities have assigned tasks to their Fire Chiefs. The County has a staff position and the Local municipalities include the role of Community Emergency Management Coordinator (C.E.M.C.) as part of the Fire Chief roles. In addition to the C.E.M.C., an alternate C.E.M.C. can be appointed, and has been, in some of the Local municipalities. Together, they work to maintain the requirements to remain in compliance with the legislation and focus on the community during an emergency event.

In the event of an emergency, having good infrastructure and/or a working strategy is the first line of defense. Responders and citizens will be kept safe and community reputation will be protected. Losses will be mitigated, and the resulting repairs should be less costly. Current approaches to emergency management in the County focus on the traditional “preparedness” component. The industry best practices and the Provincial program/doctrine encourages emphasis on all components (prevention, mitigation, preparedness, response, and recovery), but legislation currently only requires preparedness.

Service Profile Reference: Page A-75

3.2.11.2 SWOT Analysis

Strengths

- County and municipalities are similar in nature
- Minimum requirements are being met



Weaknesses

- Lack of understanding of the importance of emergency management with Councils/Staff
- It is not deemed to be a priority by all
- Lack of understanding for how emergency management responsibilities conflict with Fire Chief duties
- It is difficult to ensure all the training is completed in compliance with legislation
- Distribution of material/information is difficult
- Only minimum requirements are met

Opportunities

- Standardize templates across the County
- Rural municipalities would benefit from a shared dedicated training officer
- More frequent meetings a group
- A single resource available to all the municipalities whose expertise is in emergency management to provide assistance/direction/resources.
- Benefit from common system for service disruptions. This system would be used internally to provide notifications that may affect dispatch and response times.

Threats

- Need to articulate the differences between who is in charge of the regulatory compliance versus the roles during an exercise or actual emergency



3.2.11.3 Recommendations and Financial Impact

Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
1. Consideration should be given to developing a County resource available to all the local municipalities	County resource role can be expanded to provide more coordination, assistance and eliminate duplication of resources	Decreased Costs	0-5% of FIR operating costs	All local municipalities
2. Develop more defined C.E.M.C. role descriptions	A clearer description of role would assist in understanding what needs to be undertaken	Increased Level of Service	Cost Neutral	County
3. Common System for notifications	A county-wide system should be implemented for service disruptions (road closures, watermain breaks, etc.)	Increased Level of Service	Cost to implement - \$75,000 (across multiple services). Operational savings will be in time not dollars	All



Transportation Services

3.2.12 Roads, Bridges, Culverts, Active Transportation, and Structures

3.2.12.1 Overview

Municipalities Providing Roads Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
✓	✓	✓	✓	✓	✓	✓	✓	✓

Road maintenance services are completed by each individual municipality; the services provided meet or exceed the minimum maintenance standards in Ontario. Road maintenance includes streetlights, bridges, culverts, winter control, sidewalks, storm sewers, road minimum maintenance standards, locates, ditching, and grass cutting. In addition to its' road maintenance services, the County manages the programs that support and optimize the transportation network through proper maintenance, operations and safety programs, according to legislation and municipal standards. There are Urban Road Maintenance Agreements between the three urban municipalities (Woodstock, Tillsonburg and Ingersoll) and the County, individually, and Boundary Road Agreements between municipalities which includes agreements with municipalities external to Oxford County.

Winter Control activities are undertaken by the County and the local municipalities. The level of service being provided is different between them. Currently Woodstock is considering modifications to sidewalk clearing in 2020.

As a group, Roads staff organize monthly meetings which have resulted in beneficial arrangements. There is a joint purchasing group for items like culverts, salt, sand, and other items that are common among the municipalities. The Oxford County Road Supervisors Association meets three (3) times per year with a joint meeting through the Tri-County (Elgin, Oxford & Middlesex) held once per year. At the joint meetings ongoing issues, joint training programs and group contracts for materials are discussed. In addition, a common issues group meets quarterly for similar discussions. The service sharing group meets 10 times per year.

Some local municipalities operate County owned stormwater infrastructure within County Road rights-of-way (R-O-W) when they maintain the County road. Storm



infrastructure on County roads is typically associated with the County road and fully funded by the County. However, a well-defined model for cost sharing storm infrastructure to ensure the maintenance undertaken is provided to the County for asset management or the capital program between the local municipalities and Upper Tier does not exist.

Service Profile Reference: Page A-81

3.2.12.2 SWOT Analysis

Strengths

- The Oxford County Road Supervisors Association meets monthly to discuss ongoing issues and joint training programs
- In addition, a common issues group meets quarterly for similar discussions.
- There is a cooperative group purchasing. It allows municipalities to participate or not participate as needed for their operations
- Agreements are in place for boundary roads, service sharing, etc.

Weaknesses

- There is no County-wide notification system
- Not all agreements for boundary roads/service sharing are formalized
- Different municipalities have different methods and cost efficiencies for winter control activities. A detailed review of the provisions for winter control have not been undertaken to determine if cost savings are available by standardizing the methods
- Maintenance activities (line painting, ditch cleaning, sucker truck, shouldering operations) are undertaken individually by municipalities and a comprehensive review of maintenance activities should be undertaken to determine if these activities could be grouped together and completed most cost effectively
- Inefficiencies with connections to the County linear stormwater infrastructure
- The storm infrastructure on County Roads is fully funded by the County however local area municipalities contribute flow to the system but do not contribute financially to the storm system (except in Woodstock). Where municipalities undertake the road maintenance of the County Road, they also



undertake the storm sewer maintenance. The costs do not appear to be balanced between the municipalities and the County.

- Work Yard rationalization has not been undertaken

Opportunities

- Further develop the purchasing group
- Maintenance rationalization costing study
- Detailed costing review for winter control activities
- Develop a common boundary road agreement that would be used by all municipalities and includes levels of service, liability, insurance, capital projects, maintenance levels and asset management
- County led road network management (traffic demand management, traffic forecasting, signal coordination and corridor management)
- Review of work yard locations and combination should be undertaken
- Review of Road Rationalization study. This can be used to determine if roads should be uploaded or downloaded.

Threats

- Increased size of farm equipment is too heavy/large for some roads
- Enforcement of spring load restrictions is difficult
- Older Storm sewers in the local municipalities and the County were built to a 2-year storm and not 5+ year storms



3.2.12.3 Recommendations and Financial Impact

Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
1. Common System for notifications	A County-wide system should be implemented for service disruptions (road closures, watermain breaks, etc.)	Increased Level of Service	Cost to implement - \$75,000 (across multiple services). Operational savings will be in time not dollars	All
2. Formalize Boundary Road Agreements	A standardized boundary road agreement would allow for Staff efficiencies in the administration of the services. It should be developed as a template where specific information can be input by the parties, but the general terms would remain consistent.	Increased Level of Service	Cost Neutral	All
3. Undertake detailed costing review of provision of winter control	Where winter control is undertaken by someone other than the Road Authority, a detailed analysis should be undertaken to determine the cost per km and evaluate which municipality (County or local) can undertake the work more economically	Decreased costs	Minimal savings	All



Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
4. Service Provision Study (line painting, sucker truck, etc.)	Undertake a study to determine the most cost-effective service provision for these items	Decreased costs	0-10% (\$50,000-\$150,000 total savings)	All
5. Yard Rationalize Study	Undertake a study to determine the strategic locations for operations yards and avoid duplication	Decreased costs	To be identified by subsequent study	All
6. Traffic Management and future traffic planning	Transportation Master Planning and traffic management should be undertaken for participatory local municipalities	Increased level of service	\$75,000 to \$100,000	Local municipalities
7. Road Rationalization Study	Undertake a study to determine if Roads should be uploaded or downloaded to the appropriate authority	Decreased Cost	To be identified by subsequent study	All
8. Formalize Service Provision Agreements	Formalize the service agreements. Many are historical and may be informal. This will reduce liability	Decreased costs	Cost Neutral	All



3.2.13 Transit

3.2.13.1 Overview

Municipalities Providing Transit Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
			✓			✓	✓	

Transit and paratransit services are available in Ingersoll, Tillsonburg and Woodstock. Woodstock has 6 bus routes and a paratransit service for those who qualify, Tillsonburg has a single, fixed route service that runs hourly, and Ingersoll offers paratransit services to those who qualify. Paratransit services offered provide specialized, bookable services that are typically more specialized than regular transit because they offer door to door pickup/drop off, and assistance from the driver.

Woodstock funds its transit service through grants, taxes and fares. Fares are collected using the OneCARD / SmartCard bus pass system. Bus advertising is available at set monthly rates based on their location, exterior and interior bus advertising options exist.

Tillsonburg successfully applied for M.T.O. funding in 2018 for an inter-community transit service. An inter-community sustainability plan is a requirement of the M.T.O. grant funding that will likely look to municipal partnerships to help keep the pilot project viable. The service is planned to connect Tillsonburg, Norwich, Woodstock, Ingersoll, and South-West Oxford on a fixed loop. In addition, transit service will be provided to neighbouring communities (Langton, Delhi, Port Burwell), and into London Victoria Hospital through Dorchester and Nilestown.

The County is advocating for an inter-regional transportation system that includes enhanced passenger rail and an intercommunity bus transit system (i.e. SouthwestLynx).

Service Profile Reference: Page A-99

3.2.13.2 SWOT Analysis

Strengths

- Woodstock offers service within 400 m of all residential areas
- Woodstock uses an electronic payment system (OneCARD)



- Ridership in Woodstock is increasing every year

Weaknesses

- Making transit a desirable mode of transportation (instead of driving)
- Service is not available in all areas

Opportunities

- Work towards an agreement with the Health Unit to provide subsidised tickets to vulnerable populations
- Funding opportunities for expansion of services

Threats

- 2018 M.T.O. funding (application approved) will not cover the entire cost of running an Intercommunity Route on a long-term basis. A long-term funding model must be developed
- Lack of funding programs

3.2.13.3 Recommendations and Financial Impact

Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
1. Consideration of County wide applications for funding	When funding opportunities are available, consideration should be given to a single regional application.	Increased level of service	Cost Neutral	Ingersoll, Tillsonburg, and Woodstock
2. Consideration should be given to including more transit policies in Official Plans or Transportation Master Plans	Transit needs to be made a more desirable method of transportation and create more interconnectivity between communities	Increased level of service	Cost Neutral	Ingersoll, Tillsonburg, and Woodstock



3.2.14 Airports

3.2.14.1 Overview

Municipalities Providing Airports Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
						✓		

The single airport in Oxford County (the Tillsonburg Regional Airport) covers approximately 600 acres and is located in South-West Oxford but is owned and operated by the Town of Tillsonburg. It is classified as an aerodrome in accordance with Canadian Aviation Regulations and as such, is not a passenger airport. The aerodrome has 3 runways (1 paved and 2 grass), several taxi ways, one public apron, 19 general aviation hangars, 5 commercial hangars, and an administration building with a Flight School and café/restaurant. The Town of Tillsonburg leases the land for hangar space as well as the land for agricultural purposes. The hangars are privately built and operated. The airport receives approximately \$130,000 in operating rent revenue. There are various assets associated with the airport such as the administrative building, fueling stations, and air navigation facilities.

Town Council appointed an Airport Advisory Committee (T.A.A.C.) comprised of two elected officials from the Town and the Township of South-West Oxford, in addition to nine appointees. T.A.A.C. makes recommendations to Council on matters related to the Tillsonburg Regional Airport. The committee does not have any authority to make major decisions regarding the operation or development of the Airport.

An *Airport Feasibility Analysis Study* was completed in 2019 which had a series of long- and short-term recommendations which are being considered for implementation by Tillsonburg.

Through changes made by staff, the airport has made great strides in balancing operating costs and revenues. However, it is difficult to incorporate capital needs into the budget and there are not sufficient reserve contributions. Tillsonburg is the primary contributor of funding for capital and operating expenses for the airport services with an annual grant from Oxford County. The County has increased the annual grant to the airport for 2020 from \$5,000 to \$30,000. The airport is included in the Tillsonburg's



annual financial plan with budget allocated to it for 2019. Operating budget requirements saw an increase from 2018 to 2019 of \$4,600.

Service Profile Reference: Page A-104

3.2.14.2 SWOT Analysis

Strengths

- Café space in the main building is helping reduce the deficit

Weaknesses

- Operating with a deficit

Opportunities

- Get Council to approve updating the master plan
- Undeveloped land on airport site

Threats

- Airport is currently not able to be self-sustaining

3.2.14.3 Recommendations and Financial Impact

Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
1. Develop a long-term plan to implement the recommendations in the Airport Feasibility Analysis	A plan should be developed to implement the recommendations in the report.	As outlined in the report	As outlined in the report	Tillsonburg



Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
2. Undertake a regional review to determine if the Airport is an economic driver for the County	The airport is considered to be an economic benefit to the area. With the exception of a small contribution from Oxford County, the airport is solely funded by Tillsonburg. If it is an economic benefit for the County, additional funding should be required from benefiting municipalities	Neutral	Cost Neutral	Tillsonburg



Environmental Services

3.2.15 Wastewater

3.2.15.1 Overview

Municipalities Providing Wastewater Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
✓						✓	✓	

The County owns all of the wastewater infrastructure. There are 11 wastewater collection systems and 9 wastewater treatment plants (W.W.T.P.s) across Oxford County. The County operates the WWTPs that are located in Woodstock, Tillsonburg, Ingersoll, Thamesford, Tavistock, Plattsville, Drumbo, Mount Elgin, and Norwich. Wastewater from the communities of Embro and Innerkip is transferred to the Woodstock W.W.T.P. for treatment. Additionally, the County operates a private sewage pumping station at the eastbound 401 Service Centre under contract with the owner.

Wastewater collection operations is undertaken by Tillsonburg, Woodstock and Oxford County. Tillsonburg and Woodstock operate the collection network within their boundaries. Wastewater collections by Oxford County is undertaken through the Water Operations division. The major lift stations at or near the plants at Woodstock, Ingersoll, Tillsonburg and Thamesford are operated and maintained by the Wastewater Treatment Operations staff. The Water Operations division staff actively oversee 28 different monitoring sites throughout the wastewater collection system. There are historical service agreements (O&M) between Oxford County and Woodstock, and Oxford County and Tillsonburg but are currently expired.

Collection and treatment of sewage is important to upholding standards of health and safety. Wastewater services provided for the collection and treatment of these wastewaters must discharge within limits contained in each plants' Environmental Compliance Certificate.

The County also oversees biosolids generation, a land application program, and a biosolids centralized storage facility (B.C.S.F.). Biosolid land application for beneficial reuse are contracted services in Oxford County.



The budget for wastewater treatment and collection is financed through wastewater user fees. Residents are billed monthly for wastewater based on their household use.

Capital forecasting is based on historical life expectancy of assets versus their future demand. Future demands from development are also considered during capital forecasting. There is an industry trend to optimize plants instead of building new ones.

Service Profile Reference: Page A-109

3.2.15.2 SWOT Analysis

Strengths

- Single organization responsible for all wastewater treatment and compliance
- Purchasing supplies in bulk
- Diverse background of staff which allows staff to be resources at different plants
- Efforts to reduce hydro consumption have resulted in savings
- Staff have been optimizing the plants to avoid expansions

Weaknesses

- Hydro is a large cost

Opportunities

- Potential for further optimization of wastewater plant operations
- Plant optimization could create additional capacity for development with a smaller capital investment

Threats

- Rising costs of hydro
- Increased development pressures
- Changing legislation and reporting requirements



3.2.15.3 Recommendations and Financial Impact

Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
1. Develop a capital plan to explore further optimization for the treatment plants	Additional optimization at the plants will increase capacity and defer future capital costs	Decreased costs	(exact amount will vary depending on the outcomes of the study)	County
2. Common System for notifications	A County-wide system should be implemented for service disruptions (road closures, watermain breaks, etc.)	Increased level of service	Cost to implement - \$75,000 (across multiple services). Operational savings will be in time not dollars	All



3.2.16 Water

3.2.16.1 Overview

Municipalities Providing Water Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
✓						✓	✓	

All water infrastructure is owned by Oxford County. The goal of water services is to provide a necessary resource – access to clean drinking water. The County operates 17 amalgamated drinking water systems (with 64 active well sites and 89 monitoring sites) that provide clean drinking water to 21 communities (~33,579 customers). Oxford County, through agreements, provides municipal water to areas of Perth County (Tavistock) and Norfolk.

The County owns the distribution network and operates and maintains ~ 288 km of the 693 km asset. The remaining sections are operated and maintained by Woodstock and Tillsonburg within their urban limits through (expired) service agreements (excluding storage and pumping). Oxford County also has an expired Water Distribution Agreement with Ingersoll.

Service Profile Reference: Page A-121

3.2.16.2 SWOT Analysis

Strengths

- Water Treatment Plants are similar throughout Oxford
- Strong source water protection program

Weaknesses

- Hydro is a large operational cost
- In undertaking locates, it can be difficult with transmission mains and local mains in the same area as they are identified by different municipalities (duplication of people being on site to locate similar infrastructure)
- Changes to the water system do not always go through the County



Opportunities

- Develop a revised procedure for how changes (additions, deletions or modifications) to the water distribution system are communicated to the operating authority or system owner.
- Better integration for asset management

Threats

- Changing legislation and reporting requirements
- Rising costs of hydro
- Increased development pressures

3.2.16.3 Recommendations and Financial Impact

Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
1. Develop revised procedure for changes to water distribution system	Implementation of procedures is difficult with various operating authorities. A written procedure would benefit all. Currently the operating authority (local municipality) approves the changes to the system without notice to the owner (County)	Increased level of service	Cost Neutral	All



Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
2. Common System for notifications	A County-wide system should be implemented for service disruptions (road closures, watermain breaks, etc.)	Increased level of service	Cost to implement - \$75,000 (across multiple services). Operational savings will be in time not dollars	All

3.2.17 Water/Wastewater Asset Management, Capital Programming, Financing, and Billing

3.2.17.1 Overview

Municipalities Providing Service								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
✓								

Water and wastewater infrastructure is owned by Oxford County who maintains an asset inventory and includes this infrastructure in its' Asset Management Plan (A.M.P.). The County A.M.P. provides information used to prepare the five- and ten-year capital forecasts. The budgets for water and wastewater treatment, distribution, and collection are financed through their respective user fees.

Water and Wastewater Rates

The budget for water and wastewater treatment, distribution, and collection is financed through user fees.

Residents are billed monthly based on their household use. These rates will vary based on the systems needs of the communities. The rates for water and sanitary services are set by Council through a by-law which will be reviewed in 2020. By-Law No. 5903-2017 in Oxford County outlines the 2017-2020 water and sanitary sewer rates. By-Law No. 4193-2002 outlines the use of water outside of buildings.

By-Law No. 2719-87 regulates the discharge of sewage into the County of Oxford sanitary sewer system. By-Law No. 2719-87 was amended in 2015 (By-Law No. 5715-2015) to include prohibiting the discharge or deposit of landfill leachate from any privately owned or operated facility.

Capital Forecasting

The assets listed by the County in the A.M.P. are assessed for replacement based on age and consultation from the Operating Authorities. The historical life expectancy of this asset is considered when the County is completing its capital forecasting. Future demands from development are also considered during capital forecasting.



There are development pressures and inquires that require significant water infrastructure to be built. There are agreements between the County and Woodstock, and the County and Ingersoll that allow the Local municipalities to build water capital projects. The municipalities may build infrastructure and the County will assume it.

There is a trend to optimize wastewater treatment plants instead of building new ones

3.2.17.2 SWOT Analysis

Strengths

- Rates are different for different systems which ensures that the users are not subsidizing infrastructure for which they do not have a connection.

Weaknesses

- Operating authorities (the local municipalities) are unable to apply for funding programs as they are not the owner of the system. The County must approve the funding application. At times, this is a hindrance to the local municipality who wishes to have control of the system.
- Desire for the Tillsonburg and Woodstock to assume their local systems
- There are different billing systems in place. Some municipalities undertake billing and the County undertakes some billing. The rates are set by the County.

Opportunities

- Bylaw to require the landlord (not the tenant) be responsible for paying in the event that tenants do not pay (note that separate staff report being provided to Council).
- Single billing system.

Threats

- Changing legislation and reporting requirements.
- Increased development pressures.



3.2.17.3 Recommendations and Financial Impact

Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
1. Undertake a study to determine if a single billing provider would provide cost savings	Various billing contractors are used. It would be advantageous to have a single billing contractor and a single point of contact for all residents. Cost saving would result in reduction of duplication of services	Decreased Costs	Approximately \$10,000 annually	All

Note: anticipated financial impact based on analysis prepared by D.F.A. Infrastructure International Inc. in their January 31, 2019 report on water and wastewater billing and collections policies, currently under review by Council.



3.2.18 Stormwater Management Ponds

3.2.18.1 Overview

Municipalities Providing Stormwater Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
	✓		✓	✓			✓	✓

Stormwater management ponds are the focus of this profile. Infrastructure typically associated with stormwater management such as storm sewers, ditches, and municipal drains are closely tied to the activities covered in the Roads and Municipal Drains service profiles and as such, were included as part of those service profiles. The ponds provide temporary storage, prevent erosion and flooding downstream of the ponds, and enhance water quality.

Stormwater management is undertaken differently in each municipality and therefore, the staffing in each municipality is unique. Any capital works on stormwater management ponds is typically undertaken through contracted services. Maintenance of stormwater ponds is typically undertaken by Public Works staff, with the exception of Zorra. All municipalities provide stormwater pond maintenance on an as needed call in basis. Municipalities are considering the need for future maintenance and cleaning programs to extend the life of stormwater assets. City of Woodstock has started a program of investigating and cleaning stormwater ponds on a revolving basis and has budgeted funds for maintenance.

The municipalities with stormwater ponds do not maintain a detailed asset inventory of them (with the exception of Woodstock). As such, the replacement costs and information related to replacement are not readily available. Based on the information available there are currently insufficient funds allocated in the capital forecasts/budget to capital replacement project for stormwater management ponds.

Each municipality, with the exception of Blandford-Blenheim, funds stormwater management ponds through the municipal tax levy. For Blandford-Blenheim, it is considered a part of the municipal drain system and is funded as such. *Service Profile Reference: Page A-131*



3.2.18.2 SWOT Analysis

Strengths

- Each municipality maintains ponds in a manner that is acceptable for them and in compliance with legislation

Weaknesses

- Pond maintenance is costly and not all municipalities have appropriately budgeted for future costs

Opportunities

- Creation of a S.W.M. pond maintenance plan
- Development of a user fee rate system for users of the ponds

Threats

- Changing legislation and reporting requirements

3.2.18.3 Recommendations and Financial Impact

Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
1. Undertake a SWM pond maintenance program	A joint request for proposal to undertake a S.W.M. pond maintenance program report should be issued. It would identify the existing conditions and future maintenance programs on an annual basis.	Decreased costs and increased level of service	The maintenance costs will increase on an annual basis but will reduce the long-term capital costs resulting in a cost neutral position	Blandford-Blenheim, Ingersoll, and Zorra



3.2.19 Solid Waste Management

3.2.19.1 Overview

Municipalities Providing Solid Waste Management Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
✓					✓	✓	✓	

Solid waste management in Oxford County includes waste diversion, waste disposal and waste collection services. Oxford County oversees landfill sites and provides curbside pickup and associated customer service for all the municipalities with the exception of Woodstock and South-West Oxford who undertake their own curbside collection on behalf of the County through service contracts. Closed municipal landfills (not owned by Woodstock) are the responsibility of the County.

The municipalities utilize the bag tag system for curbside collection which includes garbage and recycling. In addition to regular curbside waste pickup, large article pick-up is offered once per year under the County's contract however some municipalities address large item collection differently. Under the County's curbside collection program, materials are collected from residential, multi-residential, industrial, commercial and institutional (IC&I), and approved private properties meeting the Oxford County Private Property Policy.

Currently there is no organic collection program resulting in organic material being landfilled. Implementation of organics collection would result in a significant cost without a comparable associated cost savings. There is an organics/food waste collection program operated in Oxford County through the Woodingford Lodge long-term care facilities and at Oxford County Administration Building. The County also promotes backyard composting using green cones/composter to further reduce/reuse waste. This organics/food waste initiative is part of the County's overall goal of Zero Waste by 2025.

The County also oversees 11 brush, leaf, and yard waste drop-off depots that are operated by the local municipalities. Oxford County reimburses each Local municipality (except the Township of South-West Oxford which uses the depot at the Oxford County Waste Management Facility) for costs associated with the maintenance and loading of hauled material at each depot; however, the County has no input into how the costs are established by each Local municipality. Brush, leaf, and yard waste material is



transported to the County's Compost Facility where it is further processed for end markets.

The County operates a Waste Management Facility (landfill) that residents and business owners can dispose of various waste and recycling while the facility is open. Tipping fees apply to mixed solid waste, construction & demolition waste, items containing Freon. Any mixed articles will be charged at the highest fee item in the waste. Many other items are accepted at the landfill like small domestic loads, recyclable materials from industrial, commercial and institutional sectors, hazardous and liquid industrial waste, and special waste items.

The budget for solid waste management comes from the tax base and from the bag tagging system. The County is working towards becoming a Zero Waste community and includes funding initiatives to each budget cycle to bring them closer to achieving this goal. In addition to the asset list, the County completed a 2018 Zero Waste Plan to identify and understand the waste composition and opportunities to reduce waste and recover resources in Oxford County. Other strategic approaches in Oxford County include the County's Zero Waste Plan (2004), Biosolids Management Master Plan, and the 2014 Waste Management Strategy.

City of Woodstock

The City has a Waste Collection & Recycling Agreement (2008) with the County to establish collection frequency and payment structure between Woodstock and the County. The City of Woodstock provides weekly garbage collection, bi-weekly two-stream recycling collection (with weekly recycling collection in the downtown core), and customer service. Oxford County pays Woodstock for all costs associated with the above services in accordance with their agreement.

The City operates a depot that accepts large articles year-round in addition to providing two dates each year for large article pick-up. They are moving away from large article pickup. In 2018, a depot was introduced where residents can drop off large items year-round between Wednesday and Saturday with no tipping fee (for Woodstock residents), however, the City reimburses the County for this lost revenue. There is a tipping fee for non-Woodstock residents to use the depot. The depot is supported through the tax base. Oxford County reimburses all operating costs for the depot and hauling costs for transfer of the material to the Waste Management Facility.



Woodstock also offers more frequent downtown garbage and recycling collection, special events collection, curbside brush pickup, customer service and does advertising.

Township of South-West Oxford

South-West Oxford collects their curbside materials and is reimbursed by Oxford based on a per household basis for collection as well as customer service as outlined in their service agreement with Oxford which expired in 2018. The Township of South-West Oxford provides six-day co-collection of garbage and single-stream recycling where their collected recyclables are brought to the County's Waste Management Facility transfer station.

Town of Tillsonburg

Tillsonburg has a service agreement with Oxford County which expired in 2018, however both the Town and Oxford County have continued under the same terms and conditions. A new agreement is currently being discussed. Tillsonburg is currently reimbursed by Oxford for operation of a large article transfer station in lieu of an annual curbside large article collection (as outlined in the expired agreement with Oxford which is based on a per household basis).

The Town of Tillsonburg does not have curbside large article pick-up. Instead, Tillsonburg operates a transfer station year-round for residents to dispose of large articles. This is funded in part by the County in lieu of performing an annual curbside large article collection. Tillsonburg taxpayers are responsible for the remaining cost each year. The Town also charges a user fee of \$25 for large loads consisting primarily of construction and demolition material. The Tillsonburg Yard Waste Depot uses an automatic gate that allows residents to drop off items during day light hours. The Large Item Depot is only open Sat. 9am-5pm and gated closed otherwise.

Service Profile Reference: Page A-136

3.2.19.2 SWOT Analysis

Strengths

- Bag tag covers the collection costs and helps increase the participation in the recycling programs – also provides non-tax revenue source



- Services have been tailored to match the expectations of the local area residents

Weaknesses

- Large item disposal is not consistent across the County as it varies by municipality
- Bag tags can result in excessive amounts for large item collection
- Bag tags can result in excessive illegal dumping
- Bag tags can result in increased contamination in recycling bins
- There is no curbside organics program

Opportunities

- Harmonizing contracts (could be hard because they have different end dates)
- Providing consistent levels of service across the County

Threats

- As development continues, new residents are requesting programs that are not currently financially sustainable
- Changes in current legislation and provincial requirements

3.2.19.3 Recommendations and Financial Impact

Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
1. Further explore the potential combination of contracts	Use of the existing purchasing group could include items for Solid Waste	Decreased Costs	0-5% based on FIR	All
2. Further explore the provision of large item	Level of Service is not consistent	Decreased costs	0-5% of large item collection operating cost	Select Municipalities



Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
collection throughout the municipalities	and should be reviewed			
3. Consideration should be given to encouraging backyard composting	It would not be financially sustainable to implement an organics collection program at this time. However, an increased focus on household composting through enhancement to education programs would result in less organic material being sent to the landfill. (currently being undertaken in Woodstock)	Increased capacity at the landfill	Cost Neutral	All



3.2.20 Municipal Drains

3.2.20.1 Overview

Municipalities Providing Municipal Drains Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
	✓	✓		✓	✓			✓

Municipal drains are created through the Drainage Act (1990). They are used to improve drainage, typically in rural areas. They can consist of ditches, pipes, tiles, stormwater management ponds, wetlands, etc. Municipal drain infrastructure is located on both private and municipal lands. Municipalities are responsible for their operation and maintenance.

A municipality maintains a municipal drain on behalf of the landowners (who benefit from it) but the cost of repairs and maintenance is shared between the landowners in accordance with an approved Drain Report. It is possible that the municipality may contribute to this cost if their land benefits from the municipal drain. There are grants available that provide landowners the opportunity to reduce the costs from municipal drains, if they qualify. East Zorra-Tavistock, Zorra, South-West Oxford, Blandford-Blenheim, and Norwich use this delivery model.

Ingersoll, Woodstock and Tillsonburg do not have traditional municipal drains as any former drains are now considered to be part of the municipal stormwater management infrastructure and is funded through the tax levy.

Municipal drains are maintained through the Drainage Superintendent position, which is a part-time position in Zorra, Blandford-Blenheim, East Zorra-Tavistock, Norwich, South-West Oxford. The Drainage Superintendent's position is often combined with the Building Department and is partially funded through the provincial grants. All Superintendents indicated that they maintain and repair municipal drains when a request is submitted and do not have the capacity to undertake proactive, preventative maintenance.

In addition to maintaining the municipal drains, the Drainage Superintendents assist with billing, completing locates, complete reapportionments, and undertake block assessments. The Drainage Superintendents in East Zorra-Tavistock, South-West Oxford, and Norwich are also responsible for providing locates. Administrative and



finance staff assist in completing other tasks (grant applications and billing, etc.). Their time is not tracked nor assigned to specific drains and is therefore included in their respective roles.

There is limited information in relation to the inventory of all municipal drains, as such, asset management is typically undertaken on a complaint basis. Blandford Blenheim and East Zorra-Tavistock maintains an inventory of municipal drains (quantity) within the road allowance. East Zorra-Tavistock is working on updating the maps of drain locations as part of their inventory.

Service Profile Reference: Page A-147

3.2.20.2 SWOT Analysis

Strengths

- Strong development of relationships between drainage superintendents and landowners

Weaknesses

- Program is currently reactive and not proactive resulting in inconsistent levels of service for drains. Maintenance is typically undertaken on a complaint driven basis and not proactively undertaken.
- The drainage superintendent role is a full-time role, but it is not a full-time staff position. It is combined with a building inspector role or a part time position.
- There are no dedicated maintenance staff available to work on the drains

Opportunities

- Creation of “all clear” mapping for Ontario One Call to minimize the costs of undertaking locates. These all clear maps are large scale maps where “all clear” locates can be issued by Ontario One Call. In some situations, it may be less expensive to undertake the repair of the damaged municipal drain than it is to locate them.



Threats

- Not enough resources to undertake proactive drain maintenance which may result in flooding
- Climate change

3.2.20.3 Recommendations and Financial Impact

Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
1. Consideration should be given to hire a full-time drainage superintendent(s)	Full time drainage superintendent(s) covering more than one municipality would allow for a proactive maintenance program	Increased level of service	Cost Neutral as drainage superintendent positions are funded through Provincial grants and are able to be charged back to property owner	Blandford-Blenheim, East Zorra-Tavistock, Norwich, South-West Oxford, and Zorra
2. Development of "all clear" maps	Considerable time and resources are spent on doing locates in area where it would be less expensive to repair any damages than to send the staff onsite to complete the locates.	Decreased costs	0 to 15% of staff resources spent on locates	Blandford-Blenheim, East Zorra-Tavistock, Norwich, South-West Oxford, and Zorra



Health Services

3.2.21 Cemeteries

3.2.21.1 Overview

Municipalities Providing Cemeteries Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
	✓		✓	✓	✓	✓		✓

Municipal cemeteries are owned and maintained at the local municipalities in Oxford County. There are also private cemeteries which are not currently the responsibility of the municipalities. However, there is the potential that ownership will transfer to the local municipalities if private ownership is no longer possible/feasible.

The local municipalities with cemeteries are maintained/operated through a variety of delivery models. Cemeteries in Blandford Blenheim and Tillsonburg are operated and maintained by municipal staff. Tillsonburg uses the software Stone Orchard to keep record of the plots in its cemetery. Cemeteries in Ingersoll and Zorra are operated through a local cemetery board and receives funding from the two municipalities. East Zorra-Tavistock provides operating grants to 4 cemeteries, none of which are owned or operated by the municipality, instead, they are maintained by local caregivers. In Norwich, the operation, including sales, of the four active cemeteries owned by Norwich are done privately while maintenance is completed by municipal staff. South-West Oxford cemeteries are run through local boards with assistance from the Township Treasurer. Lastly, Woodstock does not have any municipal cemeteries.

It is difficult to quantify the resources required to maintain the cemeteries as it is not tracked by cemetery. In many areas, the maintenance is undertaken by Public Works staff or Parks Staff and it is not tracked as being associated with a specific cemetery. As noted above, some cemeteries are maintained by the cemetery board. Based on the different structures for maintenance and operation, communication between the different organizing parties has been difficult.

Cemeteries are funded through the tax levy, external grants (e.g. for veteran memorial maintenance), and user fees. The cemetery budgets are predominantly maintenance oriented (operations budgets) with items like columbariums in the capital budgets.



Service Profile Reference: Page A-160

3.2.21.2 SWOT Analysis

Strengths

- Variety of delivery methods are tailored to the communities' needs
- Additional cemeteries are available through private means (church, etc.)

Weaknesses

- Record keeping has not been consistent over the years as it has been kept by private parties, municipalities and private citizens. It is extremely difficult to research as it is not consolidated
- Several areas are lacking formal arrangements for the provisions of the services

Opportunities

- Stone Orchard (or an alternative software program) could be expanded to all municipalities to consolidate that data.
- Grass cutting can be used to evaluate the condition of monuments (through identification of maintenance opportunities)
- Development of Common Interest Group that would discuss the challenges, opportunities and potential solutions to common cemetery items.
- Opportunities to share resources
 - Potential for a full-time person to be shared between South-West Oxford and Tillsonburg
 - Determine a method to combine mausoleum services
 - Shared purchasing
 - Shared documents
 - Shared training

Threats

- If private cemeteries are no longer able to operate, the municipalities are required by legislation to assume the operations
- There is insufficient revenue to operate assumed cemeteries



3.2.21.3 Recommendations and Financial Impact

Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
1. Develop a working group to meet twice a year	It would be beneficial for all parties to get together to discuss common issues, concerns and potential resolutions	Increased Level of Service	Cost Neutral	Blandford-Blenheim, Ingersoll, Norwich, South-West Oxford, Tillsonburg, and Zorra
2. Consideration for creation of a reserve for private cemeteries	A contingency reserve can be used to help offset future possible costs associated with obtaining defunct private cemeteries	Increased Cost for Reserve	To be assessed by individual municipality	Blandford-Blenheim, Ingersoll, Norwich, South-West Oxford, Tillsonburg, and Zorra
3. Develop a purchasing group for items such as monument restoration and columbariums.		Decreased costs	To be assessed by individual municipality	Blandford-Blenheim, Ingersoll, Norwich, South-West Oxford, Tillsonburg, and Zorra



Recreation and Cultural Services

3.2.22 Parks and Recreation

3.2.22.1 Overview

Municipalities Providing Parks and Recreation Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
	✓	✓	✓	✓	✓	✓	✓	✓
	Indirect	Indirect	Mixed	Mixed	Indirect	Mixed	Mixed	Mixed

Parks and recreation services include design, development, programming, operations and maintenance, and management of parks and recreation facilities. Parks and recreation services are provided by all area municipalities in some respect; Ingersoll, Tillsonburg, Woodstock, Norwich, and Zorra offer direct programs and services (and support indirect programming through community groups), while Blandford-Blenheim, East Zorra-Tavistock, and South-West Oxford predominantly work with and support community groups and third-party operators to provide parks and recreation activities in their municipalities.

All area municipalities are responsible for the development and general oversight of parks and recreation facilities, although a variety of different models are employed within and between municipalities for the programming, operation and maintenance of parks and recreation services. The County is not responsible for delivering this service.

Parks and recreation services are highly localized and service expectations vary by community. Delivery models have evolved over time and are heavily influenced by local circumstances. For instance, rural municipalities tend to have a more limited range of offerings and a greater reliance on volunteers (and lower funding levels as a result), while larger/urban municipalities tend to have more and higher order services that not only serve local residents but also surrounding communities (resulting in greater funding requirements).

Responsibilities for municipal parks generally fall under the purview of either Parks and Recreation Departments (Ingersoll, Tillsonburg, Woodstock, Zorra), Community Services (Blandford-Blenheim, Norwich) or Public Works Departments (East Zorra-Tavistock, South-West Oxford) while responsibilities for municipal recreation generally fall under the purview of either Community Services Departments or Parks and



Recreation Departments. East Zorra-Tavistock is a unique circumstance as the Clerks and Building Drainage Departments also play a role in delivery of parks and recreation services and the municipality has contracted a “Recreation Superintendent” who oversees facility bookings, park and program schedules, and coordinates staff and volunteers, among other duties.

On average, parks and recreation services account for 16% of local municipal budgets and contribute significantly to community satisfaction and resident wellbeing. Oxford County municipalities serve residents well and support parks and recreation through lean staffing levels, benefitting from the support of dedicated community volunteers.

Operating expenditures within these departments are most heavily influenced by facility amortization as well as employee salaries and wages. The larger urban centres (Ingersoll, Tillsonburg and Woodstock) have higher parks and recreation expenses per capita (\$315, \$292 and \$209, respectively) than their rural community counterparts. This underscores the financial impact of providing higher-order facilities in these municipalities and is reflective of costs associated with operation such as capital investment, staffing, maintenance, etc. Expense rates per capita are notably low in South-West Oxford, likely due to a lack of major recreation infrastructure.

Operating revenues for parks and recreation services are primarily generated through user fees and service charges with occasional support from government grants (not guaranteed). Park revenues were low across all area municipalities (\$4 per capita or less in 2018), but this is to be expected as user fees are limited. Contrastingly, recreation services were able to generate annual revenues per capita between \$31 (South-West Oxford) and \$85 (East Zorra-Tavistock). When evaluating the percentage of expense recovery from user fees and service charges, East Zorra-Tavistock and South-West Oxford have the highest recovery rates (52% and 44%, respectively). This may be attributed to the indirect operating model in those municipalities, enabling significant savings on employee wages and benefits.

Parks and recreation services are not specifically legislated, however, various operations are subject to health and safety regulations, while the development and management of certain assets are subject to regulations within the Ontario Planning Act, Ontario Cemeteries Act, etc. A variety of other non-legislative supporting documents also help to guide provision of parks and recreation services. Some



examples include the Framework for Recreation in Canada, Parks for All and Parks and Recreation Master Plans.

Staffing resources vary significantly depending on the service delivery model applied in each local municipality (i.e., direct / mixed or indirect), historic staffing levels, as well as size and scope of major parks and recreation amenities. The majority of municipal parks and recreation employees are non-union, with the exception of specific positions in Ingersoll and Norwich as well as all City of Woodstock staff that are not management.

Many of the area municipalities contract parks and recreation services in some capacity. Most common contracted services are grass cutting, snow clearing and specialized maintenance.

Parks and recreation assets vary significantly throughout the County, particularly when comparing urban and rural municipalities. Major recreation facilities considered include arenas / ice pads, deep water aquatic facilities, recreation complexes, and community halls. The inventory of active parkland for each local municipality has also been considered.

Each local municipality has established Asset Management Policies, and these are supported by Asset Management Plans to guide investment, repair, replacement, etc. of municipal capital assets. Capital budget policies and practices relating to municipal parks and recreation assets are typically guided by asset management reports, community input, growth-related needs, and parks and recreation master plans (where applicable).

Key trends and best practices for parks and recreation services include consideration for: variety in program formats, fees and registration types; multi-generational and multi-purpose facility and park designs; inclusion and accessibility; age-friendly opportunities; increasing social challenges; growing emphasis on environmental sustainability and impact; use of modern technologies in programming and registration; maximizing use of existing assets; management of aging infrastructure; and variety in park types available throughout area municipalities.

Service Profile Reference: Page A-182



3.2.22.2 SWOT Analysis

Strengths

- **Physical activity:** Parks and recreation programs and services foster community well-being and active living in each of the area municipalities.
- **Social interaction:** Participation in parks and recreation activities, events and programs provides opportunities for social interaction and connections with nature, which is beneficial for rural and urban residents alike.
- **Affordability:** Most community-based programming and many facility rentals are affordable, partly due to the reliance on volunteers in several communities. Parks are generally free to use.
- **Staffing:** Staffing levels are lean across all municipalities and most provide responsive front-line services. Part-time and seasonal employee models are cost effective and help to address gaps at peak times.

Weaknesses

- **Limited coordination:** Although area municipalities do communicate with one another on an informal basis, there is a lack of coordination on long-term or large-scale plans and projects.
- **Available public space:** Many municipalities indicated a shortage of indoor public space for gatherings, programs, rentals, etc. to meet growing demands

Opportunities

- **Parks and Recreation Strategies:** Few area municipalities have a comprehensive Master Plans outlining current and future resident needs for parks and recreation. Understanding resident satisfaction and needs helps to identify changes in service delivery and partnership opportunities.
- **Contract service standards:** Service levels and expectations are varied across area municipalities and are dependent on the type of service involved. Municipalities may consider review of existing contracts and service agreements to establish a quality control measure for implementing future maintenance and operations contracts.



Threats

- **Declining volunteerism:** Many municipalities rely on support from local community organizations and volunteers to operate facilities and facilitate / organize programming. Declining volunteerism is of concern and should be mitigated.
- **Volunteer service boards:** Service boards are successfully utilized in a few area municipalities but pose potential issues related to sustainability, liability, service standards, volunteer commitment, succession planning, etc.
- **Aging facilities and infrastructure:** Each of the area municipalities are encouraged to implement their respective asset management plans and remain apprised of the state of parks and recreation amenities.
- **Rising Costs:** Some municipalities are considering closure / decommissioning / repurposing of facilities or a reduction of operating hours to balance costs associated with provision and community needs.
- **Changing demographics:** Children and youth have predominantly been the core market for parks and recreation services. An aging demographic leads to shifts in demands and changes to services and infrastructure may be required, especially if the number of younger residents declines.



3.2.22.3 Recommendations and Financial Impact

Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
1. Regularly undertake parks and recreation facility needs and service studies.	Ensure the needs of current and future residents are met through planning and provision of parks and recreation facilities and services. Regular assessments of community priorities and funding sources helps to direct resources where they are needed most.	Increased Level of Service (long-term sustainability)	Project-specific	All local municipalities
2. Conduct cost-benefit analyses of under-utilized recreation facilities.	Consider the benefit of existing recreation facilities, especially outdoor pools and stand-alone facilities. Explore options for closure, repurposing, decommissioning or reduced hours.	Decreased Costs (cost efficiency)	Project-specific	All local municipalities



Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
3. Establish a cross-municipal parks and recreation working group or network.	Establish a group representing the eight local municipalities to meet regularly to collaborate discuss various planning, operational and management matters.	Increased Level of Service (coordination / streamlined services)	Cost Neutral	All local municipalities



Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
<p>4. Conduct a user fee / cost recovery analysis to determine the true cost to deliver parks and recreation services within each municipality. Results should be used to set target recovery rates for parks and recreation services within each municipality. The review should also evaluate the merit of increasing user fees for selected activities and introducing non-resident fees.</p>	<p>It is critical to understand the true costs associated with parks and recreation service delivery when planning future programs and services. A cost recovery analysis (including a review of how non-resident fees are applied within and outside of Oxford County) would provide municipalities with valuable data to establish realistic cost recovery rates when considering revenue-generating opportunities.</p>	<p>Decreased Costs (cost efficiency)</p>	<p>Up to \$250,000 in new revenue annually across all local municipalities (5% increase in fees)</p>	<p>All local municipalities</p>



Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
<p>5. Review program provision and participation data annually (municipal and non-municipal providers) to ensure that resident needs are being met for all ages, interests and abilities. This information may also be used to inform future participation rate targets. Work with community groups to fill gaps in provision either directly or indirectly.</p>	<p>Parks and recreation participation trends are constantly evolving as the demographic shifts and new activities emerge. It is critical that municipalities remain apprised of current offerings in the community to ensure resident needs are being met.</p>	<p>Increased Level of Service (enhanced performance, long-term sustainability)</p>	<p>Cost Neutral</p>	<p>All local municipalities</p>



Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
<p>6. Encourage local municipalities to work together to coordinate off-peak schedules for major indoor recreation amenities (i.e., arenas). This should include ice bookings and promotion of year-round use (e.g., summer pickleball, day camps, or community events).</p>	<p>Arenas are the biggest cost center in most communities and are sometimes underutilized, especially during off-peak times. To maximize use and encourage year-round participation, local municipalities should coordinate scheduling and work together to fill available times / sites. A local best practice example is the \$10 gap ice rental process in East Zorra-Tavistock.</p>	<p>Increased Level of Service (streamlined services / coordination, service efficiency)</p>	<p>Cost Neutral</p>	<p>All local municipalities</p>



Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
7. Use the Framework for Recreation in Canada to guide planning in parks and recreation services.	The Framework for Recreation in Canada was developed in 2015 and it an excellent resource for parks and recreation service providers. It supports planning for all facets of municipal recreation programming.	Increased Level of Service (improved accountability)	Cost Neutral	All local municipalities



Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
<p>8. Explore options for outsourcing general parks grass cutting (excluding higher-end sports fields), depending on collective agreements. Additional efficiencies may be realized through shared contracts where parks are situated in close proximity to municipal boundaries.</p>	<p>General parks grass cutting (e.g., open space, playgrounds, municipal buildings, etc.) is contracted out by some local municipalities. Cost-savings may be realized, or staff time may be optimized by outsourcing this task to external landscaping companies.</p>	<p>Increased Level of Service (risk reduction, potential cost efficiency, potential service efficiency)</p>	<p>Cost Neutral</p>	<p>Blandford-Blenheim, East Zorra Tavistock, Ingersoll, Norwich</p>



Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
9. Commence succession planning and consider options for enhanced administrative oversight in East Zorra-Tavistock.	The unique third-party Recreation Superintendent role in East Zorra-Tavistock is well-established and works well in the community. However, this model is not sustainable, and the Town should begin to consider succession planning for Parks and Recreation Services.	Increased Level of Service (long-term sustainability, enhanced performance)	\$100,000 annual increase for East Zorra-Tavistock (mostly staffing); further study required to confirm	East Zorra-Tavistock



Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
<p>10. Conduct risk analyses and opportunity audits to review and rationalize existing contracts and service agreements. Review may include volunteer service boards, caretaker roles for rural halls, and landscaping / maintenance contracts. Ensure alignment with municipal values.</p>	<p>Quality control and risk assessment for contracted services should be reviewed regularly to ensure resources are being used wisely. Alignment with leading values and objectives such as those contained in the Framework for Recreation in Canada should be pursued.</p>	<p>Increased Level of Service (risk reduction, enhanced performance)</p>	<p>Cost Neutral</p>	<p>All local municipalities</p>



Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
11. Coordinate scheduling of staff training and professional development sessions amongst local municipalities, where appropriate.	All staff require a variety of training sessions and skill development opportunities; current efforts are disjointed.	Increased Level of Service (service efficiency, coordination)	Cost Neutral	All local municipalities
12. Coordinate bulk purchasing and take advantage of purchasing consortiums amongst area municipalities where appropriate.	Many municipalities have varied purchasing agreements and may benefit from bulk purchasing for goods and services.	Decreased Costs (cost efficiency, coordination)	\$5,000 to \$10,000 annual savings per local municipality (will vary)	All local municipalities



Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
13. Encourage local municipalities to work together to fund, develop and/or operate parks and recreation facilities that have regional markets , where supported by demonstrated needs.	Higher-order parks and recreation facilities tend to draw from a regional user base but costs for development and operation often fall to a single municipality. Where demand exists for these facilities in Oxford County, it is recommended that area municipalities consider innovative ways of collaborating to share the associated funding, development and operational costs.	Increased Level of Service (long-term sustainability, broader economic impacts, coordination)	Project-specific	All local municipalities



Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
14. Establish a County-wide staff position, committee or partnership with an external agency to coordinate additional volunteer support (e.g., recruiting, training, retention, recognition, etc.).	Volunteerism is declining and local municipalities have a heavy reliance on volunteer support. Consider additional support options such as coordinators, committees or external agencies.	Increased Level of Service (improved accountability, enhanced performance)	Up to \$75,000 annual increase	All
15. Establish a County-wide financial assistance program to support affordable access to recreation, where not already present.	Fee assistance / subsidy programs are useful tools to remove barriers for low-income residents and families. Woodstock and Tillsonburg currently have locally funded programs in place, as do those receiving social assistance from the County.	Increased Level of Service (increased participation, broader economic impacts)	\$75,000 annual increase shared by all participating municipalities	Blandford-Blenheim, East Zorra Tavistock, Ingersoll, Norwich, South-West Oxford, Zorra



Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
16. Consider partnering with external agencies to provide community access to indoor public space.	Coordinate with external agencies (i.e., school boards) to provide public access to indoor space for gatherings, programs, rentals, etc.	Increased Level of Service (enhanced performance, increased accessibility)	Cost Neutral	All local municipalities
17. Cross-promote community events on social media platforms or community calendars to avoid duplication and encourage participation throughout the County.	A coordinated approach to planning and promotion of events and activities would help to avoid duplication across area municipalities. For example, cross-promoted social media posts or linked community calendars may enable coordinated planning and avoid overlap.	Increased Level of Service (coordination / streamlined services)	Cost Neutral	All local municipalities



Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
<p>18. Explore options for shared purchasing and implementation of recreation software and other technologies.</p>	<p>Paper-based record keeping remains a common practice in some area municipalities, particularly rural communities. For those municipalities without an updated platform, options for shared purchasing of recreation software may be explored. This would allow municipalities to coordinate schedules, save on subscription or licencing fees, share training and collect accurate an up-to-date records of program registrations, facility bookings and other recreation services.</p>	<p>Increased Level of Service (modernization , coordination, service efficiency)</p>	<p>Cost Neutral</p>	<p>Blandford-Blenheim, East Zorra Tavistock, Norwich, South-West Oxford, and Zorra</p>



3.2.23 Libraries

3.2.23.1 Overview

Municipalities Providing Library Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
✓							✓	

Oxford County (Oxford County Library) is responsible for library services in seven of the eight area municipalities (Blandford-Blenheim, East Zorra-Tavistock, Ingersoll, Norwich, South-West Oxford, Tillsonburg and Zorra) while the City of Woodstock offers library services independently through the Woodstock Public Library. Amalgamation of the two library systems has been explored through past studies and has not been supported (most staff are front-line and would not result in substantial efficiencies); opportunities for the two systems to work more closely together are examined herein.

In the case of Oxford County and area municipalities, the majority of library services provided fall within the traditional service delivery model of collections, lending, technology, programming, and information support. Lending is only available to registered cardholders (based on residency, although the County system is open to Woodstock residents at no charge), while most other services – such as information services and programming – are available to anyone.

There are 15 physical library locations within the County (14 – decentralized model) and Woodstock (1 – centralized model) library systems; the larger branches contain public space that can be used for third-party community meetings and events.

Libraries are subject to legislation such as the Municipal Act, the Public Libraries Act, and Accessibility for Ontarians with Disabilities Act and are accountable to the communities they serve. Two non-legislative resource documents; Guidelines for Rural / Urban Public Library Systems, 3rd edition (2017) and Ontario Public Library Guidelines, 7th edition (2017), are also commonly used to guide library services.

Per the Public Libraries Act, public libraries are limited in their ability to impose fees for programs, services or materials and modify existing revenue sources. As a result, libraries rely heavily on municipal support (and, to a lesser extent, Provincial grants) to fund their operations. As a low-to-no cost public service, libraries seek operating efficiencies within their staff complement as well as support from dedicated volunteers.



For example, many in-branch programs offered at both the Oxford County Library and Woodstock Public Library are facilitated by staff members and volunteers. On a per capita basis, revenues generated from user fees and surcharges in 2018 were comparable between the two systems (\$2 in Oxford County and \$3 in Woodstock).

Annual library expenses for the Oxford County System were \$47 per capita in 2018, compared to \$66 per capita in the Woodstock system. These variations may be explained by a variety of reasons, the most notable include per capita space provision, operating hours and staffing levels. The Woodstock Public Library Branch operates for approximately 63.5 hours per week, while the average weekly operating hours among Oxford County Libraries is only 25 hours per week. As urban centres serving a larger local population base, Tillsonburg and Ingersoll operate with higher weekly hours (60 and 59.5, respectively). The lower operating hours among rural library branches helps decrease expenses such as staffing and applicable overhead (i.e., utilities). It should also be noted that all employees of the Woodstock Public Library are unionized members of CUPE Local 1146 – Library Unit; the Oxford County Library does not have any unionized employees.

The Oxford County Library system includes 14 branch libraries distributed throughout seven area municipalities; some buildings are owned by the Library, some by the local municipality (including shared use arrangements), and some are leased from other sectors. The Oxford County Library is also responsible for one additional building that serves as the library headquarters (but does not function as a public library branch). Woodstock Public Library includes one main branch facility in the City of Woodstock. Library assets include not only the physical library branches, but also the collections and technologies stored within them.

The Oxford County Development Charges Background Study identifies a number of capital investments in library infrastructure within the next 10 years. Capital investment in libraries generally plans for expanded space in response to anticipated population growth and capital repair / replacement, as necessary.

Key trends and best practices for public library services include: co-location with other community facilities and extended community use of library space; consortium purchasing to ease the rising cost of materials; accommodation of social service providers; increased programming; non-traditional item lending; extended technology



and creative resources (e.g., Wi-Fi, maker spaces, digital editing studios, etc.); and community librarianship models and outreach services.

Service Profile Reference: Page A-202

3.2.23.2 SWOT Analysis

Strengths

- **Community Benefits:** Through a variety of free services, libraries encourage literacy in communities, offer employment resources, provide tech help, foster social interaction and support lifelong learning. The Library sector has invested heavily in advocacy and effectively collects and disseminates data to support its services.
- **Data Collection:** Libraries keep detailed records of circulations, registrations, visits and more. It is important that they continue to track and analyze data to support service provision and adaptation to trends.
- **Staff:** Library staff are frequently identified by the public as a tremendous asset. Many have worked in the communities for several years and have built relationships with patrons, which strengthens customer service.

Weaknesses

- **Resources and operating hours:** Demand for library services is shifting but continues to grow; however, services are limited by resources and physical space to offer programs and services.
- **Staff turnover and expanding skills:** The current operating model includes a high proportion of part-time positions, which can sometimes lead to staff turnover. Furthermore, the range of skills and specializations within the library sector is expanding, creating the need for increased training and hiring. Staffing is by far the most significant expense within the library budget.

Opportunities

- **Greater coordination of library services:** Oxford County Library and Woodstock Public Library may find efficiencies through shared staffing, collections, programs, subscriptions, and more. Although there are historic



agreements, library boards, and union contracts to consider, there may be benefits in exploring a closer working relationship between the two systems.

- **Community librarianship and external services:** The public libraries may wish to further explore opportunities to work with local organizations and coordinate off-site library services such as mini-libraries, bookmobiles, etc.

Threats

- **Reliance on Municipal Funding:** Libraries are very limited in their ability to generate revenue. Although operated independently from municipalities, public libraries rely heavily on funding from area municipalities.
- **Under-utilized facilities:** Some Oxford County Library branches are small and operate for reduced hours, leading to a perception that they are under-utilized. In fiscally constrained times, these locations can become candidates for closure or further service reductions. The number of library branches has been reduced in the past. It is important to reinforce the role that these venues play as community gathering spaces, particularly in rural settlement areas.
- **Digital technologies:** Also viewed as an opportunity, the fast-changing digital world has forced libraries to keep pace and offer an expanded range of services. Computer and internet access, electronic books and databases, 3D printing, and more have become commonplace in libraries, which stretches resources thin. Although concern has been expressed about the impact of new technologies on book lending, circulation of physical materials remains strong.



3.2.23.3 Recommendations and Financial Impact

Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
1. Pursue an integrated system of reciprocal borrowing through the removal of the non-resident fee for Oxford County residents accessing Woodstock Public Library collections.	Application of a non-resident fee for accessing collections at the Woodstock Public Library may present a barrier to access for some residents of Oxford County.	Increased Level of Service (improved coordination)	\$10,000 annual decrease in revenue for Woodstock Public Library	Oxford County and Woodstock
2. If reciprocal borrowing is implemented, coordinate material purchasing between the Oxford Public Library and Woodstock Public library and seek opportunities for shared use of collections and subscriptions.	To optimize investment and use, greater integration between the public libraries is recommended, such as working together to coordinate selected collections (e.g., non-core materials) to reduce duplication.	Increased Level of Service (improved coordination)	Cost Neutral	Oxford County and Woodstock



Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
<p>3. Continue to expand data metrics and the analysis of library usage.</p>	<p>Library usage is changing, and the impact is growing. New ways of illustrating these impacts are required to ensure resources are allocated efficiently. (currently underway in Woodstock)</p>	<p>Increased Level of Service (service efficiency, enhanced performance, modernization)</p>	<p>Cost Neutral</p>	<p>Oxford County and Woodstock</p>
<p>4. Consider expansion or redevelopment of select existing library facilities to accommodate greater community use. Any potential relocations should consider opportunities to align with other community facilities (e.g., parks and recreation).</p>	<p>Demand for physical library space is increasing. There is a greater public desire for passive / casual space as well as increased participation in library programs. Leased locations should be assessed further. Multi-use facilities are convenient and cost effective.</p>	<p>Increased Level of Service (service efficiency, enhanced performance)</p>	<p>Project-specific</p>	<p>Oxford County and Woodstock</p>



Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
5. Explore opportunities to provide library services outside of dedicated facilities and to accommodate after-hours use of program rooms for community use.	Demand for library programming continues to increase, as does interest in multi-use sites that allow user convenience. Community outreach and off-site programs and collections may help alleviate these pressures.	Increased Level of Service (improved coordination, enhanced performance)	Project-specific	Oxford County and Woodstock
6. Continue to foster and support relationships with community agencies that offer outreach opportunities for library services.	Libraries have done well to build relationships with local agencies and volunteers. These should continue to be supported and expanded.	Increased Level of Service (improved coordination, enhanced performance)	Cost Neutral	Oxford County and Woodstock



Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
7. Inventory the current staff skill set and evaluate reasons for staff turnover . Seek opportunities to adjust hours for part-time staff and / or provide additional training.	To mitigate the impact of high part-time employee turnover rates, the public libraries may wish to provide additional training or scheduled hours as incentives to remain on staff.	Increased Level of Service (enhanced performance)	Cost Neutral	Oxford County
8. Strategically recruit for library staff that possess emerging competencies.	Using the knowledge gleaned from the recommended staff skill set inventory, the public libraries may focus on recruitment of new employees with knowledge or skills that are lacking in the current staff complement.	Increased Level of Service (enhanced performance)	Cost Neutral	Oxford County and Woodstock



Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
<p>9. Explore cost-benefit of utilizing technology such as RFID or self-serve kiosks / non-staffed libraries.</p>	<p>Demand for library services is high and investment in technologies may help to alleviate demand for staff time. This would enable librarians and other staff to utilize their time with more in-person interactions.</p>	<p>Increased Level of Service (service efficiency, modernization)</p>	<p>To be informed through further study</p>	<p>Oxford County and Woodstock</p>
<p>10. Seek opportunities to promote library services through print and digital media. Share data analysis results with the public and municipal officials to promote positive outcomes of library services.</p>	<p>Many residents may be unaware of the new services provided by local public libraries. Library services should be promoted through print and digital media (e.g., leisure guides, social media, newsletters, etc.). Sharing results from data analysis will illustrate impacts and outcomes.</p>	<p>Increased Level of Service (improved transparency)</p>	<p>Cost Neutral</p>	<p>Oxford County and Woodstock</p>



3.2.24 Cultural Services

3.2.24.1 Overview

Municipalities Providing Cultural Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
			✓	✓	✓	✓	✓	✓
Archives	Indirect	Indirect	Mixed	Indirect	Indirect	Mixed	Mixed	Indirect

Cultural services refer to the provision of staff, facilities and support for arts, cultural and heritage experiences. This may include museums, art galleries, archives, programs, events or community celebrations, among countless other experiences.

Cultural services in Oxford County and area municipalities are largely supplied by private operators, service organizations and volunteers with the exception of a few municipally owned and operated arts and cultural assets (i.e., museums and art centres). All area municipalities support or indirectly facilitate cultural services such as community festivals, introductory arts programs, and heritage preservation and appreciation. Cultural services are also closely linked with parks, recreation, libraries, tourism and other community services. Many of the area municipalities (e.g., Blandford-Blenheim, East-Zorra Tavistock, Norwich, South-West Oxford, Zorra) rely solely on support from external cultural service providers and use community calendars and publications to promote available opportunities.

The municipalities of Ingersoll, Tillsonburg and Woodstock have employees dedicated to cultural services. City of Woodstock cultural employees are unionized. Many other area municipalities have employees within Parks and Recreation, Community Services, Tourism or Economic Development Departments that have a shared portfolio and job descriptions that refer to cultural services. Municipal culture staff are commonly responsible for acting as a liaison between the municipality and local service organizations (e.g., historical societies, volunteer groups, etc.).

In addition, Oxford County Archives are acquired, preserved and made accessible by the County; the archival collections of three area municipalities are also accommodated by the Oxford County Archives.

Some cultural services are subject to the Ontario Heritage Act as well as the County of Oxford Official Plan. Non-legislative guiding documents such as the Ontario Culture



Strategy and Municipal Master Plans also support provision of municipal cultural services.

About half of the municipalities in Oxford County do not provide direct cultural services, and as a result do not incur any associated revenues or expenses. However, among the municipalities that directly support arts and culture, Woodstock incurred the greatest expense (\$48 per capita), while Tillsonburg and Ingersoll were about half of that (\$24 and \$20, respectively). As urban centres, there is greater public demand for services such as programming, festivals, events and cultural amenities in these three municipalities. Dedicated facilities (i.e., museums, art centres, theatres, etc.) and associated staff are significant factors influencing the cost of cultural services. Revenues were evaluated as a percentage of expense recovery from user fees and service charges; Tillsonburg and Woodstock each recovered 8%, while Ingersoll recovered 6%.

Rates and fees for municipal cultural services are typically set below cost recovery due to community benefits associated with participation. Operating costs for cultural services are often categorized or shared within larger departments such as parks and recreation or community services. Where applicable, the most significant expenditures for this service area are staff wages, contracted services and capital infrastructure.

A number of Oxford County area municipalities have agreements in place for Board-operation of municipal facilities (e.g., Beachville District Museum operated by the Beachville District Museum Society and Zorra Heritage Committee in partnership the municipalities of South-West Oxford and Zorra). In addition, several municipal cultural facilities are leased to community organizations for the delivery of cultural services (e.g., Norwich Museum operated by Norwich and District Historical Society; Tillsonburg Art Gallery receives financial support per a memorandum of understanding, etc.). Not all Oxford County municipalities own and / or operate built cultural assets (e.g., Blandford-Blenheim, East Zorra-Tavistock).

Key trends and best practices for cultural services include: community development approach based on partnerships with volunteers and non-profit organizations; non-traditional use of space (e.g., markets, yoga classes, workshops, pop-up activities, etc.); animation and interactivity of cultural exhibits; integration of arts and cultural spaces within multi-use facilities.



Service Profile Reference: Page A-202

3.2.24.2 SWOT Analysis

Strengths

- **Collaboration with neighbouring municipalities:** Many cultural service providers in Oxford County regularly collaborate with municipal partners to plan and coordinate schedules, particularly for travelling exhibits and collections.

Weaknesses

- **Maximization of Space:** Some cultural assets in the area municipalities could be utilized more frequently for a variety of programs and events.

Opportunities

- **Support Local:** Oxford County and area municipalities are home to a wide variety of talented local artists, artisans, historians and other creatives.

Threats

- **Reliance upon external providers:** Many cultural services are provided by external groups, volunteers and community members. External commitment to programs, services, events, etc. may be variable and impact consistent delivery of cultural service offerings in Oxford County.
- **Capital funding and aging infrastructure:** Many cultural assets are aging and require increased capital maintenance. Revenues are typically insufficient to offset these costs, creating concerns around long-term viability.



3.2.24.3 Recommendations and Financial Impact

Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
1. Seek opportunities to promote use of cultural facilities as community space .	Many local municipalities indicated a lack of available public space for various activities. Cultural facilities may help to fill this provision gap.	Increased Level of Service (service efficiency, improved coordination, long-term sustainability)	Cost Neutral	Ingersoll, Norwich, South-West Oxford, Tillsonburg, Woodstock, and Zorra
2. Facilitate use of public space to promote arts and culture , focusing on support for local artists and historians.	Oxford County is fortunate to be home to a plethora of local heritage, history and talent. Leveraging existing public spaces to exhibit art and offer programs helps to showcase these talents, educate residents, and bolster participation.	Increased Level of Service (service efficiency, improved coordination, long-term sustainability, broader economic impacts)	Cost Neutral	All



Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
3. Continue to collaborate and plan amongst municipal neighbours (e.g., Norfolk County and Elgin County) to maximize benefit for collections and travelling exhibits.	Many benefits and efficiencies may be realized by all participating arts and cultural service providers through coordinated planning and scheduling.	Increased Level of Service (improved coordination and enhanced performance)	Cost Neutral	All
4. Seek opportunities to create stronger links between arts, culture, tourism and economic development throughout the County	Cultural services are an effective means to attract residents, visitors and businesses. Tourism and Economic Development initiatives should be developed in consultation with arts and cultural service providers to benefit from mutual promotion.	Increased Level of Service (broader economic impacts)	Cost Neutral	All



3.2.25 Trails

3.2.25.1 Overview

Municipalities Providing Trails Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
Support	✓	✓	✓	✓	✓	✓	✓	✓

At their discretion, each municipality is responsible for the design, approval, development and / or implementation of off-road recreational trails on lands within their jurisdiction, including municipal parks and open spaces and other lands under agreement. Trail networks in Oxford County are a complex combination of public and private facilities, collectively supporting active transportation within and among area municipalities. Each of the eight area municipalities provides public trails and also contribute to large sections of dedicated off-road trail routes, signed on-road routes, or natural paths and linear parks. The County provides support to local municipalities, service groups, and the Oxford County Trails Council in the design and implementation of new trails in the system, and also assists with marketing efforts. Most trails are maintained by representatives from the Oxford County Trails Council, area Conservation Authorities, or local municipalities.

Public access trails are subject to the Ontario Trails Act, Accessibility for Ontarians with Disabilities Act, Motorized Snow Vehicles Act, Off-Road Vehicles Act, Occupiers' Liability Act, Public Lands Act or Trespass to Property Act. Municipal trails are also influenced by non-legislative guiding documents such as the Ontario Trails Strategy or municipal trails master plans and active transportation strategies.

Municipal trails are often overseen by parks, recreation and / or public works departments, depending on the municipality and trail ownership / operating agreements. As a result, revenues, expenditures and operating details are typically captured through municipal parks budgets. Some agreements for trail maintenance exist between municipalities, stewardship groups (volunteers) and conservation authorities.

Recreational trail asset types, lengths and responsibilities are varied throughout the area municipalities and include a variety distances, surface types and difficulty levels. The Oxford County Trails Master Plan outlines the process for designing and developing the trails network in Oxford County, including capital budget considerations.



Key trends and best practices for municipal trails services include: partnerships with community groups and stewardship organizations; creation of planning guidelines and strategies; offering a variety of trail and pathway experiences; prioritizing high impact connections; and installation of signage and wayfinding infrastructure. Through the use of local advisory committees, volunteers and agencies, Oxford County municipalities have strong leadership and guidance on this subject and are viewed as a leading example amongst rural municipalities.

Service Profile Reference: Page A-222

3.2.25.2 SWOT Analysis

Strengths

- **Growing focus on active transportation:** Resident and visitor use of trails promotes physical activity, enables interactions with nature and reduces emissions through decreased reliance on motorized vehicles.
- **Coordinated planning and promotion:** The Oxford County Trails Master Plan identifies a well-planned, cohesive and coordinated network of trails and pathways, while still allowing for locally responsive solutions.
- **Municipal resourcing is lean and cost-effective, with minimal duplication:** Organizations such as the Oxford County Trails Council leverage volunteer resources in the development, coordination, and maintenance of trails.

Weaknesses

- **Informal agreements:** A variety of trails agreements and stewardship groups exist within the Oxford County trails network and many are not consistent or formalized.
- **Non-revenue generating:** Trails on public lands are generally free to use and revenues are limited to donations or in-kind contributions.

Opportunities

- **Partnerships:** Continued coordination with stewardship groups, active transportation enthusiasts and community partners to promote use of the trails and participation in trail-based recreation and tourism.



Threats

- **Incremental, opportunity-based development of trails:** Trail development can be complex and piecemeal as it often relies on opportunities created by land development and/or willing partners. This can be challenging for advance planning and resource allocation.

3.2.25.3 Recommendations and Financial Impact

Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
1. Review existing trails agreements , responsibilities and ownership models.	Review existing trails agreements to better understand the variety of responsibilities, stewardship groups, and opportunities for development / maintenance of trails throughout Oxford County. Conduct a municipal liability and risk scan. Seek to standardize agreements wherever possible.	Increased Level of Service (risk reduction)	Cost Neutral	All local municipalities



Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
2. Continue to coordinate promotion and development of trails.	Municipalities should work in conjunction with the County and trail agencies / organizations to coordinate promotion and development of trails including implementation of the Oxford County Trails Plan and active transportation initiatives.	Increased Level of Service (improved coordination, enhanced performance, long-term sustainability)	Cost Neutral	All
3. Assess the economic benefit of trails and develop metrics to understand trail use in the County (i.e., trail counters, etc.).	Information can support future decision making and rationalize return on investment in trail infrastructure.	Increased Level of Service (broader economic impact)	Cost Neutral	All local municipalities



Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
4. Seek to formalize maintenance standards for trails in Oxford County and local municipalities.	Development of maintenance and operations standards for trails in Oxford County may encourage greater use and ensure consistent and satisfactory user experiences.	Increased Level of Service (enhanced performance, risk reduction)	Cost Neutral	All local municipalities
5. Evaluate opportunities to share specialized maintenance equipment between municipalities. Consider the potential benefits and cost-savings associated with investment in and shared use.	Specialized maintenance equipment such as: brush saws or pole saws for clearing; ATVs for transportation or hauling; and hoists for lifting. These expensive pieces of equipment are not used on a regular basis and could be shared among area municipalities on an as needed basis with consideration given to insurance and capital depreciation.	Decreased Costs (cost efficiency, streamlined services)	\$5,000 annual savings per local municipality (will vary)	All



Planning and Development

3.2.26 Land-use Planning

3.2.26.1 Overview

Municipalities Providing Land-use Planning								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
✓								

The County provides a full range of municipal planning services (including GIS-based planning information) for the County and Area Municipalities via a single harmonized service. Some planning functions are carried out at the local level using the County's planning staff/services (similar to contracting out the service). The County deploys staff to each local municipality based on the demand/need for planning services.

Decision making regarding zoning and site plans is a local responsibility which is administered to a large extent through the County service: e.g. notice of complete application, circulations for agency comment and public notices for all zoning applications are undertaken by County administrative staff while the notice of passing of a by-law is forwarded via the Local Municipality. Similarly, the processing of applications for site plan is currently undertaken at the County level for Woodstock and Ingersoll, while the remaining municipalities do their own administration. Administration for all subdivision, consent and Official Plan related applications is also administered by County staff. The decision-making process related to these latter applications is integrated with the Local Municipalities, but ultimately rests at the County level.

The County Official Plan (O.P.) serves as the O.P. for the County and all area municipalities, providing County-wide and local municipality specific policy direction in a single, integrated document. There are no local municipal O.P.'s.

Site plans are approved at the Local Municipal level. Subdivisions and consents (where requested by the Local Municipality) are presented to the municipality for consideration/recommendation, however, both these applications are approved at the County level. With respect to the prescribed consultation requirements of the Planning Act in regard to planning applications, in Oxford County, public meetings are being held at both the local and the County level for any applications requiring County Approvals.



This is an area that could be streamlined into a single meeting on behalf of both the local municipality and the County.

Policy development, growth management and related studies, and special projects (natural heritage studies, source protection planning, etc.) are undertaken at the County level; the County also provides planning support for planning-related studies/projects at the local municipal level (Community Improvement Plans, Urban Design Guidelines, etc.).

Service Profile Reference: Page A-229

3.2.26.2 SWOT Analysis

Strengths

- The process at the County has been streamlined over time, as the Director of Planning is now able to sign-off on draft plans of subdivision and any amendments (i.e. has delegated approval authority). Previously, the Warden was required to approve draft plans, which could impose processing delays.
- With most of the planning functions being provided at the County level, this provides a single point of contact for planning-related inquiries. Additionally, there is one single web based G.I.S. mapping service and web portal to provide public access to planning related documents, data, notices, etc. for both the County and all area municipalities. Further, this provides centralized development and maintenance of all planning related data and information.
- The County undertakes and coordinates all County-wide planning related studies in consultation with the area municipalities and assists with and/or project manages local planning related studies.
- Application processing times in the County are reasonable, based on discussions with staff.

Weaknesses

- In all area municipalities, other than Woodstock, mainly Clerks handle the applications, however, it is not always clear who is responsible to ensure the local municipal review of the applications. There is also some piecemeal work for building and public works staff to review the applications.



- With site plans and subdivisions, quite a bit of administrative work falls on local municipal staff.
- There are currently delays with the 5-year Official Plan review at the County as there are limitations on staff resources.

Opportunities

- Woodstock utilizes a staff member to manage and administer development projects. This may be beneficial for other municipalities to consider as this has been successful in nearby municipalities such as Bayham and Malahide. One staff member could be hired per municipality, or a few staff could be hired and shared between municipalities.
- Municipalities may impose the requirement of a pre-consultation and ensure that the applicant provides a “complete” application prior to review by staff. This would decrease the unnecessary review and provide local municipal staff with more time to manage the applications as a result of the statutory review period to determine an application complete. The *Planning Act* gives a planning authority 30 days to review and deem an application to be complete if the Official Plan contains the necessary requirements. The advantage to this is that it allows staff 30 days to review and deem an application complete prior to the approval clock starting to run.
- Currently applications with water and wastewater servicing have to be signed off by the County (with respect to those services), however, the County may consider allowing sign-off on linear assets by the area municipalities that maintain those assets (i.e. Woodstock and Tillsonburg).
- Currently, Official Plan amendments, consents and subdivisions are presented at a public meeting at the local level for a recommendation and then brought to the County for another public meeting and a decision (additional administrative process, advertising costs and implications to County Council meeting agendas). Consideration may be given to consolidating public meetings to eliminate duplication for O.P.A., subdivision and consent applications.

Threats

- There is a need for the County to update their zoning by-laws to maintain proper record of zoning to avoid issues and legal action



3.2.26.3 Recommendations and Financial Impact

Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
1. Planning Coordinators	Planning coordinators could provide efficiency of review of planning applications and reduce burden on current staff by sharing on other administrative duties.	Increased Level of Service	Approximately \$65,000 per additional staff member (between 1 and 7 additional staff)	All local municipalities except Woodstock
2. Pre-consultation policy	Local municipalities may impose the requirement for a pre-consultation meeting to review proposals with applicants which may reduce occurrence of resubmissions of incomplete applications	Increased Level of Service	Cost Neutral	All local municipalities



Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
3. Complete application requirements	The County may consider complete application requirements in its Official Plan to aid in the timing of processing applications and ensure appropriate supporting materials are provided.	Increased Level of Service (may result in reduced staff time spent on applications)	Cost Neutral	All
4. Update County planning by-laws	Update County by-laws to maintain proper record of zoning to avoid issues and legal action	Risk Management	Cost Neutral	County
5. Consolidation of Public Meetings	Consideration may be given to consolidating public meetings to eliminate duplication for planning applications.	Decreased Costs	May vary by municipality. Potential savings through staff time, advertising costs, etc. Further review required.	All



3.2.27 Economic Development

3.2.27.1 Overview

Municipalities Providing Economic Development Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
✓*	✓	✓	✓	✓	✓	✓	✓	✓

The main role of the economic development function is to bring economic prosperity to their municipality (and County). This may be accomplished using varying metrics for different municipalities, depending on their goals (e.g. increasing development, increasing employment, increasing population, etc.). These goals are accomplished through a network of partnerships, both public and private, to use all tools at their disposal to improve economic conditions in their municipality. Some tools municipalities may employ include the use of Community Improvement Plans (C.I.P.s) to provide a number of development and rehabilitation incentives, grant programs, and marketing campaigns to attract persons and jobs. In some cases, municipalities (e.g. Woodstock) may purchase and develop industrial lands to incentivize potential employers that may not be able to afford to service these lands. The cost to purchase and develop the lands are then recouped through sale of the property.

The following provides a high-level summary of the way each municipality delivers economic development services, however, within the County and surrounding area there is a vast network of relationships and partnerships that assist each municipality in their endeavours.

Municipality	Economic Development Delivery
Oxford County	Provides funding for memberships and programs. Additionally, the County operates Tourism program/services
Blandford-Blenheim	Funding partner for Rural Oxford Economic Development Corporation
East-Zorra Tavistock	Funding partner for Rural Oxford Economic Development Corporation
Ingersoll	Economic Development personnel on staff
Norwich	Funding partner for Rural Oxford Economic Development Corporation
South-west Oxford	Funding partner for Rural Oxford Economic Development Corporation
Tillsonburg	Economic Development personnel on staff
Woodstock	Economic Development personnel on staff
Zorra	Funding partner for Rural Oxford Economic Development Corporation

In addition to the municipal service delivery, there are a number of organizations and partnerships in Oxford that contribute to providing economic development services to



the municipalities in the County. The following provides a list of some of these organizations and partnerships as well as a brief description of the role they play:

Organization/ Partnership	Description
Oxford Connections	<ul style="list-style-type: none"> • Oxford Connections is an economic development partnership between the communities of Ingersoll, Rural Oxford Economic Development Corporation, Tillsonburg and Woodstock. Its partners offer many support services to new and existing businesses and industries located in Oxford County. • County provides \$35,000 per year. This investment is used, in general, for space at trade events • Operates mainly in Canada with largest markets being Toronto and Montreal
Oxford Workforce Development Partnership (OWDP)	<ul style="list-style-type: none"> • The Oxford Workforce Development Partnership is a strategic collaboration that supports their community around issues of common concern by assuming a leadership role in helping in the identification and validation process of local labour market needs, issues, gaps, trends and opportunities. • This partnership includes all economic development departments (including the R.O.E.D.C.) in the County as well as local colleges, Employment Ontario Offices, Community Futures, The Small Business Centre – City of Woodstock, Ministry of Economic Development, Job Creation and Trade and Ontario Ministry Agriculture and Rural Affairs and the Elgin, Middlesex, Oxford Workforce Development Planning Board – Local Employment Planning Council a regional collaboration to address economic and labour market issues across the London management area • This partnership is the primary contact with employers on the ground and coordinates strategies to address the needs of the business community <p><u>Tools</u></p> <ul style="list-style-type: none"> • “Work in Oxford” is a platform that connects job seekers to employers but also connects both to programs and services that can support a myriad of needs. The site averages 20,000 visits per month. The site is maintained and supported by Community Employment Services and the County of Oxford • O.W.D.P. through its partnership with the Elgin, Middlesex, Oxford Local Employment Planning Council (L.E.P.C.) aggregates job boards to one central website to streamline the process and expand the reach of Oxford Employers throughout the Economic Region
Local Employment Planning Council	<ul style="list-style-type: none"> • The L.E.P.C. is a workforce planning partnership that is a catalyst for economic and labour market development, building solutions and engaging multi-stakeholder alliances. The L.E.P.C. is a place-based, local approach to workforce development and the planning/delivery of employment and training programs and services.



Organization/ Partnership	Description
Oxford Local Immigration Partnership (O.L.I.P.) Council	<ul style="list-style-type: none"> The mechanism through which immigration, refugees, and citizenship Canada supports the development of local partnerships and community-based planning around the needs of newcomers. O.L.I.P. exists under the umbrella of the Community Employment Services organization and it supports the development of a long-term sustainable welcoming community in which newcomers feel valued and their needs are served. O.L.I.P. engages in actions that facilitate the integration of newcomers and build the capacity to meet the needs and promote inclusion of newcomers to Oxford County.
South Central Ontario Regional Economic Development Corporation (SCOR E.D.C.)	<ul style="list-style-type: none"> SCOR E.D.C. is a regional partnership comprised of the Counties of Brant, Elgin, Middlesex, Norfolk and Oxford. SCOR provides planning and coordination for regional issues implementation of regional economic development priorities, identifies funding sources, partners with other levels of government, and acts as a regional catalyst for investment.
Western Ontario Wardens' Caucus (W.O.W.C.) Economic Development	<ul style="list-style-type: none"> The Western Ontario Wardens' Caucus is championing a regional Economic Development Strategic Plan for Western Ontario to identify opportunities to advance the economy of Southwestern Ontario that also leverages the ongoing efforts of W.O.W.C.; improves the underlying conditions for economic development throughout the region; generates a series of actions at the regional level that enables the creation of jobs, wealth and investment across the region.
SouthWestern Integrated Fibre Technology (SWIFT)	<ul style="list-style-type: none"> SWIFT was established by the W.O.W.C. to develop and administer \$209 Million capital investment to expand broadband into small urban and rural Southwestern Ontario. (Oxford contribution \$740,368 to 2019). The project is funded in partnership with Federal and Provincial governments, 20 Southwestern Ontario partner municipalities and the Private Sector 2019 and 2020 additional monies approved by Oxford totaling \$2,456,323 for small urban/rural broadband expansion
The Small Business Centre –City of Woodstock	<ul style="list-style-type: none"> The Small Business Centre, is an on-going economic development partnership between the Province of Ontario, the City of Woodstock and Oxford County serving small business and entrepreneurs in the community.
Community Futures Oxford	<ul style="list-style-type: none"> Oxford Small Business Support Centre Inc., operating as Community Futures Oxford, contributes to sustainable communities supported by economic stability, growth and job creation in Oxford County, enabled through diversified and competitive local economies. Funded by Federal Economic Development funds. Administers the Future Oxford Fund under contract with and funded by Oxford County. Community Futures Oxford is one of 60 Community Futures Development Corporations in Ontario. With financial assistance from the Government of Canada through the Federal Economic Development Agency for Southern Ontario Community Futures Oxford: <ul style="list-style-type: none"> Provides access to capital Delivers programs and services to assist small businesses Supports community economic development in Oxford County



Organization/ Partnership	Description
Community Employment Services (Oxford)	<ul style="list-style-type: none"> • C.E.S. Oxford, through Employment Ontario, provides support, incentives and resources to both employer and job seekers to ensure a vibrant economy. • Given the current skill and labour shortages Community Employment Services is actively addressing attraction and retention by providing settlement services for new residents to the County and actively recruits through strategic alliances with newcomer services in larger urban centers particularly Peel Region. C.E.S. host the Local Immigration Partnership and with the County of Oxford Maintains and supports Welcometooxford.ca platform.
Southwestern Ontario Marketing Alliance (SOMA)	<ul style="list-style-type: none"> • SOMA is a partnership of Southwestern Ontario communities grown out of natural economic ties. SOMA works with all levels of government and the private sector to promote the advantages of locating within the region. This region, known as Canada's Industrial Heartland, encompasses the municipalities of Ingersoll, North Middlesex, Perth County, Stratford, St. Thomas, Tillsonburg and Woodstock. It stretches across Elgin, Middlesex, Oxford and Perth counties. SOMA and its partners offer a number of services to companies looking to grow within the region. • No politicians are on the board for the organization. The board is made up of Economic Development representatives from the individual municipalities that are members. • From Oxford; Ingersoll, Tillsonburg, and Woodstock are members. • SOMA organizes shows to allow for municipalities to attract Foreign Direct Investment • SOMA has an annual fee based on population. Fees range from \$12,500 for Ingersoll to \$20,000 for Tillsonburg, and \$30,000 for Woodstock. • ROEDC not in SOMA as it is cost-prohibitive, and they are not focused on Foreign Direct Investment.

Service Profile Reference: Page A-234

3.2.27.2 SWOT Analysis

Strengths

- Ingersoll, Woodstock and Tillsonburg own industrial land that they develop and sell.
- Oxford Connection partners together to secure grant funding from the County for trade shows, etc. Area municipalities share leads and contacts.
- Southwest Ontario Marketing Alliance partners with municipalities outside of the County for Foreign Direct Investment Initiatives. Nearly all of SOMA's



budget goes towards investment attraction initiatives versus of wages/salaries. Members of SOMA share leads from trade shows.

- Oxford Workforce Development Partnership
 - OWDP, through its partnership with the Elgin, Middlesex, Oxford Local Employment Planning Council (L.E.P.C.), aggregates job boards to one central website to streamline the process and expand the reach of Oxford Employers throughout the Economic Region.
 - “Work in Oxford” is a platform that connects job seekers to employers but also connects both to programs and services that can support a myriad of needs. This site is administered through the O.W.D.P.
 - O.W.D.P. (Oxford funded) and Community Employment Services, Ontario Government funded), also provides settlement services for new residents to the County through a formalized Local Immigration Partnership. Additionally, they actively recruit through strategic alliances with newcomer services in larger urban centres particularly Peel Region.
 - Employee retention and expansion services
 - Oxford Workforce Development Partnership works closely with the Employment Ontario Network, with a primary focus on collaborating with and supporting employers during the hiring, training and retention process. A key component is to work with employers and mobilize community partners and resources to ensure they can secure and retain the talent you require. Additionally, as hiring ramps up, there are a number of incentive programs through Employment Ontario to offset costs associated with hiring and training employees. The integrated strategy is customized to meet individual employer needs but may also include posting on workinxford.ca platform where they would be seen by an average of 20 000 job seekers per month. Depending on the scale opportunities are shared with the Job Developer network across the London Economic region but also can be shared with over 300 employment offices and partners cross the province to help secure labour required to maintain the economic vibrancy of the business. This holistic strategy has been recognized across the province as an innovative and best practice.
- SouthWestern Integrated Fibre Technology (SWIFT)



- Established through the Western Ontario Wardens' Caucus, SWIFT is in process of leveraging ~\$18M in municipal partner funding to deliver ~\$209 Million in direct capital infrastructure investment in broadband service small urban/rural Southwestern Ontario. The SWIFT project delivery model is a best practice funded through a funding partnership between Federal, Provincial, Municipal (20) and the Private Sector partners. To date, Oxford has committed in excess of \$3, 1 Million to this initiative.
- Future Oxford Legacy Fund
 - Administered through Community Futures Oxford, the Legacy Fund \$175,000 in loans (leveraged to ~\$2.1 Million) and \$7,000 grants (Leveraged to \$55,000)
 - Trust is essential to working together and this is true for the Economic Development field as well. While there is a competitive aspect to attracting investment, each municipality is not worried about others in the County stealing investment and this is best described as “co-competition”. In Ingersoll it is built into the Economic Development Officer’s job description to share investment opportunities with other municipalities in the County if it is not suitable for Ingersoll. Other municipalities share investment leads when not able to accommodate within their own municipality, although it is not included in a formal agreement

Weaknesses

- None identified

Opportunities

- In Ingersoll it is built into the Economic Development Officer’s job description to share investment with other municipalities in the County if it is not suitable for Ingersoll. Other municipalities share investment leads when not able to accommodate within their own municipality, although it is not included in a formal agreement. Each local municipality may want to formalize a policy to share investment leads if not suitable for their own municipality.



Threats

- Main challenge for the R.O.E.D.C. is the breadth of their role with limited staff resources.
- Over the next 6 months, Oxford Workforce Development Partnership will be looking to fill approximately 2,000 positions, mainly in transportation and manufacturing sectors.
- Retention of employees in the County.

3.2.27.3 Recommendations and Financial Impact

Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
1. Policy to Share Investment Leads	Each local municipality may pass a policy to share investment leads with other municipalities in the County when not suitable for their municipality.	Increased Level of Service through risk management	Cost Neutral	All



3.2.28 Forestry and Woodlands Conservation

3.2.28.1 Overview

Municipalities Providing Forestry and Woodlands Conservation Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
✓	✓	✓	✓	✓	✓	✓	✓	✓

Woodlands

Woodlands Conservation allows for the management of the lands and forests in Oxford County in order to protect the natural environment, public health, water sources, and natural resources of the County.

The County administers the Woodlands Conservation By-law. This identifies woodlands and sets out definitions for the purpose of protecting trees. It also identifies tree species to be protected, sets out the requirements for obtaining permits to harvest trees and outlines the provisions regarding enforcement and penalties.

Woodstock is responsible for woodlands in their municipality, whereas all other woodlands are the responsibility of the County.

Forestry

The County's managed forests and forested lands are operated and managed by the County, in addition to trees within the County road Right-Of-Way.

Area municipalities manage woodlots, park trees, and street trees within their ownership. The following provides a summary of the departments responsible for street trees, parks trees, and woodlots in each respective municipality:

Municipality	Street Trees	Park Trees	Woodlands
Oxford County	Public Works	N/A	Public Works
Blandford-Blenheim	Public Works	Parks	N/A
East Zorra-Tavistock	Public Works	Public Works	N/A
Ingersoll	Public Works	Parks	N/A



Municipality	Street Trees	Park Trees	Woodlands
Norwich	Public Works	Parks	N/A
South-West Oxford	Public Works	Parks	N/A
Tillsonburg	Public Works/ Hydro	Parks	N/A
Woodstock	Parks	Parks	Parks
Zorra	Public Works	Parks	N/A

Noxious Weeds

The County also provides weed control via a by-law appointed weed inspector. This inspector's duties are to inspect properties and order the destruction of noxious weeds. The County has appointed one Weed Inspector to carry out these duties. In 2014, the County provided public notice of noxious weeds and requested residents to destroy all noxious weeds on their property.

Service Profile Reference: Page A-244

3.2.28.2 SWOT Analysis

Strengths

- Tree planting in many parts of the County is provided by Stewardship Oxford, which is a non-profit organization in the County. Through the FutureOxford partnership, a goal of planting 10,000 each year has been set. Additionally, some tree planting is undertaken by the local Conservation Authorities. By utilizing non-profit organizations in the community to plant trees, this is an efficient way to grow the forest in Oxford.
- The County is in the process of restoring 600 acres of wetlands (i.e. Hodges Pond and Upper Thames (Beachville)) through various partnerships with Ducks Unlimited Canada, Upper Thames River Conservation Authority, Stewardship Oxford, Ministry of Natural Resources and Forestry, etc.
- Woodstock and Zorra offer memorial tree planting programs which are administered through local funeral homes. Residents may pay to have a tree planted which includes a plaque dedication.



- Tree maintenance activities in each municipality are deployed by with Parks or Public Works depending on the most efficient allocation of resources in each case.

Weaknesses

- No perceived weaknesses to the delivery of this service

Opportunities

- There are some opportunities for joint training programs for new staff and summer students (e.g. chainsaw training, safety, etc.).

Threats

- No perceived threats to the delivery of this service

3.2.28.3 Recommendations and Financial Impact

Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
1. Joint Training	Municipalities should review opportunities to provide joint training of new staff to decrease duplication of effort. Currently offered, should explore for further cooperation.	Increased Level of Service through reduced staff time	Cost Neutral	All municipalities



3.2.29 Ambulance

3.2.29.1 Overview

Municipalities Providing Ambulance Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
✓								

Ambulance services are an integral aspect of the health care system that respond to residents in need of immediate medical attention. In Oxford County, the County manages the ambulance services. They oversee the fleet and paramedics that provide ambulance services. The number of full time equivalent (F.T.E.) positions has increased for paramedic services. In 2018 there were 58 F.T.E. and 44 part time equivalent (P.T.E.) positions.

The County Asset Management Plan provides information that is used to prepare the five- and ten-year capital forecasts. The County, as the owner of all of the ambulance assets, maintains an inventory of the assets. The assets listed by the County are assessed for replacement based on age and includes an annual requirement that is incorporated into the annual budget process.

The paramedic services budget is financed through provincial government funding, sale of equipment, project revenue, service recovery fees, and income from development charges. The budget is led by Council's strategic plan priorities. A 10-year Comprehensive Master Plan for Paramedic Services was completed in 2018 and recommendations for enhancement to service delivery level adopted by Council. The service level increases were approved to be phased in over 2018 and 2019 budget years.

Service Profile Reference: Page A-28

3.2.29.2 SWOT Analysis

Strengths

- Single dispatch system



Weaknesses

- Lack of consistent system for notification of road closures

Opportunities

- Joint ambulance station/fire hall opportunities

Threats

- Provincial legislation changes

3.2.29.3 Recommendations and Financial Impact

Recommendation	Discussion	Decreased Costs or Increased Level of Service	Anticipated Financial Impact	Benefiting Municipalities
1. Common System for notifications	A County-wide system should be implemented for service disruptions (road closures, watermain breaks, etc.)	Increased Level of Service	Cost to implement - \$75,000 (across multiple services). Operational savings will be in time not dollars	All
2. Joint Ambulance/Fire Hall	Consideration should be given to joint ambulance/fire stations for any new build situations	Decreased costs	No immediate financial impact. Should be reviewed when new stations required.	All local municipalities

Chapter 4

Recommendations

4. Observations and Commentary

The following provides for a high-level summary of the detailed recommendations provided in Chapter 3. The observations and commentary are summarized as follows:

- Recommendations related to cost savings;
- Recommendations related to enhancing service levels; and
- Other recommendations.

The recommendations are summarized by service and include a description of the general theme of the recommendations as well as the anticipated financial impacts, where applicable. The following assumptions are noted:

- 1) Cost estimates are provided in 2018\$;
- 2) Implementation, timing, and staging will impact the timing of when savings may materialize;
- 3) Savings/costs may vary depending upon final implementation of the item; and
- 4) Savings and costs are summarized in total for benefiting municipalities and hence will vary by individual municipality.

4.1 Recommendations Related to Cost Savings

Table 4-1 provides a summary of the detailed recommendations that are anticipated to provide cost savings for the municipalities. The total anticipated annual cost savings may range from \$97,500 to \$853,000. As well, total one-time cost savings for “joint purchase of IT services” will subsequently be determined based upon review of each municipality’s needs and savings will vary for each municipality. In certain instances, potential additional cost savings have been noted, however, quantification will be realized through further review by staff as per the recommendations.

4.2 Recommendations Related to Enhancing Service Levels

Table 4-2 provides a summary of the detailed recommendations that are anticipated to enhance service levels for the municipalities. The total anticipated annual cost increases may range from \$380,000 to \$1,500,000. Additionally, the total one-time costs range from \$75,000 to \$100,000. In certain instances, additional study/review has



been identified and this further review will quantify potential further increases to service levels and any associated costs.

4.3 Other Recommendations

Table 4-3 provides a summary of the remaining detailed recommendations. These recommendations are related to policy matters, mitigating risks, and matters for further review.

Table 4-1
Oxford County Municipalities
Summary of Cost Saving Recommendations

Service	Recommendations Summary	Annual Cost Savings	One-time Cost Savings	Benefiting Municipalities
Animal Control	Joint contract tender	\$1,500 to \$7,500		All local municipalities
Tax Collections	Reduction in arrears mailing frequency	\$500 to \$6,300		All local municipalities
Police	Consolidation of Police Boards	\$3,000 to \$83,000		Blandford-Blenheim, East Zorra-Tavistock, Ingersoll, Norwich, and Tillsonburg
Building Services, Chief Building Officials, and Property Standards	Joint Purchase of IT Services to integrate Building and Finance software		To be determined upon review of IT needs	All local municipalities
Emergency Management	Additional coordination and assistance from County resource to eliminate duplication of effort	\$0 to \$1,200		All local municipalities
Roads, Bridges, Culverts, Active Transportation, and Structures	Undertake detailed review of service provision for operations, other studies, and formalization of service agreements	\$50,000 to \$150,000		All municipalities
Wastewater	Development of capital plan for optimization	Exact amount may vary based on outcomes of further study		County
Water/Wastewater Asset Management, Capital Programming, Financing, and Billing	Review option for single billing provider	\$0 to \$10,000		All municipalities
Solid Waste Management	Combined contracts and alignment of large item collection	\$0 to \$220,000		All municipalities
Municipal Drains	Reduce time spent on doing locates	\$2,500 to \$5,000		Blandford-Blenheim, East Zorra-Tavistock, Norwich, SouthWest Oxford, and Zorra
Cemeteries	Coordinated purchasing	To be assessed by individual municipality		Blandford-Blenheim, Ingersoll, Norwich, SouthWest Oxford, Tillsonburg, and Zorra
Parks and Recreation	Coordinated purchasing and user fee/cost recovery analysis	\$40,000 to \$330,000		All local municipalities
Trails	Sharing of specialized maintenance equipment	\$0 to \$40,000		All municipalities
Land-use Planning	Consolidation of Public Meetings	May vary by municipality		All municipalities
Ambulance and Fire	Coordination of ambulance/fire space	No immediate financial impact but should be reviewed when new stations required		All local municipalities
Total		\$97,500 to \$853,000		



Table 4-2
Oxford County Municipalities
Summary of Enhanced Service Level Recommendations

Service	Recommendations Summary	Annual Cost	One-time Cost	Benefiting Municipalities
Fire, Police, Ambulance, Emergency Management, Roads, Water and Wastewater	Common system for notifications	\$75,000		All municipalities
Administration	Standardize procurement process, addition of staff, and County-wide VOIP system	\$160,000 to \$210,000		All municipalities
Municipal Licencing	Standardization of fees	Cost Neutral		All local municipalities
Fire	Additional fire inspectors	\$80,000 to \$480,000		Blandford-Blenheim, East Zorra-Tavistock, Norwich, SouthWest Oxford, and Zorra
Building Services, Chief Building Officials, and Property Standards	Quarterly chapter meetings, shared IT personnel, and AMANDA Implementation	Cost Neutral		All municipalities
Emergency Management	Clarification of County Emergency Management Coordinator role	Cost Neutral		County
Roads, Bridges, Culverts, Active Transportation, and Structures	Standardized boundary road agreement and transportation master plan		\$75,000 to \$100,000	All municipalities
Transit	Coordinated funding applications and enhance desirability of transit	Cost Neutral		Ingersoll, Tilsburg, and Woodstock
Water	Development of procedure for changes to water system	Cost Neutral		All municipalities
Stormwater Management Ponds	Joint stormwater management pond maintenance program	Cost Neutral		Blandford-Blenheim, Ingersoll, and Zorra
Solid Waste Management	Encouragement of backyard composting	Cost Neutral		All municipalities
Municipal Drains	Full-time drainage superintendent	Cost Neutral*		Blandford-Blenheim, East Zorra-Tavistock, Norwich, SouthWest Oxford, and Zorra
Cemeteries	Develop working group and establish contingency reserve	Reserve transfers to be assessed by individual municipality		Blandford-Blenheim, Ingersoll, Norwich, SouthWest Oxford, Tilsburg, and Zorra
Parks and Recreation	Additional staff positions, further study, establishment of a working group, and coordination of program schedules.	\$0 to \$275,000		All municipalities
Libraries	Integrated systems between the County and Woodstock, coordinated purchasing, inventory current staff and strategically recruit, and utilization of technologies.	\$0 to \$10,000		All municipalities
Cultural Service	Utilize facilities as community space, collaborate with neighbouring municipalities, and create links with economic development and tourism	Cost Neutral		All municipalities
Trails	Review existing agreements, coordinate promotion and development of trails, formalize maintenance standards across the County, and share equipment	Cost Neutral		All municipalities
Land-use Planning	Addition of Planning Coordinators, Revisions to policies, and water/wastewater approval authority to local municipalities	\$65,000 to \$450,000		All municipalities
Economic Development	Establishment of policy to share investment leads	Cost Neutral		All municipalities
Forestry and Woodlands Conservation	Joint training of staff	Cost Neutral		All municipalities
Total		\$380,000 to \$1,500,000	\$75,000 to \$100,000	

*Note: drainage superintendent positions are funded through Provincial grants and are able to be charged back to the property owner



Table 4-3
Oxford County Municipalities
Other Recommendations

Service	Recommendations Summary	Benefiting Municipalities
Development Charges	Continued coordination as opportunities arise	All municipalities (except Woodstock)
Debt Financing	Review process for acquiring financing	All municipalities
Municipal Licencing	Include higher fees for non-residents	All local municipalities
Tax Policy	Create a formal policy for cooperation and coordination	All municipalities
Airport	Develop long-term plan and review economic benefit through study	Tillsonburg
Land-use Planning	Update County planning by-laws for risk mitigation	County

5. Conclusion and Next Steps

5.1 Concluding Observations

This study's purpose was to review service delivery in the County and provide recommendations with respect to reducing costs of providing the services or enhancing service levels while minimizing costs.

Throughout the review, it was clear that the County and local municipalities have established a culture of cooperation and integration that has served to create efficiencies in providing services to the residents of the County. There are numerous examples that include coordinated purchasing, joint tenders, and sharing of staff and resources.

The recommendations in this study are based on numerous meetings and discussions with staff from all municipalities and across all service lines. The input from staff was integral in preparing the recommendations. The recommendations provided in Chapter 3 will be presented to Council for their review and consideration. These recommendations build upon the cooperation already established in the County and seek to provide residents with municipal services as efficiently and effectively as possible.

5.2 Next Steps

Each local area municipal Council and County Council will receive this report for their review and consideration. Upon review and consideration of the report, the CAOs of each municipality and their respective Councils may wish to prepare an implementation plan that organizes the recommendations into immediate, short-term, and longer-term recommendations that may be considered upon accordingly. Where identified that further review and/or study is required, the area municipalities and the County may wish to begin undertaking those reviews in the shorter-term.



Appendix A Municipal and Service Profiles



Appendix A: Municipal and Service Profiles

Municipal Profiles

Oxford County

Municipal Data

Municipal Data Schedule 2 of FIR	Municipal Data 1 (#)	Data Source 2 (List)
Households	47,037	M P A C
Population	89,404	M P A C
Youth Population	8,115	Stats Can

Building Permit Information

Municipal Data Schedule 80A of FIR	Number of Building Permits 1 #	Total Value of Building Permits 2 \$
4. Building permit information - Total of all area municipalities		
Residential properties	1,554	186,800,837
Multi-Residential properties	78	88,219,050
All other property classes	594	164,248,708
Subtotal	2,226	439,268,595

Note: This table reflects the total permit information for all area municipalities

Staffing Overview

Municipal Data Schedule 80A of FIR	Full-Time Funded Positions 1 #	Part-Time Funded Positions 2 #	Seasonal Employees 3 #
Municipal workforce profile			
Employees of the Municipality			
Administration	63.00	4.00	-
Public Works	120.00	5.00	11.00
Ambulance (Uniformed)	58.00	44.00	-
Homes for the Aged	112.00	195.00	-
Other Social Services	41.00	4.00	-
Libraries	16.00	44.00	-
Planning	13.00	1.00	-
Total	423.00	297.00	11.00

Note: 49% of the full-time positions, 74% of the part-time positions, and 100% of the seasonal positions are covered by a Collective Agreement

Municipal Data Schedule 80A of FIR	Full-Time Funded Positions 1 #	Part-Time Funded Positions 2 #	Seasonal Employees 3 #
Municipal workforce profile			
Employees of Joint Local Boards			
Health Services	45.92	1.12	7.84
Total	45.92	1.12	7.84



Alternative Service Delivery Arrangements

Municipal service Schedule 80B of FIR 1 Alternate service delivery arrangements	S40 Functional Heading 3 LIST	S40 Line Number 2	Statement of Operations: Expenses 4 \$	Comments 5
Child care operations	Child care	1230	3,521,760	Private Industry
Solid Waste Operations	Solid waste collection	0840	2,568,735	City of Woodstock
Child care operations	Child care	1230	2,562,986	Private Industry
Solid Waste Operations	Solid waste collection	0840	2,529,099	Private Industry
Water, Wastewater Operations	Environmental Services	0899	1,841,335	City of Woodstock
Property Assessment	Corporate Management	0250	1,631,807	MPAC
Child care operations	Child care	1230	1,287,080	Private Industry
Water, Wastewater Operations	Environmental Services	0899	1,245,268	Town of Tillsonburg
Billing & Collections - water & sewer	Environmental Services	0899	1,126,968	ERTH
Housing	Non-Profit/Cooperative Housing	1420	600,139	Private Industry

Consolidated Joint Local Boards

Proportionately Consolidated

Name of Board or Entity Schedule 80C of FIR 1	Board Description 3 LIST	Board Code 2	Proportion of Total M unic. Contributions Consolidated 4 %	M unicipality's Share of Total Contributions 5 \$	M unicipality's Share of Total Fee Revenues 6 \$
Oxford Elgin St Thomas Public Health	Health Board (Unit), Medical Centre	1001	56%	1,465,749	1,465,749



Blandford-Blenheim

2018 FIR Data

Municipal Data Schedule 2 of FIR	Municipal Data 1 (#)	Data Source 2 (List)
Households	2,817	MPAC
Population	7,399	MPAC
Youth Population	1,275	Stats Can

Building Permit Information

Municipal Data Schedule 80A of FIR	Number of Building Permits 1 #	Total Value of Building Permits 2 \$
Residential properties	86	9,826,921
Multi-Residential properties	3	220,000
All other property classes	35	5,496,860
Subtotal	124	15,543,781

Staffing Overview

Municipal Data Schedule 80A of FIR	Full-Time Funded Positions 1 #	Part-Time Funded Positions 2 #	Seasonal Employees 3 #
Administration	5.00	2.00	1.00
Fire (Uniformed)	1.00	1.00	-
Public Works	9.50	-	4.00
Parks and Recreation	4.50	4.00	8.00
Planning	2.00	-	-
Total	22.00	7.00	13.00



Alternate Service Delivery Arrangements

Municipal service Schedule 80B of FIR 1 Alternate service delivery arrangements	S40 Functional Heading 3 LIST	S40 Line Number 2	Statement of Operations: Expenses 4 \$	Comments 5
OPP CONTRACT	Police	0420	941856	
DISPATCH / FIRE AGREEMENTS	Fire	0410	60,587	

Consolidated Joint Local Boards

N/A



East-Zorra-Tavistock

2018 FIR Data

Municipal Data Schedule 2 of FIR	Municipal Data 1 (#)	Data Source 2 (List)
Households	2,907	M P A C
Population	6,044	M P A C
Youth Population	177	M P A C

Building Permit Information

Municipal Data Schedule 80A of FIR	Number of Building Permits 1 #	Total Value of Building Permits 2 \$
Residential properties	16	20,509,362
Multi-Residential properties	15	3,917,760
All other property classes	46	15,144,109
Subtotal	177	39,571,231

Staffing Overview

Municipal Data Schedule 80A of FIR	Full-Time Funded Positions 1 #	Part-Time Funded Positions 2 #	Seasonal Employees 3 #
Administration	9.00	3.00	-
Fire (Uniformed)	1.00	-	-
Fire (Civilian)	-	59.00	-
Public Works	6.00	-	-
Parks and Recreation	-	-	9.00
Other	-	14.00	-
Total	16.00	76.00	9.00



Alternate Service Delivery Arrangements

N/A

Consolidated Joint Local Boards

N/A



Ingersoll

2018 FIR Data

Municipal Data Schedule 2 of FIR	Municipal Data 1 (#)	Data Source 2 (List)
Households	5,495	MPAC
Population	12,597	MPAC
Youth Population	3,135	Stats Can

Building Permit Information

Municipal Data Schedule 80A of FIR	Number of Building Permits 1 #	Total Value of Building Permits 2 \$
Residential properties	160	14,150,619
Multi-Residential properties		
All other property classes	30	1,288,600
Subtotal	190	15,439,219

Staffing Overview

Municipal Data Schedule 80A of FIR	Full-Time Funded Positions 1 #	Part-Time Funded Positions 2 #	Seasonal Employees 3 #
Municipal workforce profile			
Employees of the Municipality			
Administration	12.00	1.00	-
Fire (Uniformed)	4.00	1.00	-
Public Works	20.00	-	-
Parks and Recreation	18.00	52.00	26.00
Other	2.00	34.00	-
Total	56.00	88.00	26.00

Note: 34% of the full-time positions are covered by a Collective Agreement

Municipal Data Schedule 80A of FIR	Full-Time Funded Positions 1 #	Part-Time Funded Positions 2 #	Seasonal Employees 3 #
Municipal workforce profile			
Employees of Joint Local Boards			
Health Services	3.00	-	-
Total	3.00	-	-



Alternate Service Delivery Arrangements

N/A

Consolidated Joint Local Boards

Proportionally Consolidated

Name of Board or Entity Schedule 80C of FIR	Board Description	Board Code	Proportion of Total Munic. Contributions Consolidated	Municipality's Share of Total Contributions	Municipality's Share of Total Fee Revenues
1	3	2	4	5	6
Consolidated Local boards including Joint local boards and all local entities set up by the municipality	LIST		%	\$	\$
Ingersoll Rural Cemetery Board	Cemetery Board	1002	88%	133,194	48,808



Norwich

2018 FIR Data

Municipal Data Schedule 2 of FIR	Municipal Data 1 (#)	Data Source 2 (List)
Households	3,895	M P A C
Population	11,001	M P A C
Youth Population	1,065	Stats Can

Building Permit Information

Municipal Data Schedule 80A of FIR Building permit information	Number of Building Permits 1 #	Total Value of Building Permits 2 \$
Residential properties	194	25,184,544
Multi-Residential properties	0	0
All other property classes	96	26,606,075
Subtotal	290	51,790,619

Staffing Overview

Municipal Data Schedule 80A of FIR Municipal workforce profile Employees of the Municipality	Full-Time Funded Positions 1 #	Part-Time Funded Positions 2 #	Seasonal Employees 3 #
Administration	8.00	-	-
Fire (Uniformed)	-	72.00	-
Fire (Civilian)	2.00	-	-
Public Works	12.00	-	2.00
Health Services	1.00	7.00	-
Parks and Recreation	7.00	13.00	11.00
Other	5.00	-	-
Total	35.00	92.00	13.00

Note: 40% of the full-time positions are covered by a Collective Agreement



Alternate Service Delivery Arrangements

N/A

Consolidated Joint Local Boards

N/A



South-West Oxford

2018 FIR Data

Municipal Data Schedule 2 of FIR	Municipal Data 1 (#)	Data Source 2 (List)
Households	3,138	MPAC
Population	7,664	Stats Can
Youth Population	665	Stats Can

Building Permit Information

Municipal Data Schedule 80A of FIR	Number of Building Permits 1 #	Total Value of Building Permits 2 \$
Residential properties	19	6,328,045
Multi-Residential properties	0	0
All other property classes	59	15,061,700
Subtotal	78	21,389,745

Staffing Overview

Municipal Data Schedule 80A of FIR	Full-Time Funded Positions 1 #	Part-Time Funded Positions 2 #	Seasonal Employees 3 #
Municipal workforce profile			
Employees of the Municipality			
Administration	9.00	-	-
Fire (Uniformed)	1.00	54.00	-
Public Works	11.00	-	-
Parks and Recreation	-	1.00	-
Total	21.00	55.00	-



Alternate Service Delivery Arrangements

N/A

Consolidated Joint Local Boards

N/A



Tillsonburg

2018 FIR Data

Municipal Data Schedule 2 of FIR	Municipal Data 1 (#)	Data Source 2 (List)
Households	7,532	MPAC
Population	16,000	Other
Youth Population	1,295	Stats Can

Building Permit Information

Municipal Data Schedule 80A of FIR	Number of Building Permits 1 #	Total Value of Building Permits 2 \$
Residential properties	276	16,393,182
Multi-Residential properties	49	16,032,090
All other property classes	15	12,024,598
Subtotal	440	43,449,870

Staffing Overview

Municipal Data Schedule 80A of FIR	Full-Time Funded Positions 1 #	Part-Time Funded Positions 2 #	Seasonal Employees 3 #
Municipal workforce profile			
Employees of the Municipality			
Administration	22.00	-	-
Fire (Uniformed)	2.00	30.00	-
Public Works	14.00	-	5.00
Parks and Recreation	29.00	22.00	35.00
Other	46.00	12.00	11.00
Total	113.00	64.00	51.00



Alternate Service Delivery Arrangements

N/A

Consolidated Joint Local Boards

Proportionally Consolidated

Name of Board or Entity Schedule 80C of FIR	Board Description	Board Code	Proportion of Total Munic. Contributions Consolidated	Municipality's Share of Total Contributions	Municipality's Share of Total Fee Revenues
1	3	2	4	5	6
Consolidated Local boards including Joint local boards and all local entities set up by the municipality	LIST		%	\$	\$
BIA	Business Improvement Area	1805	100%	127,216	



Woodstock

2018 FIR Data

Municipal Data Schedule 2 of FIR	Municipal Data 1 (#)	Data Source 2 (List)
Households	17,976	MPAC
Population	40,902	MPAC
Youth Population	2,750	Stats Can

Building Permit Information

Municipal Data Schedule 80A of FIR	Number of Building Permits 1 #	Total Value of Building Permits 2 \$
4. Building permit information		
Residential properties	567	78,801,729
Multi-Residential properties	11	68,049,200
All other property classes	124	66,522,966
Subtotal	702	213,373,895

Staffing Overview

Municipal Data Schedule 80A of FIR	Full-Time Funded Positions 1 #	Part-Time Funded Positions 2 #	Seasonal Employees 3 #
Municipal workforce profile Employees of the Municipality			
Administration	27.00	1.00	1.00
Fire (Uniformed)	48.00	-	-
Fire (Civilian)	7.00	-	-
Police (Uniformed)	67.00	4.00	-
Police (Civilian)	23.00	12.00	1.00
Court Security (Uniformed)	1.00	-	-
Court Security (Civilian)	4.00	5.00	-
Transit	7.00	25.00	-
Public Works	80.00	-	38.00
Parks and Recreation	38.00	70.00	82.00
Libraries	13.00	19.00	3.00
Planning	6.00	-	4.00
Total	321.00	136.00	129.00



Alternate Service Delivery Arrangements

Municipal service Schedule 80B of FIR 1 Alternate service delivery arrangements	S40 Functional Heading 3 LIST	S40 Line Number 2	Statement of Operations: Expenses 4 \$	Comments 5
Paratransit dispatch & transport	Transit - Disabled & special needs	0632	842,506	Paratransit dispatch & transportation
Street tree maintenance	Agriculture and reforestation	1840	249,146	Street tree maintenance
Marketing/Communication magazine	Program Support	0260	130,515	What's on Woodstock magazine
Sidewalk Repairs	Roadways - Traffic Operations & Roadside	0614	114,041	Sidewalk repairs
Hydro Locates for Street Light installation	Street lighting	0650	95,978	Street light improvements
Pittcock Lake shoreline maintenance	Parks	1610	95,000	Mtce of south shore of lake
Pavement Repairs	Roads - Paved	0611	84,006	Crack sealing
Engineering Consulting	Other: Transportation	0698	72,190	Roads study
Animal Control	Protective inspection and control	0440	65,119	Animal control services & facilities
Snow Removal - contracts	Winter Control - Except sidewalks, Parking Lots	0621	60,876	Snow Removal

Consolidated Joint Local Boards

Proportionally Consolidated



Zorra

2018 FIR Data

Municipal Data Schedule 2 of FIR	Municipal Data 1 (#)	Data Source 2 (List)
Households	3,430	Municipal
Population	7,788	Stats Can
Youth Population	350	M P A C

Building Permit Information

Municipal Data Schedule 80A of FIR	Number of Building Permits 1 #	Total Value of Building Permits 2 \$
Residential properties	136	16,606,435
Multi-Residential properties	0	0
All other property classes	89	22,103,800
Subtotal	225	38,710,235

Staffing Overview

Municipal Data Schedule 80A of FIR	Full-Time Funded Positions 1 #	Part-Time Funded Positions 2 #	Seasonal Employees 3 #
Municipal workforce profile			
Employees of the Municipality			
Administration	9.00	-	-
Fire (Uniform)	1.00	62.00	-
Public Works	13.00	3.00	-
Parks and Recreation	7.00	2.00	27.00
Total	30.00	67.00	27.00



Alternate Service Delivery Arrangements

Municipal service Schedule 80B of FIR 1 Alternate service delivery arrangements	S40 Functional Heading 3 LIST	S40 Line Number 2	Statement of Operations: Expenses 4 \$	Comments 5
OPP Policing	Police	0420	1,65,392	
Fire Dispatch	Fire	0410	21077	
Animal Control	Protective inspection and control	0440	6,585	

Consolidated Joint Local Boards

N/A



Service Profiles

Table A-1
List of Services

Service	Lead Consultant	Service Profile	Service Analysis
General Government			
Administration	Watson	✓	✓
Animal Control	Watson	✓	✓
Development Charges	Watson	✓	✓
Debt Financing	Watson	✓	✓
Electric Utilities (Local Development Corp)	Watson	✓	
Municipal Elections	Watson	✓	
Municipal Licensing	Watson	✓	✓
Tax Collections	Watson	✓	✓
Tax Policy	Watson	✓	✓
Protection Services			
Fire	Dillon	✓	✓
Police	Watson	✓	✓
Court Services	Watson	✓	
Building Services and Chief Building Officials and Property Standards	Watson	✓	✓
Emergency Management	Dillon	✓	✓
Transportation Services			
Roads, Bridges, Culverts, Active Transportation, and Structures	Dillon	✓	✓
Transit	Dillon	✓	✓
Airports	Dillon	✓	✓
Environmental Services			
Wastewater (Municipal)	Dillon	✓	✓
Water (Municipal)	Dillon	✓	✓
Water/Wastewater Asset Management, Capital Programming, Financing and Billing	Dillon	✓	✓
Stormwater	Dillon	✓	✓
Solid Waste Management	Dillon	✓	✓
Municipal Drains	Dillon	✓	✓
Health Services			
Public Health	Watson	✓	
Ambulance	Dillon	✓	✓
Cemeteries	Dillon	✓	✓
Social and Family Services			
Social Assistance (Ontario Works)	Watson	✓	
Childcare (Early Years)	Watson	✓	
Social Housing			
Social and Supported Housing	Watson	✓	
Long-term Care Homes (senior services)	Watson	✓	
Recreation and Cultural Services			
Parks and Recreation	Monteith Brown	✓	✓
Libraries	Monteith Brown	✓	✓
Cultural Services (museums, arts galleries, and performing arts centres)	Monteith Brown	✓	✓
Trails	Monteith Brown	✓	✓
Planning and Development			
Land-use Planning	Watson	✓	✓
Economic Development	Watson	✓	✓
Forestry and Woodlands Conservation	Watson	✓	✓



Administration

Municipalities Providing Administration Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
✓	✓	✓	✓	✓	✓	✓	✓	✓

General Description

Administration encompasses the following functions. At the end of this profile, a table is included that provides if the service is provided by the municipality, shared between municipalities, or contracted out.

- Administrative oversight and management
- Municipal Budgets and Business Planning
- Financial Planning
- Asset Management
- Risk Management
- Freedom of Information
- Human Resources
- Communications
- Clerk and Council support
- IT support (County provides to five area municipalities)
- GIS mapping services
- Web services (provided to area municipalities on an as needed basis)
- Enterprise VoIP system
- Enterprise electronic document management system
- Enterprise property management system
- Collaborative procurement for multi-function photocopiers (County, Tillsonburg, Ingersoll, Woodstock)
- Legal Services

All area municipalities as well as the County carry out administrative functions within their respective jurisdictions.



Legislative Framework

The Municipal Act, 2001 is the main piece of legislation which governs the administration and government of municipalities. The act outlines requirements for municipalities relating to practices and procedures, finance, accountability, etc.

Asset Management Plans are guided by the Infrastructure for Jobs and Prosperity Act (I.J.P.A.) which was passed by the province in 2015. This legislation, over time, will require municipalities to undertake and implement asset management plans for all infrastructure they own. There are certain transitional provisions with a three phased approach which requires municipalities to prepare an asset management policy by 2019, asset management plans for core assets by 2021, and asset management plans for all assets by 2023. Asset management plans are required to have an inventory of assets, current levels of services, costs to maintain levels of service and lifecycle management and financial strategy.

Level of Service

N/A

Expenditure (Operating) Information

Schedule 40 - Expenses												
	Salaries, Wages and Employee Benefits	Interest on Long Term Debt	Materials	Contracted Services	Rents and Financial Expenses	External Transfers	Amortization	Total Expenses Before Adjustments	Interfunctional Adjustments	Allocation of Program Support	Total Expenses After Adjustments	Total Expenses Before Adjustments Per Capita
County	\$6,748,870	\$250,581	\$8,843,912	\$4,002,614	\$443,610	\$303,698	\$2,529,226	\$23,122,611	(\$13,742,870)	\$0	\$9,379,741	\$211
Blandford-Blenheim	\$572,405	\$0	\$302,098	\$87,700	\$9,694	\$0	\$41,177	\$1,013,074	\$0	\$0	\$1,013,074	\$137
East Zorra-Tavistock	\$728,915	\$0	\$375,195	\$0	\$10,972	\$762	\$11,173	\$1,127,017	\$0	\$0	\$1,127,017	\$186
Ingersoll	\$1,406,787	\$14,108	\$627,309	\$556,871	\$7,024	\$0	\$163,887	\$2,775,986	\$0	(\$667,460)	\$2,108,526	\$220
Norwich	\$883,156	\$0	\$385,178	\$47,431	\$10,281	\$0	\$86,795	\$1,412,841	\$0	(\$791,641)	\$621,200	\$128
South-West Oxford	\$664,202	\$0	\$269,553	\$58,618	\$3,041	\$15,848	\$11,501	\$1,022,763	\$0	\$0	\$1,022,763	\$133
Tilsonburg	\$2,317,488	\$67,743	\$323,917	\$609,058	\$193,446	\$0	\$607,158	\$4,118,810	(\$1,131,281)	\$0	\$2,987,529	\$257
Woodstock	\$3,105,503	\$0	\$1,610,652	\$306,487	\$11,187	\$1,842,336	\$198,768	\$7,074,933	\$0	(\$3,307,440)	\$3,767,493	\$173
Zorra	\$688,061	\$0	\$350,891	\$0	\$1,935	\$0	\$11,893	\$1,052,780	\$0	\$0	\$1,052,780	\$135
Total	\$17,115,387	\$332,432	\$13,088,705	\$5,668,779	\$691,190	\$2,162,644	\$3,661,678	\$42,720,815	-\$14,874,151	-\$4,766,541	\$23,080,123	

Source: 2018 FIR Schedule 40

Note: Costs above include Governance, Corporate Management and Program Support

Note: variations in F.I.R. data between municipalities are discussed in section 1.2



Revenue (Operating) Information

Schedule 12 - Revenues									
	Ontario Conditional Grants	Canada Conditional Grants	Other Municipalities	User Fees and Service Charges	Ontario Grants - Tangible Capital Assets	Canada Grants - Tangible Capital Assets	Other Municipalities - Tangible Capital Assets	Revenues per Capita	Percentage of Expense Recovery from User Fees and Service Charges
County	\$80,736	\$0	\$0	\$661,349	\$0	\$0	\$0	\$7	3%
Blandford-Blenheim	\$42,802	\$0	\$0	\$35,081	\$0	\$0	\$0	\$11	3%
East Zorra-Tavistock	\$0	\$0	\$115,771	\$92,881	\$0	\$0	\$0	\$35	8%
Ingersoll	\$0	\$0	\$84,973	\$67,961	\$0	\$0	\$0	\$12	2%
Norwich	\$0	\$0	\$0	\$23,276	\$0	\$0	\$0	\$2	2%
South-West Oxford	\$0	\$0	\$0	\$22,284	\$13,552	\$0	\$0	\$5	2%
Tillsonburg	\$144,671	\$300	\$0	\$426,006	\$0	\$0	\$0	\$36	10%
Woodstock	\$0	\$2,500	\$0	\$246,520	\$0	\$0	\$0	\$6	3%
Zorra	\$44,152	\$0	\$9,084	\$17,990	\$0	\$0	\$0	\$9	2%
Total	\$312,361	\$2,800	\$209,828	\$1,593,348	\$13,552	\$0	\$0		

Source: 2018 FIR Schedule 12

Note: Revenues above include General Government

Note: variations in F.I.R. data between municipalities are discussed in section 1.2

Staffing/Resources

Municipality	Staffing
Oxford County	63 FT employees, 4 PT employees
Blandford-Blenheim	5 FT employees, 2 PT employees, 1 seasonal employee
East-Zorra Tavistock	8 FT employees, 2 PT employees
Ingersoll	11 FT employees, 1 PT employee
Norwich	8 FT employees
South-west Oxford	7 FT employees
Tillsonburg	19 FT employees
Woodstock	27 FT employees, 1 PT employees, 1 seasonal employee
Zorra	6.5 FT employees

Contracted Services

Municipality	Contracted Services
Oxford County	No contracted services
Blandford-Blenheim	No contracted Services
East-Zorra Tavistock	No contracted services
Ingersoll	No contracted services
Norwich	Contracts out IT services to County of Oxford, payroll services (internal data input, offsite EFT production, Revenue Canada remittance etc.), office cleaning for all facilities
South-west Oxford	Contracts out IT services to County of Oxford
Tillsonburg	Contracts out legal, audit, banking, and insurance
Woodstock	No contracted services
Zorra	Contracts out IT services to County of Oxford and QCS systems



Union Contracts

No union contracts exist for this service for all municipalities.

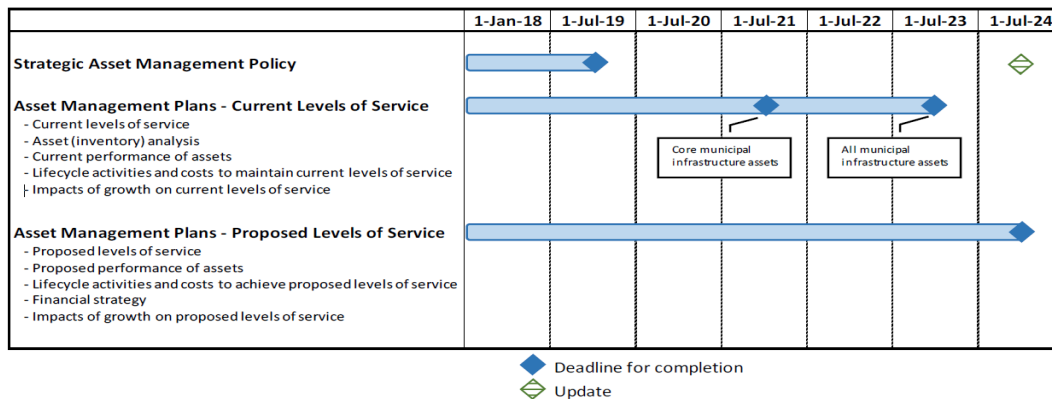
Assets

Summary of Assets by Municipality

Municipality	Assets
Oxford County	Administration Building, office furniture and computer equipment
Blandford-Blenheim	Administration Building & associated land, 2 vehicles
East-Zorra Tavistock	Administration Building and furniture and fixtures
Ingersoll	Town Centre, Equipment and Fleet
Norwich	Municipal Administration Office
South-west Oxford	Municipal Office, Computer Equipment
Tillsonburg	Rented corporate offices and Town's customer care centre
Woodstock	City Hall
Zorra	Township Office, Township shed, parking lot, computer equipment

Asset Management Plan and Capital Budget Policies

On June 4, 2015, the Province of Ontario passed the I.J.P.A. which, over time, will require municipalities to undertake and implement asset management plans for all infrastructure they own. On December 27, 2017, the Province released Ontario Regulation 588/17 under the I.J.P.A. which has three phases that municipalities must meet:



Every municipality in Ontario will have to prepare a strategic asset management policy by July 1, 2019. Municipalities will be required to review their strategic asset



management policies at least every five years and make updates as necessary. The subsequent phases are as follows:

- Phase 1 – Asset Management Plan (by July 1, 2021):
 - For core assets, municipalities must have the following:
 - Inventory of assets;
 - Current levels of service measured by standard metrics; and
 - Costs to maintain levels of service.
- Phase 2 – Asset Management Plan (by July 1, 2023):
 - Same steps as Phase 1 but for all assets.
- Phase 3 – Asset Management Plan (by July 1, 2024):
 - Builds on Phase 1 and 2 by adding:
 - Proposed levels of service; and
 - Lifecycle management and financial strategy.

As a result, all municipalities in the County are working towards these required guidelines and timelines for asset management planning.

With respect to incorporation of this information into the capital budgeting process, the following table provides a summary of what information each municipality currently tracks, and how it gets incorporated into the capital budget:

Municipality	Detailed Inventory for Core Assets	Detailed Inventory for All Assets	Replacement Cost vs. Historical Cost	Lifecycle Incorporated into Capital Budget
Oxford County	✓	✓	Replacement	Directly incorporated
Blandford-Blenheim	✓	✓	Replacement	Used as indicator for staff to review
East Zorra-Tavistock	✓	✓	Historical	Not currently, however, it will be going forward
Ingersoll	✓	✓	Replacement	Directly incorporated
Norwich	✓	✓	Replacement	Directly incorporated
South West Oxford	✓	✓	Replacement	Used as indicator for staff to review
Tillsonburg	✓	✓	Replacement	Not currently, however, it will be going forward
Woodstock	✓	✓	Replacement	Directly incorporated
Zorra	✓	✓	Replacement	Directly incorporated

In addition to the above information, the following is noted:

Municipality	Asset Management and Capital Budget Additional Notes
Oxford County	<ul style="list-style-type: none"> - Both age based and condition-based assessments are used when determining useful life. - The County has a 20-year planning horizon with a 10-year detailed capital plan. This detailed plan is adjusted on an annual basis when i.e. assets deteriorate faster than predicted in the A.M.P.



Municipality	Asset Management and Capital Budget Additional Notes
Blandford-Blenheim	<ul style="list-style-type: none"> - Asset inventory is provided to all department heads during the capital budgeting process. - This age-based assessment of the inventory is used to guide the discussions for capital budgeting to determine what needs replacements. - Department heads can choose to defer scheduled replacements if the asset is still in good condition.
East-Zorra Tavistock	<ul style="list-style-type: none"> - The current capital budget is created on a needs basis, whereby senior staff determine replacement needs annually - The asset management plan has not been used in the capital budgeting process, however, going forward, it is intended that the asset management data will be used in the budgeting process.
Ingersoll	<ul style="list-style-type: none"> - The detailed asset inventory listing for all services is linked to the capital budgeting process. This inventory listing helps guide the capital budgeting process.
Norwich	<ul style="list-style-type: none"> - The asset management plan is based on age-based assessments. - The capital budget and the asset management plan are fully integrated. The plans in the A.M.P. get pulled forward into the capital budget for replacements. - Certain items such as building related components are replaced on an ad-hoc basis. Each year, discussions are held with departments to determine what components need replacement. Money is set aside into reserves on an annual basis for these projects.
South-West Oxford	<ul style="list-style-type: none"> - Asset inventory for all assets exists and replacement is based on useful lives. - A 20-year forecast is used for capital budgeting. Money is put into reserves for replacement needs.
Tillsonburg	<ul style="list-style-type: none"> - A detailed inventory listing is available for all assets, which includes age, in-service date, condition assessment, etc. - The asset management plan is not currently integrated into the capital plan but is being implemented into future budget processes.
Woodstock	<ul style="list-style-type: none"> - The City has a dedicated employee for asset management, who works with all departments on this process. - The inventory listing tracks useful lives, which provides the basis for replacement needs. - The capital program has a section for municipal buildings to address replacements and expansions.
Zorra	<ul style="list-style-type: none"> - The budget is updated on an annual basis and extends out 10 years.

Best Practices

- Oxford County will coordinate projects with area municipalities. For example, linear projects will be coordinated with roads projects, where possible.
- Regular meetings across the County related to asset management planning to coordinate efforts in planning projects.
- Area municipalities utilize the expert knowledge of County IT staff, when needed.



Provision of Administrative Functions by Municipality

Administration Functions	Oxford County			Blandford-Blenheim			East Zorra-Tavistock			Ingersoll			Norwich		
	Standalone	Shared	Contracted	Standalone	Shared	Contracted	Standalone	Shared	Contracted	Standalone	Shared	Contracted	Standalone	Shared	Contracted
Administrative oversight and management	✓			✓			✓			✓			✓		
Municipal Budgets and Business Planning	✓			✓			✓			✓			✓		
Financial Planning	✓			✓			✓			✓			✓		
Asset Management	✓			✓			✓			✓			✓		
Risk Management	✓			✓			✓			✓			✓		
Freedom of Information	✓			✓			✓			✓			✓		
Human Resources	✓			✓			✓			✓			✓		
Communications	✓			✓			✓			✓			✓		
Clerk and Council support	✓			✓			✓			✓			✓		
IT support (County provides to five area municipalities)	✓					County		County		✓					✓
GIS mapping services	✓					County		County		✓					✓
Web services (provided to area municipalities on an as needed basis)	✓					County		County				✓		✓	
Enterprise VoIP system	✓							County			✓			n/a	
Enterprise electronic document management system	✓						✓				✓			✓	
Enterprise property management system	✓							County		✓				✓	
Collaborative procurement for multi-function photocopiers		✓		✓			✓			✓			✓		
Legal Services			✓			✓	✓					✓			✓

Administration Functions	South West Oxford			Tillsonburg			Woodstock			Zorra		
	Standalone	Shared	Contracted	Standalone	Shared	Contracted	Standalone	Shared	Contracted	Standalone	Shared	Contracted
Administrative oversight and management	✓			✓			✓			✓		
Municipal Budgets and Business Planning	✓			✓			✓			✓		
Financial Planning	✓			✓			✓			✓		
Asset Management	✓			✓			✓			✓		
Risk Management	✓		✓	✓			✓			✓		
Freedom of Information	✓			✓			✓			✓		
Human Resources	✓		✓	✓			✓			✓		
Communications	✓			✓			✓			✓		
Clerk and Council support	✓			✓			✓			✓		
IT support (County provides to five area municipalities)		✓			✓		✓					✓
GIS mapping services		✓		✓				✓			✓	
Web services (provided to area municipalities on an as needed basis)		✓		✓			✓				✓	
Enterprise VoIP system		✓			✓		✓				✓	
Enterprise electronic document management system		✓			✓		✓				✓	
Enterprise property management system	✓				✓			✓		✓		
Collaborative procurement for multi-function photocopiers	✓				✓			✓		✓		
Legal Services			✓			✓	✓					✓



Animal Control

Municipalities Providing Animal Control Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
	✓	✓	✓	✓	✓	✓	✓	✓

General Description

Animal control services include pick-up of animals including nuisance wildlife, deceased animals, injured wildlife, etc.

Animal control is provided by all area municipalities through service contracts. The County is not responsible for delivering this service.

The area municipalities have animal control by-laws to provide for the licensing, regulation, and control of animals within the municipalities. The by-laws provide for Animal Control contractors to seize and impound any animals found at large.

Legislative Framework

The Municipal Act, 1990, authorizes a municipality to pass by-laws with respect to animal control. According to this legislation, a municipality may pass a by-law to regulate or prohibit animals with respect to the being at large or trespassing. Municipalities may seize and impound animals found at large or trespassing and may also sell impounded animals if they are not claimed within a reasonable time.

Level of Service

Some differences exist in service levels across the area municipalities. For example, the urban municipalities provide services to pick up cats, whereas most rural area municipalities do not provide this service. Alternatively, the rural municipalities may have other responsibilities such as coyotes and other forms of rural wildlife.



Operating Information

FIR information does not categorize animal control as its own category. The following animal control contract expenditure information has been collected from the municipalities' budgets. Other animal control expenditures have not been included as these expenditures are, in most cases, offset by licensing revenues.

Municipality	2018 Contract Expenditure
Blandford-Blenheim	\$12,500
East-Zorra Tavistock	\$12,000
Ingersoll	\$13,300
Norwich	\$13,500
South-West Oxford	\$14,000
Tillsonburg	\$12,584
Woodstock	\$66,000
Zorra	\$6,584

Source: Municipalities' 2018 Budgets

Note: Other animal control expenses offset by animal licensing revenue

Staffing/Resources

This service is administered by the Clerks departments in each municipality, except in Tillsonburg where this service is administered by the Building department. The role of administering this service is combined with other roles (i.e. part of the Clerk or Building Officials duties).

Contracted Services

Zorra contracts animal control services from Kismutt Rescue. All other municipalities contract animal control services from Hillside Kennels.

The structure of the contracts for all municipalities other than Woodstock is based on a minimum monthly payment and an additional per service fee for services performed in excess of the minimum payment. Woodstock does not have a minimum monthly charge.



Union Contracts

Not applicable

Assets

Not applicable as the service is contracted out. Municipalities do not have any assets for animal control.

Asset Management Plan/Practices

Not Applicable

Capital Budget Policies/Practices

Not Applicable

Best Practices

- Almost all municipalities utilize the same contract service provider
- Almost all municipalities have the same minimum monthly charge with a fee for service for work above the minimum. Woodstock have only a fee for service.
- Service provision is similar in all rural municipalities and similar in all urban municipalities and needs are met as required.



Development Charges

Municipalities Providing Development Charges								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
✓	✓	✓	✓	✓	✓	✓	✓	✓

General Description

Development Charges (D.C.s) are imposed to recover the capital costs associated with residential and non-residential growth within a municipality. These capital costs are in addition to what costs would normally be constructed as part of a subdivision (i.e. internal roads, sewers, watermains, roads, sidewalks, streetlights, etc.). D.C.s are imposed by all area municipalities as well as the County. D.C.s include the recovery for both essential and non-essential services.

Legislative Framework

Municipalities are empowered to impose D.C.s via the Development Charges Act (D.C.A.). This legislation sets out the methodology which must be used in calculating D.C.s, capital costs eligible for inclusion, which services are eligible for collection, mandatory exemptions, the public process to be followed for by-law adoption, uses of D.C.s, process for appeals and complaints, etc.

The D.C.A. first came into effect in 1989 with major amendments in 1997. These amendments introduced a number of service limitations, service standard restrictions, mandatory reductions and mandatory exemptions. Bill 73, passed in 2015 introduced further changes.

Further changes have been introduced as per Bill 108. These changes include the removal of the soft services from the D.C. and moves them to a Community Benefit Charge (C.B.C.). This new C.B.C. framework is included under the Planning Act.



Level of Service

D.C.s Collected by Service by Municipality

	Oxford County	Blandford-Blenheim	East Zorra Tavistock	Ingersoll	Norwich	South West Oxford	Tillsonburg	Woodstock	Zorra
Administration	✓	✓	✓	✓	✓	✓	✓	✓	✓
Airport							*		
Ambulance	✓								
Childcare	*								
Fire		✓	✓	✓	✓	✓	✓	✓	✓
Library	✓							✓	
Long-Term Care	*								
Parks and Recreation		✓	✓	✓	✓	✓	✓	✓	✓
P.O.A.	*								
Police		*	*	*	*	*	✓	✓	*
Public Health	*								
Roads and Related	✓	✓	✓	✓	✓	✓	✓	✓	✓
Social Housing	*								
Stormwater	*	*	*	*	*	*	*	*	*
Transit							*	✓	
Waste Diversion	✓			*				✓	
Water	✓								
Wastewater	✓								

Note:

✓	Municipality collects D.C.s for service
	Municipality does not provide service
*	Municipality provides service, but does not collect D.C.s

Expenditure (Operating) Information

Operating and Capital Expenditure Impacts for Future Capital Expenditures

	Annual Lifecycle Expenditures	Annual Operating Expenditures	Total Annual Expenditures
Oxford County	\$1,976,699	\$13,584,574	\$15,561,273
Blandford-Blenheim	\$152,760	\$413,293	\$566,053
East-Zorra Tavistock	\$175,876	\$467,573	\$643,449
Ingersoll	\$721,588	\$1,336,286	\$2,057,874
Norwich	\$247,398	\$1,017,276	\$1,264,674
South-West Oxford	\$44,132	\$339,865	\$383,997
Tillsonburg	\$847,294	\$2,081,301	\$2,928,595
Zorra	\$368,311	\$338,844	\$707,155
*Note information for Woodstock unavailable			

Source: 2019 D.C. Background Studies



Expenditure (Capital) Information

Growth Related D.C. Recoverable Costs Identified in D.C. Studies (2019\$)

	Residential	Non-Residential
Oxford County	\$48,968,476	\$15,004,251
Blandford-Blenheim	\$2,419,929	\$168,947
East-Zorra Tavistock	\$1,949,416	\$240,939
Ingersoll	\$2,141,125	\$823,809
Norwich	\$3,793,839	\$419,130
South-West Oxford	\$695,866	\$57,626
Tillsonburg	\$8,115,640	\$2,253,869
Woodstock	\$17,826,800	\$3,540,500
Zorra	\$902,067	\$63,035

*Note Woodstock's Recoverable amounts in 2018\$

Source: 2019 D.C. Background Studies, 2018 D.C. Background Study for Woodstock

Staffing/Resources

During the D.C. background study process, staff from finance, planning, building, clerks, and any service department that D.C.s are imposed for, would be required to take part in providing the necessary information required to undertake the study. The number of staff hours and time each spend on the study would vary by municipality.

Contracted Services

All municipal D.C. background studies and by-laws are contracted to a consulting firm.

Union Contracts

Not applicable

Assets

Not applicable.

Asset Management Plan/Practices

Asset management plan/practices are reviewed based on each municipality's individual plan/practices and incorporated into each background study as it relates to growth



related capital infrastructure being included in the D.C. calculations as per the requirement of the Development Charges Act.

Capital Budget Policies/Practices

Growth related capital included in the background studies would follow municipal capital budget policies and practices and may vary by municipality. Where forecast periods extend passed the capital budget forecast, master plans may identify capital needs that will be incorporated into the capital budget process in subsequent years.

Best Practices

- A joint RFP was issued by the County and all area municipalities (other than Woodstock) for the D.C. Background Study and by-law updates (Note: Woodstock completed their D.C. background study in the prior year). This allowed for a more coordinated approach to discuss and align D.C. policy and practices among the municipalities for ease of understanding and administration across the County. In addition, this collaboration results in savings in consultant fees for joint Steering Committee meetings, production of the studies and related by-laws, stakeholder engagement, communications support, and coordination in the timing of by-law effective dates.
- County shared planning services coordinated the growth forecast projections and other planning requirements for the purpose of the Development Charges studies.



Debt Financing

Municipalities Providing Debt Financing								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
✓	✓	✓	✓	✓	✓	✓	✓	✓

General Description

All Municipalities including the County utilize debt financing. The County is required to issue debentures for long-term debt. Short-term debt for cash flow loans can be acquired by area municipalities. Debt is issued either by a public debenture issue, an Infrastructure Ontario Loan, or financed by County surplus funds. The process in each case is a coordinated practice.

When a local municipality requires debt financing, the County is contacted. The County will then issue debt through Infrastructure Ontario (or a public issue). A by-law is passed both at the County level and at the local municipality level for the amount of the debt and the funds are passed down to the local municipality through the County. For repayment, the local municipality will provide the County with payments which are then sent to Infrastructure Ontario (or other source of funds).

For all area municipalities except Woodstock, there is no specific policy in place with respect to a threshold for debt issuance. In Woodstock, the City does not issue debt for projects less than \$100,000 (i.e. they would cash flow those projects from reserves). In all cases, municipalities first seek to fund projects from reserves, then rely on debentures when required.

The County has prepared its own a Debt Management Policy, Reserve Policy, and Long-term Sustainability Policy which provides guidelines for financing County capital. Generally, the County issues debt for County projects over a ten-year period. Debt is only issued for longer terms if it can be justified. The County does not restrict the area municipalities to their 10-year policy.



Legislative Framework

The Municipal Act, 2001 (Part XIII) and Regulation 403/02 sets out that municipalities may incur debt and issue debentures. It defines the types of debt, amount of debt and sets out the debt capacity limit. More specifically, section 401(3) states that “A lower-tier municipality in a regional municipality does not have the power to issue debentures”.

Level of Service

Municipalities in Ontario have a debt capacity limit, whereby they are not allowed to have annual debt charges that amount to more than 25% of their net annual revenues. The following provides a summary of net debt charges as a share of net annual revenues for each municipality in the County:

Debt Charges as a Percent of Net Annual Revenues by Municipality

Municipality	Net Debt Charges as % of Total Revenues
Blandford-Blenheim	4.0%
East-Zorra Tavistock	3.5%
Ingersoll	5.3%
Norwich	3.2%
Oxford County	5.8%
South-West Oxford	2.9%
Tillsonburg	7.6%
Woodstock	2.5%
Zorra	10.2%

Based on 2018 FIR

Debt Information (From FIR)

Municipality	Total Debt Charges for 2018	Annual Debt Repayment Limit	Total Debt Burden	Debt Issued for the Following Services:
Blandford-Blenheim	\$306,381	\$1,579,349	\$1,267,627	Recreation Facilities, Planning and Development
East-Zorra Tavistock	\$254,391	\$1,471,572	\$1,636,299	Roadways, Street Lighting, Rec Facilities, Planning
Ingersoll	\$901,158	\$4,253,082	\$4,094,506	Roadways, Street Lighting
Norwich	\$314,203	\$2,492,655	\$2,004,738	Protection Services, Street Lighting, Rec Facilities
Oxford County	\$7,596,844	\$32,518,142	\$96,219,677	General Government, Protection, Roadways, Wastewater, water, Health, Social and Family Services, Library
South-West Oxford	\$208,046	\$1,731,524	\$656,705	Street Lighting, Planning and Development
Tillsonburg	\$1,608,693	\$5,299,936	\$13,384,081	General Government, Protection, Roadways, Parking, Air Transportation, Recreation Facilities
Woodstock	\$1,699,842	\$17,155,733	\$15,549,938	Protection Services, Roadways, Waste Diversion, Parks, Recreation Facilities, Cultural Services, Planning and Development
Zorra	\$1,065,810	\$2,375,568	\$6,475,458	Protection Services, Roadways, Planning and Development



Staffing/Resources

Staffing resources are captured under administration.

Contracted Services

Not Applicable

Union Contracts

Not Applicable

Assets

Not Applicable

Asset Management Plan/Practices

Not applicable

Capital Budget Policies/Practices

Not applicable

Best Practices

- As the County is a Regional government under the legislation, the County must issue long-term debt on behalf of the area municipalities.
- The interest rates obtained for debentures issues for the area municipalities are better under the current structure, given that the County has an AA+ credit rating. If the area municipalities were allowed to debenture themselves, the interest rates obtained would be higher.



Municipal Elections

Municipalities Providing Municipal Elections								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
	✓	✓	✓	✓	✓	✓	✓	✓

General Description

Elections are held every 4 years in Ontario to elect members of municipal councils and school boards. Elections are administered through each Area Municipal Clerk. The Woodstock Clerk administers County School Trustee elections which is coordinated with area municipalities.

The County is not responsible for administering elections.

Legislative Framework

The Municipal Elections Act, 1996 sets out municipal responsibilities for conducting elections to their council and for conduction the election of school trustees to Ontario's school boards.

Operating Expenditure Information and Level of Service

Expenditures for Municipal Elections by Local municipality

Municipality	2018 Budgeted Expenditure for Municipal Elections	2018 Budgeted Expenditures per Capita
Blandford-Blenheim	\$20,000	\$2.70
East-Zorra Tavistock	\$28,000	\$4.63
Ingersoll	\$35,000	\$2.78
Norwich	\$31,500	\$2.86
South-west Oxford	\$26,500	\$3.46
Tillsonburg	\$57,700	\$3.61
Woodstock	\$70,000	\$1.71
Zorra	\$33,050	\$4.24

Source: 2018 Budget Information



Staffing/Resources

Staffing Details for Municipal Elections by Local municipality

Municipality/Corporation	Staffing Details
Blandford-Blenheim	Two staff
East-Zorra Tavistock	One clerk and 2 administrative staff
Ingersoll	Clerks Department staff
Norwich	Administrative staff provide primary election services. 36 contract staff on the day of elections.
South-West Oxford	One clerk and 1 administrative staff
Tillsonburg	Clerks Department staff
Woodstock	Clerks Department staff with contracted election day workers
Zorra	Clerks Department staff

Contracted Services

Not applicable. Some area municipalities (i.e. Norwich) hire contract staff on the day of elections.

Union Contracts

Not applicable

Assets

Not applicable

Asset Management Plan/Practices

Not applicable

Capital Budget Policies/Practices

Not applicable



Municipal Licensing

Municipalities Providing Municipal Licencing								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
	✓	✓	✓	✓	✓	✓	✓	✓

General Description

Area municipalities provide various licences (i.e. marriage, lottery, business, etc.) through an application process. Residents/business owners are required to complete applications and pay the applicable fees to obtain licences for various items which vary by municipality (see below).

Municipal licencing is administered through each local municipality. The County is not responsible for this service.

Legislative Framework

The Municipal Act, 2001 provides that a municipality may pass by-laws imposing fees or charges for services or activities provided in order to recover the costs for providing such service.

Part IV of the Municipal Act, 2001 provides the authority for municipalities to require businesses to obtain licences for activities. In general, a municipality's powers are as follows:

- a) prohibit the carrying on or engaging in the business without a licence;
- b) refuse to grant a licence or to revoke or suspend a licence;
- c) impose conditions as a requirement of obtaining, continuing to hold or renewing a licence;
- d) impose special conditions on a business in a class that have not been imposed on all of the businesses in that class in order to obtain, continue to hold or renew a licence;



- e) impose conditions, including special conditions, as a requirement of continuing to hold a licence at any time during the term of the licence; and
- f) license, regulate or govern real and personal property used for the business and the persons carrying it on or engaged in it.

Part IV of the Municipal Act also provides authorities for specific licences (e.g. payday loan establishments, taxis, tow trucks, airports, etc.).

Level of Service

Licensing Fees by Municipality

License Type	Blandford-Blenheim	East Zorra Tavistock	Ingersoll	Norwich	Tillsonburg	South West Oxford	Woodstock	Zorra
Refreshment Licences				\$150			\$30 to \$360	
Business Licences					\$135***		\$150****	
Lottery Licences [^]	3%	2%	3%	3%	2% to 3%	3%	3%	3%
Lunch Cart Licences			\$125*					
Marriage Licences	\$110		\$110	\$100	\$128		\$115	\$90
Dog Tags	\$15		\$25	\$20 to \$50	\$17 to \$40	\$20 to \$30	\$25 to \$35	\$15
Kennel Licence	\$40	\$60	\$100	\$60 to \$100	\$100	\$125	\$100	\$100
Taxi Licences					\$275**		\$1,000 + \$140/vehicle + \$90/driver	
Liquor Licence	\$85 per hour + \$55		\$100				\$50	
Fireworks Licence					\$179			\$150

*One year resident fee. Higher fees for non-residents

**Includes all taxi-related licences (driver, owner, stand, etc.)

***Other business licences are \$205. These include Auctioneer, Pawnbroker, Vending, Food, and Event Organizer

**** Provides the cost for a general business. Specific business licences vary in cost (adult entertainment, auctioneer, body rub parlour, etc.)

[^] % of Prize money

Expenditure and Revenue (Operating) Information

In general, licencing fees (and other user fees) are set based on recovering the full cost of the application (including materials, staff time, etc.) and are administered as part of the Clerk's departments duties. Additionally, the revenues for providing these licenses are based on the number of applications provided in a given year. As a result, revenue and expenditures related to this service vary from year-to-year.



Staffing/Resources

Summary of Staffing for Municipal Licencing by Local municipality

Municipality	Staffing Information
Blandford-Blenheim	Part of Clerk's duties
East Zorra-Tavistock	Part of Clerk's duties
Ingersoll	Part of Clerk's duties
Norwich	Part of Clerk's duties
South-West Oxford	Part of Clerk's duties
Tillsonburg	Part of Clerk's duties – customer service staff process applications
Woodstock	1 staff responsible for Dog Licensing, among other duties 1 clerk responsible for lottery and business licenses, among other duties
Zorra	Part of Clerk's duties Treasurer responsible for lottery licenses

Contracted Services

Tillsonburg utilizes DocuPet app services for their animal licensing. No contracted services for all other municipalities.

Union Contracts

Not applicable as staff are captured under Administration/Clerks where there are no union contracts for all municipalities.

Assets

Assets are captured under Administration as applications are generally administered by the Clerks departments.

Asset Management Plan/Practices

Not applicable

Capital Budget Policies/Practices

Not applicable



Best Practices

- Licences are provided based on the need/demand in each respective municipality.
- Ingersoll provides a separate fee for non-residents which could provide additional revenues for the municipalities or encourage residents to obtain licences in their own municipality.
- Generally, fees are similar amongst municipalities in the County, however, consideration should be given to adding licences and fees for licences not currently provided.



Tax Collections

Municipalities Providing Tax Collections								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
*	✓	✓	✓	✓	✓	✓	✓	✓

*County levy is collected by area municipalities

General Description

Each local municipality provides for tax billing and collections. The County levy is collected by area municipalities. Property Taxes are billed twice each year and are due in four instalments; February, May, August, and October. Any properties with outstanding taxes due, receive arrears notices. These are sent out monthly in East Zorra-Tavistock, in instalments in Zorra, and quarterly in all other municipalities. In Tillsonburg a final arrears letter is sent prior to registering a property for tax sale and a letter is hand delivered if no response is received.

Legislative Framework

The Municipal Act, 2001 provides municipalities with the ability to impose property taxes. This legislation sets out the requirements of municipalities when establishing and implementing tax policies and rates. Tax Collection is detailed under Part X of the Municipal Act. Treasurers are responsible for preparing a tax roll each year which provides details with respect to each assessed property. Property taxes are the only taxes a municipality may impose and are therefore integral to municipal operations.

The Assessment Act sets out the rules defining how to value property, what is considered an assessable property and the process for challenging a particular assessment.

Level of Service

With respect to tax collections, municipalities must manage outstanding property tax bills (arrears). The following provides a summary of the share of properties in arrears in each municipality:



Municipalities	Number of Properties Registered on Tax Roll	Number of Properties with Outstanding Taxes	% of Properties with Outstanding Taxes
Blandford-Blenheim	3,116	445	14%
East Zorra Tavistock	2,851	104	4%
Ingersoll	5,307	631	12%
Norwich	4,661	483	10%
South-West Oxford	3,212	313	10%
Tillsonburg	7,224	557	8%
Woodstock	17,265	1,916	11%
Zorra	3,923	394	10%

Operating Information

2018 Taxes Collected by Local municipality

Municipality	Area Municipal Taxes	County Taxes	Education Taxes	Total
Blandford-Blenheim	\$4,934,692	\$4,897,296	\$3,363,032	\$13,195,020
East Zorra Tavistock	\$5,390,962	\$4,443,739	\$2,695,881	\$12,530,582
Ingersoll	\$14,157,221	\$6,182,285	\$4,577,917	\$24,917,423
Norwich	\$7,932,472	\$5,593,805	\$3,095,107	\$16,621,384
South-West Oxford	\$5,327,122	\$4,299,532	\$2,537,553	\$12,164,207
Tillsonburg	\$15,076,981	\$8,262,457	\$5,274,866	\$28,614,304
Woodstock	\$53,900,981	\$20,694,178	\$17,899,153	\$92,494,312
Zorra	\$7,734,246	\$5,858,292	\$3,659,926	\$17,252,464

Source: Schedule 22A of 2018 FIRs



Staffing/Resources

Summary of Staffing for Tax Collections by Local municipality

Municipality	Staffing Information
Blandford-Blenheim	The Deputy Treasurer is responsible for tax collections, among other duties
East-Zorra Tavistock	1 Tax Collector
Ingersoll	2 staff responsible for tax billing and collections (1 FTE)
Norwich	Revenue Coordinator /Tax Collector and Deputy Treasurer responsible for tax collections (1.5 FTE)
South-West Oxford	1 Revenue Officer and 1 counter staff (1 FTE)
Tillsonburg	One manager and one clerk in addition to 0.5 FTE of employees from the Customer Care Centre
Woodstock	Tax Collector (1 FTE) Counter Staff (1.25 FTE) Deputy Treasurer (0.25 FTE)
Zorra	Tax Collector/Deputy Treasurer is responsible for tax collections among other duties. (.70 FTE)

Contracted Services

Many of the area municipalities, including Woodstock and Ingersoll, hire MTE Consultants on a yearly basis to analyze scenarios when tax ratios are changed and the effects it has on municipal revenues.

For tax sales, some municipalities use RealTax Consultants and some municipalities use TaxTeam.

Union Contracts

Not Applicable

Assets

Not Applicable

Asset Management Plan/Practices

Not applicable



Capital Budget Policies/Practices

Not applicable

Best Practices

County municipalities follow a similar process to other municipalities in the Province with respect to tax collections (i.e. when there are tax payments outstanding, first they send out arrears notices, then move to collection agency, before a tax sale of the property as a last resort).

Most municipalities in the County issue arrears notices quarterly whereas East Zorra-Tavistock currently issues arrears notices monthly. It is not clear that higher frequency of providing notice results in a higher success rate. Would provide efficiency for East Zorra-Tavistock by mailing out quarterly.



Tax Policy

Municipalities Providing Tax Policy								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
✓								

*Tax policy is set by the County with input from local municipality Treasurers

General Description

Tax Policy is established annually by the County in consultation with all Area Municipal Treasurers. The tax ratios are set by the County. The area Treasurers meet with the County to give their input and recommendations into the ratios which are ultimately approved by County Council.

Special Area Levies imposed by the County

Special Area Levy	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
Libraries	✓	✓	✓	✓	✓	✓	N/A	✓
Other Protection Services	✓	✓	✓	✓	✓	✓	N/A	✓
Sewer *(Sanitary/Storm)	N/A	N/A	N/A	N/A	N/A	✓	N/A	N/A

*Note, the levy for sewer costs will be reviewed in 2020 and these costs may be recovered through sewer rates in the future.

Special Area Levies Imposed by Area Municipalities

Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
N/A	N/A	N/A	N/A	N/A	Parking	N/A	N/A

Note: Norwich and Woodstock include other amounts added to the tax bill for Business Improvement Areas

Legislative Framework

The Municipal Act, 2001 provides municipalities with the ability to impose property taxes. This legislation sets out the requirements of municipalities when establishing and



implementing their own tax policies. Property taxes are the only taxes a municipality may impose and are therefore integral to municipal operations.

The Assessment Act sets out the rules defining how to value property, what is considered an assessable property, and the process for challenging a particular assessment.

Level of Service

Not Applicable

Operating Information

Not Applicable

Staffing/Resources

Staffing and wages are captured under administration/finance staff

Contracted Services

Not Applicable

Union Contracts

Not Applicable

Assets

Not Applicable

Asset Management Plan/Practices

Not applicable

Capital Budget Policies/Practices

Not applicable



Best Practices

- All Regional governments in Ontario set the tax ratios for their area municipalities except for the Region of Peel, which delegates the authority to the local area municipalities.
- In 2018, 76 Lower tier municipalities imposed special area tax rates and 34 Upper-tier/Single-tier municipalities imposed special area tax rates.
- Consultation and coordination of tax policy between the Regional government and the area municipalities leads to cooperation and process efficiencies.



Fire

Municipalities Providing Fire Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
	✓	✓	✓	✓	✓	✓	✓	✓

General Description

The Fire Protection and Prevention Act, 1997 (FPPA) mandates that every municipality in Ontario shall establish a program which must include public education with respect to fire safety and certain components of fire prevention, and provide such other fire protection services as it determines may be necessary in accordance with its needs and circumstances. In the fire service, these elements are commonly referred to as the Three Lines of Defense:

- Public Fire Safety Education
- Fire Safety Standards and Enforcement
- Emergency Response

Each municipality has established, through by-law, the level of services that will be provided within their municipalities based on their needs and circumstances. These services include fire suppression and rescue, water and ice rescue, rope and confined space rescue, auto extrication and medical tiered response. Not all municipalities provide all services. The services provided by each municipality will be prescribed under their respective fire department establishing by-law. Normally these services also include fire prevention and public education and fire inspection responsibilities.

The Office of the Fire Marshal and Emergency Management (OFMEM) is the authority having jurisdiction for minimum training requirements for firefighters in Ontario. The urban and rural fire services require different levels of training and response procedures for such tasks that include but are not limited to rural water supply and high-rise firefighting.

The OFMEM have adopted the National Fire Protection Association (NFPA) Standards as minimum training requirements for firefighters. Further, the OFMEM Academic and



Standards Office has been tasked with development of minimum training requirements and evaluation and testing to NFPA Standards in the Province. Although certification to NFPA Standards for firefighter training is not mandatory at this time, the OFMEM has indicated that certification will be required in the future.

The delivery of services provided is different between the three urban municipalities (Woodstock, Tillsonburg and Ingersoll) and the five rural municipalities (South-West Oxford, East Zorra-Tavistock, Zorra, Norwich and Blandford Blenheim).

Legislative Framework

Fire Protection and Prevention Act, 1997

The Fire Protection and Prevention Act, 1997 prescribes that every municipality shall:

- Establish a program in the municipality which must include public education with respect to fire safety and certain components of fire prevention; and
- Provide such other fire protection services as it determines may be necessary in accordance with its needs and circumstances.

Further, in discharging its responsibilities under the above, a municipality shall:

- Appoint a community fire safety officer or a community fire safety team, or
- Establish a fire department.

In addition, two or more municipalities may appoint a community fire safety officer or appoint a community fire safety team or establish a fire department for the purpose of providing fire protection services in those municipalities.

The Act also allows a municipality, under such conditions as may be specified in the agreement, enter into an agreement to:

- Provide such fire protection services as may be specified in the agreement to lands or premises that are situated outside the territorial limits of the municipality
- Receive such fire protection services as may be specified in the agreement from a fire department situated outside the territorial limits of the municipality



A municipality may also enter into an agreement for automatic aid to provide or receive the initial supplemental response to fires, rescues and emergencies.

The Act contains a number of Regulations pertaining to fire safety, including:

- *Fire Code* (O. Reg. 213/07) – Minimum requirements for fire safety in buildings
- *Community Risk Assessments* (O.Reg. 378/18) – Mandatory by 2025
- *Mandatory Assessment of Complaints and Requests for Approval* (O.Reg. 365/13)
- *Mandatory Inspection — Fire Drill in Vulnerable Occupancy* (O.Reg. 364/13)

Occupational Health and Safety Act, 1990

The Occupational Health and Safety Act mandates municipalities to provide training and knowledge that is reasonable to the types of activities and tasks that their firefighters may encounter in the course of their duties.

Trends and Guiding Principles

Fire Underwriters Survey

Fire Underwriters Survey™ (FUS) is a national organization administered by OPTA Information Intelligence, formerly CGI Insurance Business Services, formerly the Insurers' Advisory Organization and Canadian Underwriters Association. FUS provides data on public fire protection for fire insurance statistical work and underwriting purposes of subscribing insurance companies. Subscribers of Fire Underwriters Survey represent approximately 85 percent of the private sector property and casualty insurers in Canada.

Areas reviewed in the Fire Department assessment include apparatus, distribution of companies, staffing, training, maintenance, pre-incident planning, etc.

This assessment does not benefit the municipalities in determining needs and circumstances, but act as a guide for the public and insurance field to determine insurance costs for properties. For example, where a municipality receives a good rating from FUS the residents in the areas may receive a reduced insurance premium on their



property due to the municipality's commitment to providing quality a fire service. There is no cost benefit to the municipality.

The level of fire services are normally determined through local needs and risks, and best practices used to deliver efficient and effective services.

Expenditure (Operating) Information:

Schedule 40 - Expenses												
	Salaries, Wages and Employee Benefits	Interest on Long Term Debt	Materials	Contracted Services	Rents and Financial Expenses	External Transfers	Amortization	Total Expenses Before Adjustments	Interfunctional Adjustments	Allocation of Program Support	Total Expenses After Adjustments	Total Expenses Before Adjustments Per Capita
County	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blandford-Blenheim	\$398,214	\$0	\$350,253	\$67,615	\$0	\$0	\$199,356	\$1,015,438	\$0	\$0	\$1,015,438	\$137
East Zorra-Tavistock	\$435,603	\$0	\$206,788	\$0	\$0	\$0	\$173,046	\$815,437	\$0	\$0	\$815,437	\$135
Ingersoll	\$741,400	\$0	\$158,032	\$2,507	\$0	\$0	\$125,745	\$1,027,684	-\$65,952	\$48,939	\$1,010,671	\$82
Norwich	\$554,607	\$23,769	\$254,728	\$0	\$0	\$0	\$283,327	\$1,116,431	\$0	\$89,272	\$1,205,703	\$101
South-West Oxford	\$407,294	\$0	\$270,008	\$23,436	\$0	\$0	\$180,568	\$881,306	\$0	\$0	\$881,306	\$115
Tillsonburg	\$1,076,686	\$1,708	\$238,923	\$71,546	\$0	\$0	\$49,654	\$1,438,517	\$196,516	\$0	\$1,635,033	\$90
Woodstock	\$7,549,245	\$0	\$597,593	\$111,930	\$0	\$0	\$352,472	\$8,611,240	\$0	\$541,739	\$9,152,979	\$211
Zorra	\$412,750	\$48,731	\$350,952	\$21,077	\$0	\$0	\$157,603	\$991,113	\$0	\$0	\$991,113	\$127
Total	\$11,575,799	\$74,208	\$2,427,277	\$298,111	\$0	\$0	\$1,521,771	\$15,897,166	\$130,564	\$679,950	\$16,707,680	

Source: 2018 FIR Schedule 40

Revenue (Operating) Information

Schedule 12 - Revenues									
	Ontario Conditional Grants	Canada Conditional Grants	Other Municipalities	User Fees and Service Charges	Ontario Grants - Tangible Capital Assets	Canada Grants - Tangible Capital Assets	Other Municipalities - Tangible Capital Assets	Revenues per Capita	Percentage of Expense Recovery from User Fees and Service Charges
County	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Blandford-Blenheim	\$0	\$0	\$32,800	\$147,729	\$0	\$0	\$0	\$24	15%
East Zorra-Tavistock	\$0	\$0	\$0	\$20,113	\$0	\$0	\$0	\$3	2%
Ingersoll	\$0	\$0	\$18,401	\$4,390	\$0	\$0	\$0	\$2	0%
Norwich	\$0	\$0	\$0	\$50,506	\$0	\$0	\$0	\$5	5%
South-West Oxford	\$0	\$0	\$0	\$55,418	\$14,000	\$0	\$0	\$9	6%
Tillsonburg	\$0	\$0	\$0	\$358,771	\$0	\$0	\$0	\$22	25%
Woodstock	\$0	\$0	\$0	\$4,260	\$0	\$0	\$0	\$0	0%
Zorra	\$0	\$0	\$0	\$5,336	\$0	\$0	\$0	\$1	1%
Total	\$0	\$0	\$51,201	\$646,523	\$14,000	\$0	\$0		

Source: 2018 FIR Schedule 12



Staffing/Resources

Summary of Staffing for Fire

Municipality	Staffing Information
Blandford-Blenheim	1 Fire Chief 1 Joint Training Office* 1 Part Time Civilian 65 Volunteer Fire Fighters
East-Zorra Tavistock	1 Fire Chief 1 Joint Training Office* 1 Administrative Staff (0.25 FTE) 57 Volunteer Fire Fighters
Ingersoll	1 Fire Chief 3 Fire Fighters (3 FTEs) 1 Maintenance Staff (1 FTE) 22 Volunteer Fire Fighters
Norwich	1 Fire Chief 1 Civilians (1 FTE) 1 Joint Training Office* 72 Volunteer Fire Fighters
South-West Oxford	1 Fire Chief 1 Joint Training Office* 1 Administrative Staff (0.4 FTEs) 70 Volunteer Fire Fighters (2 of the 70 are Part-Time Inspectors)
Tillsonburg	1 Fire Chief 1 Deputy Fire Chief Fire Dispatchers (4 FTE, 4 PTE) 30 Volunteer Fire Fighters
Woodstock	1 Fire Chief 1 Deputy Fire Chief 1 Administrative Staff 52 Fire Fighters (52 FTEs)
Zorra	1 Fire Chief 1 Joint Training Office* 62 Volunteer Fire Fighters

*The Joint Fire Service Training Officer is on contract between the South-West Oxford, Zorra, East Zorra-Tavistock, and Blandford-Blenheim.

The Fire Chiefs in Oxford County all oversee their Emergency Management Services which is budgeted separately.



Contracted Services

There is a contract between Spectrum Communications Ltd. and Oxford Rural Fire Services dated April 2017. This contract outlines the radio communication services from Spectrum for Woodstock and the rural municipalities.

The City of Woodstock and the rural municipalities dispatch through Woodstock Police Services.

Tillsonburg Fire is the dispatch for Tillsonburg, Ingersoll, and nine municipalities outside of Oxford County.

There are Cross Boundary Response Agreements and Mutual Aid Agreements between the different municipalities in Oxford County. The Cross-Boundary Response Agreements outline which fire stations are contacted to dispatch services. Mutual Aid Agreements outline which fire stations will respond to respond to an emergency if requested by the original responding station dispatch contacted. This may occur if the emergency requires more resources than the original responding station can provide.

Cross Boundary Response Agreements

- Blandford-Blenheim receives fire protection from East Zorra-Tavistock.
- Ingersoll (the north side) is contracted to Zorra.
- Norwich provides water shuttle service for Woodstock
- Tillsonburg dispatches to Ingersoll

Mutual Aid Agreements

All municipal fire services are part of the Provincial Mutual Aid Program that allows fire departments to call for assistance from adjacent fire departments when resources are stretched or when they are in need of specific services.

All fire services operate under the Oxford County Fire Department Mutual Aid Program. It is a supplemental program to the Province of Ontario Fire Department Mutual Aid Program.

There are automatic aid agreements between the following municipalities:



- Woodstock & Norwich
- Woodstock & East Zorra-Tavistock.

Union Contracts

Woodstock is unionized and the remaining municipalities are not unionized.

Assets

A table below provides a summary of all major fire infrastructure in Oxford County. Other assets such as miscellaneous tools/equipment, thermal imaging cameras and fire towers are excluded from this summary. Fire assets, such as vehicles and equipment, are replaced on a calendar basis based on number of years lapsed since purchase.

Inventory of Major Assets in Oxford County

Municipality	Building/Fire Hall	Firetruck + Pick-Ups
Blandford-Blenheim	4	7
East Zorra-Tavistock	3	10
Ingersoll	1	3
Norwich	4	9
South-West Oxford	3	9
Tillsonburg	1	6
Woodstock	2	12
Zorra	3	9
Oxford County	--	--
Total	21	65

Asset Management Plan/Practices

Fire vehicles and equipment are typically replaced on a calendar basis in the municipalities based on number of years lapsed since purchase.

Blandford-Blenheim

The municipality maintains an inventory with pertinent information on the assets (e.g. in-service date, age, age-based condition). The asset tracking does not include categories related to replacement cost and the replacement cost date. This information is available



in the Asset Management Plan (AMP). It provides asset quantities, a report card, forecasts replacement needs and a financial strategy.

East Zorra-Tavistock

The municipality maintains a high-level inventory with information on the asset condition (e.g. quantity, service life remaining, age, etc.). The asset tracking does not include categories related to in-service date, replacement cost, and the replacement cost date. The AMP (2013) does not include information related to fire assets. East Zorra-Tavistock is working on updating their 2018 Asset Management Plan.

Ingersoll

The municipality maintains an inventory with pertinent information on the assets (e.g. date of acquisition, adjusted useful life, probability of failure, in-service date, etc.). The asset tracking does not track categories like the replacement cost, the date when an asset becomes fully amortized, nor the replacement cost date. This information is available in the AMP which includes the capital requirements for Fire over a 10-year period and the financial strategy.

Norwich

The municipality maintains an inventory with pertinent information on the assets (e.g. date of acquisition, adjusted useful life, probability of failure, in-service date, etc.). The asset tracking tracks categories like the replacement cost, the date when an asset becomes fully amortized, a condition rating and the replacement cost date. This information is available in the AMP which includes the capital requirements for Fire.

South-West Oxford

The municipality maintains an inventory with information on the assets (e.g. in-service date, quantity, and service life remaining, etc.). The AMP (2013) does not include information related to fire assets.

Tillsonburg

The municipality maintains an inventory with information on the assets (e.g. quantity and a condition rating). The asset tracking does not include categories related to in-



service date and the replacement cost date. Information on the fleet and equipment for fire services is included in the 2016 AMP. The future AMP will include information related to the fire service facilities (fire halls).

Woodstock

The City of Woodstock maintains the City of Woodstock AMP to assist with asset tracking/management.

Zorra

The municipality maintains an inventory with information on the assets (e.g. quantity, in-service date, etc.). The asset tracking does not include categories related to replacement cost and the replacement cost date. The AMP (2013) does not include information related to fire assets.

Capital Budget Policies/Practices

Fire service budgets are funded from the municipal tax levy which includes all operating and capital expenses related to wages, maintenance, vehicles, equipment, and administration.

The rural municipalities jointly fund a Training Officer, a position which has had positive feedback. This was done based on the need for a part time Training Officer in the each of the rural municipalities. By identifying this as a common need, the rural municipalities were able to fund a full-time position to meet their needs.



Police

Municipalities Providing Police Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
	✓	✓	✓	✓	✓	✓	✓	✓

General Description

Municipalities are required to provide police services to their residents in accordance with the following principles:

1. The need to ensure the safety and security of all persons and property in Ontario;
2. The importance of safeguarding the fundamental rights guaranteed by the Canadian Charter of Rights and Freedoms and the Human Rights Code;
3. The need for co-operation between the providers of police services and the communities they serve;
4. The importance of respect for victims of crime and understanding of their needs;
5. The need for sensitivity to the pluralistic, multiracial and multicultural character of Ontario society; and
6. The need to ensure that police forces are representative of the communities they serve.

Police in municipalities provide protection to residents, enforcement of Provincial laws, and public education/crime prevention initiatives.

The following Provincial grants were available to municipalities in 2018:

- Ontario Municipal Partnership Fund – Police Service Grant;
- Community Policing Partnerships Program Grant;
- Court Security Prisoner Transportation Payment; and
- R.I.D.E. Grant Program.



Legislative Framework

The Comprehensive Ontario Police Services Act, 2019 S.O. 2019, c.1 – Bill 68, and its Regulations requires municipalities to provide the following services:

- Community Based Crime Prevention Initiatives
- Community Patrol & Criminal Investigations Services
- Community Satisfaction
- Emergency Calls for Service
- Violent Crime
- Property Crime
- Youth Crime
- Assistance to Victims of Crime
- Road Safety
- Police Facilities
- Court Security and Prisoner Transportation

The Police Services Act requires at least every three years that a business plan be prepared that provides quantitative and qualitative performance objectives and indicators. Section 10 of the Police Services Act governs the requirements with respect to Police Services Boards (including minimum board members and role of the board).

Note: This Act and the associated regulations do not come into force until the date of proclamation which is anticipated in 2020.

Level of Service

Police services in Oxford County are financed by the area municipalities. The City of Woodstock provides the service through Woodstock Police Service. Police services in all other area municipalities are provide by the Ontario Provincial Police (O.P.P.). Blandford-Blenheim, East Zorra-Tavistock, Ingersoll, Norwich, and Tillsonburg have contracts with the O.P.P. whereas South-West Oxford and Zorra have services billed at cost (with no contract). Although Police Services are not specifically provided at the County level, Provincial Offences court services are delivered and funded by the County. Woodstock Police Services provides court security and prisoner transportation to the Provincial Offences Court and the County pays costs for this service. Woodstock



Police Services is responsible for and provides court security and prisoner transportation to the Oxford County Provincial Court which is partially funded by special levy against all area municipalities with the exception of Woodstock. OPP also bills the area municipalities for prisoner transportation to attend the Oxford County Court House and the Provincial Offences Court.

Each local municipality under O.P.P. contract operates a police services board. For municipalities with less than 25,000 population, the police services board must consist of:

- The head of the municipal council, or another member of council appointed by resolution of council;
- One person appointed by resolution of council, who is not a councillor or municipal staff member; and
- One person appointed by the Lieutenant Governor in Council.

For municipalities with more than 25,000 population, the police services board must consist of:

- The head of the municipal council, or another member of council appointed by resolution of council;
- One member of the council appointed by resolution of council;
- One person appointed by resolution of council, who is not a councillor or municipal staff member; and
- Two persons appointed by the Lieutenant Governor in Council.

Municipalities	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
Provision of Service	O.P.P. Contract	O.P.P. Contract	O.P.P. Contract	O.P.P. Contract	No O.P.P. Contract	O.P.P. Contract	Own Police Service	No O.P.P. Contract
Police Service Board Members	3 Members	3 Members	5 Members	3 Members	N/A	5 Members	6 Members	N/A
Police Service Board Expenditures	\$14,150	\$8,300	\$35,400	\$12,000	N/A	\$40,200	N/A	N/A

Police Service Board Information Based on 2018 Budgets



Expenditure (Operating) Information

Schedule 40 - Expenses												
	Salaries, Wages and Employee Benefits	Interest on Long Term Debt	Materials	Contracted Services	Rents and Financial Expenses	External Transfers	Amortization	Total Expenses Before Adjustments	Interfunctional Adjustments	Allocation of Program Support	Total Expenses After Adjustments	Total Expenses Before Adjustments Per Capita
County	\$0	\$0	\$0	\$14,103	\$0	\$117,255	\$0	\$131,358	\$0	\$0	\$131,358	\$1
Blandford-Blenheim	\$6,123	\$0	\$8,614	\$941,256	\$0	\$0	\$0	\$955,993	\$0	\$0	\$955,993	\$129
East Zorra-Tavistock	\$5,787	\$0	\$17,703	\$920,820	\$0	\$0	\$0	\$944,310	\$0	\$0	\$944,310	\$156
Ingersoll	\$72,579	\$0	\$40,190	\$2,340,138	\$0	\$0	\$2,965	\$2,455,872	\$65,952	\$128,326	\$2,650,150	\$195
Norwich	\$39	\$0	\$21,029	\$1,460,106	\$0	\$0	\$0	\$1,481,174	\$0	\$163,378	\$1,644,552	\$135
South-West Oxford	\$0	\$0	\$0	\$1,052,508	\$0	\$0	\$0	\$1,052,508	\$0	\$0	\$1,052,508	\$137
Tilsonburg	\$105,737	\$0	\$75,607	\$3,125,822	\$0	\$0	\$25,779	\$3,332,945	\$8,868	\$0	\$3,341,813	\$208
Woodstock	\$13,121,171	\$122,271	\$1,653,017	\$22,887	\$37,302	\$0	\$578,604	\$15,535,252	\$0	\$973,218	\$16,508,470	\$380
Zorra	\$0	\$0	\$0	\$1,155,392	\$0	\$0	\$0	\$1,155,392	\$0	\$0	\$1,155,392	\$148
Total	\$13,311,436	\$122,271	\$1,816,160	\$11,033,032	\$37,302	\$117,255	\$607,348	\$27,044,804	\$74,820	\$1,264,922	\$28,384,546	

Source: 2018 FIR Schedule 40

Note: Costs above include Police Service, Court Security, and Prisoner Transportation

Note: variations in F.I.R. data between municipalities are discussed in section 1.2

Revenue (Operating) Information

Schedule 12 - Revenues									
	Ontario Conditional Grants	Canada Conditional Grants	Other Municipalities	User Fees and Service Charges	Ontario Grants - Tangible Capital Assets	Canada Grants - Tangible Capital Assets	Other Municipalities - Tangible Capital Assets	Revenues per Capita	Percentage of Expense Recovery from User Fees and Service Charges
County	\$10,850	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Blandford-Blenheim	\$13,153	\$0	\$30,434	\$4,630	\$0	\$0	\$0	\$7	0%
East Zorra-Tavistock	\$45,902	\$0	\$0	\$7,010	\$0	\$0	\$0	\$9	1%
Ingersoll	\$79,396	\$0	\$0	\$13,673	\$0	\$0	\$0	\$7	1%
Norwich	\$36,676	\$0	\$0	\$0	\$0	\$0	\$0	\$3	0%
South-West Oxford	\$5,606	\$0	\$0	\$0	\$0	\$0	\$0	\$1	0%
Tilsonburg	\$69,585	\$0	\$0	\$25,531	\$0	\$0	\$0	\$6	1%
Woodstock	\$877,612	\$0	\$422,158	\$470,201	\$0	\$0	\$0	\$43	3%
Zorra	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Total	\$1,138,780	\$0	\$452,592	\$521,045	\$0	\$0	\$0		

Source: 2018 FIR Schedule 12

Note: Includes Police Services, Court Security, and Prisoner Transportation

Note: variations in F.I.R. data between municipalities are discussed in section 1.2



Staffing/Resources

Woodstock (2018) Staffing Information:

Municipal Data Schedule 80A of FIR	Full-Time Funded Positions	Part-Time Funded Positions	Seasonal Employees
Municipal workforce profile	1	2	3
Employees of the Municipality	#	#	#
Police	90.00	16.00	1.00
Uniform	67.00	4.00	
Civilian	23.00	12.00	1.00
Court Security	5.00	5.00	0.00
Uniform	1.00		
Civilian	4.00	5.00	
Prisoner Transportation	0.00	0.00	0.00
Uniform			
Civilian			
Subtotal	321.00	136.00	129.00

Tillsonburg has 1 full-time Customer Service Representative for police services. This arrangement expired on December 31, 2019.

All other area municipalities have contracted the service from O.P.P.; therefore, staffing data is not available.

Contracted Services

Summary of Contracted Services by Local municipality

Municipality	Contracted Services
Blandford-Blenheim, Ingersoll, Norwich, Tillsonburg, and East Zorra-Tavistock	<p>Police services are contracted through the OPP. These costs are based on a provincial per household amount combined with a use (per call) amount calculated by the Province. Municipal by-laws allow for the execution of the service agreement.</p> <p>Oxford County OPP Detachment Commander is responsible for overseeing all aspects of service delivery.</p> <p>OPP supplies all vehicles and equipment, whereas the municipalities are responsible for the facilities.</p>



Municipality	Contracted Services
	Costs associated with delivering the service are based on an estimate of salary and benefit costs.
South-West Oxford and Zorra	No contracted services with OPP. Service is fee-for-service, including percentage share of facilities cost.
Woodstock	Not applicable – municipally provided service

Union Contracts

Woodstock – Board Governed Collective Agreements:

- Woodstock Police Uniform Officer Agreement
- Woodstock Police Civilian Agreement
- Woodstock Police Senior Officer's Agreement

All other area municipalities: N/A



Assets

Summary of Major Police Assets Owned by Area Municipalities

Municipality	Major Police Assets
Oxford County	Provincial Court House – Woodstock Police Services responsible for security and prisoner transportation Provincial Offences Office – Woodstock Police responsible for court security and transportation of their prisoners
Blandford-Blenheim	Police occupy 224 sq.ft. of space in Town Hall Vehicles and equipment are OPP assets
East Zorra-Tavistock	Space for OPP is provided in Tavistock Fire Hall: 2 offices, shared bathroom and kitchen. Vehicles and equipment are OPP assets
Ingersoll	Town owns and leases one OPP station (approximately 6,000 sq.ft.) Vehicles and equipment are OPP assets
Norwich	Satellite OPP office attached to Fire Station (1,250 sq.ft.) Vehicles and equipment are OPP assets
South-West Oxford	No Assets
Tillsonburg	1 OPP station (12,686 sq.ft.) Elliott Fairburn Training Facility Vehicles and equipment are OPP assets
Woodstock	Division #1 facility, storage trailers, and suboffice Various pieces of communications equipment, specialized equipment and equipment for police officers (see appended D.C. information)
Zorra	Office at Beaty Room/ Thamesford Library Vehicles and equipment are OPP assets

Asset Management Plan/Practices

All municipalities other than Woodstock and South-West Oxford provide facility space to the O.P.P. through facility space leases. Woodstock provides facility space for their police services. All facilities are included in each municipality's asset inventory listing and replacement/rehabilitation of facilities are included in the capital budget as required.



Capital Budget Policies/Practices

All facilities are included in each municipality's asset inventory listing and replacement/rehabilitation of facilities are included in the capital budget as required.

Best Practices

- All municipalities joined together to submit one grant application in 2018 rather than submit separately.
- The County established a Court Security Advisory Committee to review the funding model in 2015 and 2016. A recommendation from that committee was that the costs were an efficient use of resources and that these years will be used as based years for all future reviews.
- In the past, Woodstock provided Police services to Blandford-Blenheim, East Zorra-Tavistock, and Norwich, however these municipalities reviewed their level of service and moved to services being provided by the O.P.P. As a result, Woodstock incurred large transitional costs as they were staffed to service those municipalities. Through growth, staff hired by O.P.P., and attrition, the City levelled out their costs.



Building Services and Chief Building Officials and property standards

Municipalities Providing Building Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
	✓	✓	✓	✓	✓	✓	✓	✓

General Description

Building Services administers and enforces the Ontario Building Code through the examination of plans, issuance of building permits, performing inspections and enforcing property standards. Building Services is responsible for issuing various permits (i.e. building permits, demolition permits, pool permits, etc.), conducting building inspections, accepting payment of D.C.s, and reviewing minor variance, zoning by-laws, zone changes, site plan agreements, etc.

Building services are provided by all area municipalities. The County is not responsible for any portion of this service. Two rural municipalities share CBO services.

In general, a substantial portion of building services expenditures are funded through building fees which seek to recover the costs of providing building services (i.e. permits, administration, etc.).

Area municipalities have policies in place to assist neighbouring municipalities to cover for staffing issues (e.g. vacations, sick leave, etc.). This is provided in accordance with Section 3 of the Building Code Act (B.C.A.).

Legislative Framework

The Ontario Building Code Act (B.C.A.) governs the construction, renovation, change of use, and demolition of buildings. It also provides specific powers for inspectors and rules for the inspection of buildings and allows municipalities to establish property standard by-laws.



This Act is meant to promote the safety of buildings with reference to public health, fire protection, accessibility, and structural efficiency. Enforcement of the Building Code is the responsibility of municipalities.

Role of Chief Building Officials: Section 1.1(6) of the B.C.A. provides the following:

- (6) It is the role of a chief building official,
 - (a) to establish operational policies for the enforcement of this Act and the building code within the applicable jurisdiction;
 - (b) to co-ordinate and oversee the enforcement of this Act and the building code within the applicable jurisdiction;
 - (c) to exercise powers and perform the other duties assigned to him or her under this Act and the building code; and
 - (d) to exercise powers and perform duties in an independent manner and in accordance with the standards established by the applicable code of conduct.

In addition to the B.C.A., Regulation 332/12 provides for the detailed Building Code. Section 1.3.5 provides prescribed inspection times (1.3.5.3) as well as prescribed notice requirements (1.3.5.1 and 1.3.5.2).



Level of Service

In Oxford County, the personnel appointed as Chief Building Officers are also often appointed other roles and responsibilities (Note: the C.B.O. is a statutory role described exclusively by the B.C.A.). The following details a list of the duties each person appointed to C.B.O. provides:

Municipality	Duties
Oxford County	
Blandford-Blenheim	CBO (Shared with EZT), Property Standards
East Zorra-Tavistock	CBO (Shared with BB), Development, Drainage
Ingersoll	CBO, By-law Enforcement, Facilities, Zoning By-law Administrator
Norwich	CBO, Deputy CBO, and Township Drainage Superintendent
South West Oxford	CBO, Capital Facilities Manager, Property Standards, Zoning Official, Supervisor of By-law Officer
Tillsonburg	CBO, By-law Enforcement, Animal Control, and Planning Administration
Woodstock	CBO, By-law Enforcement, Capital budget for municipal buildings
Zorra	CBO, Drainage Superintendent

Expenditure (Operating) Information

Schedule 40 - Expenses												
	Salaries, Wages and Employee Benefits	Interest on Long Term Debt	Materials	Contracted Services	Rents and Financial Expenses	External Transfers	Amortization	Total Expenses Before Adjustments	Interfunctional Adjustments	Allocation of Program Support	Total Expenses After Adjustments	Total Expenses Before Adjustments Per Capita
County	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blandford-Blenheim	\$175,055	\$0	\$64,952	\$52,157	\$0	\$0	\$0	\$292,164	\$0	\$0	\$292,164	\$39
East Zorra-Tavistock	\$212,360	\$0	\$38,256	\$0	\$0	\$0	\$0	\$250,616	\$0	\$0	\$250,616	\$41
Ingersoll	\$178,212	\$0	\$11,710	\$18,523	\$0	\$0	\$0	\$208,445	\$0	\$10,607	\$219,052	\$17
Norwich	\$357,532	\$0	\$57,631	\$10,288	\$0	\$0	\$7,326	\$432,777	\$0	\$46,929	\$479,706	\$39
South-West Oxford	\$167,844	\$0	\$60,773	\$0	\$0	\$0	\$0	\$228,617	\$0	\$0	\$228,617	\$30
Tillsonburg	\$620,066	\$0	\$138,302	\$26,340	\$0	\$0	\$0	\$784,708	\$61,176	\$0	\$845,884	\$49
Woodstock	\$748,536	\$0	\$85,065	\$82,099	\$7,336	\$0	\$20,204	\$943,240	\$0	\$60,421	\$1,003,661	\$23
Zorra	\$188,935	\$0	\$35,944	\$6,585	\$0	\$0	\$6,873	\$238,337	\$0	\$0	\$238,337	\$31
Total	\$2,648,540	\$0	\$492,633	\$195,992	\$7,336	\$0	\$34,403	\$3,378,904	\$61,176	\$117,957	\$3,558,037	

Source: 2018 FIR Schedule 40

Note: Costs above includes Protective inspection and control, and Building permit and inspection services

Note: variations in F.I.R. data between municipalities are discussed in section 1.2



Revenue (Operating) Information

Schedule 12 - Revenues									
	Ontario Conditional Grants	Canada Conditional Grants	Other Municipalities	User Fees and Service Charges	Ontario Grants - Tangible Capital Assets	Canada Grants - Tangible Capital Assets	Other Municipalities - Tangible Capital Assets	Revenues per Capita	Percentage of Expense Recovery from User Fees and Service Charges
County	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Blandford-Blenheim	\$0	\$0	\$22,522	\$206,885	\$0	\$0	\$0	\$31	71%
East Zorra-Tavistock	\$0	\$0	\$22,949	\$40,325	\$0	\$0	\$0	\$10	16%
Ingersoll	\$0	\$0	\$0	\$2,813	\$0	\$0	\$0	\$0	1%
Norwich	\$0	\$0	\$0	\$5,245	\$0	\$0	\$0	\$0	1%
South-West Oxford	\$0	\$0	\$0	\$186,620	\$0	\$0	\$0	\$24	82%
Tillsonburg	\$0	\$0	\$0	\$117,043	\$0	\$0	\$0	\$7	15%
Woodstock	\$0	\$0	\$0	\$5,450	\$0	\$0	\$0	\$0	1%
Zorra	\$0	\$0	\$0	\$8,617	\$0	\$0	\$0	\$1	4%
Total	\$0	\$0	\$45,471	\$572,998	\$0	\$0	\$0		

Source: 2018 FIR Schedule 12

Note: Revenues above includes Protective inspection and control, and Building permit and inspection services

Note: variations in F.I.R. data between municipalities are discussed in section 1.2 (e.g. Norwich, Tillsonburg, and Woodstock include building permit revenues under "licenses and permits" in schedule 10 of the F.I.R. The amounts under "licenses and permits" are \$412,822 for Norwich, \$516,020 for Tillsonburg, and \$1,101,114 for Woodstock).

Staffing/Resources

Summary of Staffing for Building Services by Local municipality

Municipality	Staffing Information
Blandford-Blenheim	C.B.O., Deputy C.B.O., and a Student (0.5 F.T.E.)
East Zorra-Tavistock	(shared with Blandford-Blenheim)
Ingersoll	C.B.O., Administrative Assistant (shared with Public Works), Building Inspector, Student
Norwich	C.B.O., Building Inspector/Drainage Superintendent, Building Services Clerk (2), Plans Examiner
South-West Oxford	C.B.O. and Building Inspector
Tillsonburg	C.B.O., Deputy C.B.O., Building Inspector, Administrative Assistant, Development Technician
Woodstock	C.B.O., Building Inspector, Building Technician, and Part-time Building Clerk
Zorra	C.B.O., and Building Inspector/By-law Supervisor



Contracted Services

Summary of Contracted Services by Local municipality

Municipality	Contracted Services
Blandford-Blenheim	Contracted out approximately \$4,000 in services for building permit reviews.
East Zorra-Tavistock	Contracted out approximately \$5,000 in residential plans examinations.
Ingersoll	None
Norwich	Occasional outsourcing of building permit reviews.
South-West Oxford	Outsourced approximately \$2,400 in plans examinations due to vacancy in CBO position.
Tillsonburg	Inspection of septic tanks contracted out to Norwich.
Woodstock	None
Zorra	None

Note: the contracting out of plans examinations by a principle authority may only occur and be conducted in accordance with Section 6 of the BCA. These arrangements are supposed to occur between principle authorities and not with non-municipal contracted agencies or entities.

Union Contracts

Woodstock has 5 building staff and 3 by-law enforcement staff under union contract CUPE 1146 Inside & Part Time Unit.

All other area municipalities: no unionized staff.



Assets

Summary of Major Building Services Assets Owned by Area Municipalities

Municipality	Major Building Services Assets
Blandford-Blenheim	1 Pick-up Truck 1 SUV
East-Zorra Tavistock	One shared office with other municipal staff Two vehicles
Ingersoll	1 Pick-up Truck
Norwich	2 Pick-up Trucks
South-West Oxford	Township Hall offices 1 Vehicles (1 electric car)
Tillsonburg	2 Vehicles
Woodstock	Building Department located at 944 James Street with Engineering Department 3 Vehicles
Zorra	1 Pick-up Truck

Asset Management Plan/Practices

Captured under Administration

Capital Budget Policies/Practices

Captured under Administration

Best Practices

- Area municipalities are often in contact with each other to share expertise and seek advice on an as needed basis.
- Area municipalities have policies to assist neighbouring municipalities to cover for staffing issues (e.g. vacations, sick leave, etc.). Additionally, some municipalities have set up these arrangements with neighbouring municipalities outside of the County (i.e. Tillsonburg and Bayham).
- Norwich has expertise in septic systems. The other area municipalities often get assistance from Norwich to help with these projects.



- Woodstock has expertise with larger developments. Recently Woodstock's Building department assisted Norwich with a large development.
- Several area municipalities have begun to implement AMANDA for building services. Efficiencies may be available to municipalities when collaborating on creating reports in order to share costs.



Emergency Management

Municipalities Providing Emergency Management Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
	✓	✓	✓	✓	✓	✓	✓	✓

General Description:

Emergency management is required by the Emergency Management and Civil Protection Act, 1990. They focus on the community during an emergency event. In the event of an emergency, having good infrastructure and/or a working strategy is the first line of defense. Responders and citizens will be kept safe and community reputation will be protected. Losses will be mitigated, and the resulting repairs should be less costly. It is a proactive measure instead of a reactive one; it builds resiliency into municipalities. In addition to this, and based on the other services recorded, emergency services also includes the police.

Current approaches to emergency management in the County focus on the traditional “Preparedness” component. The industry best practices and the provincial program/doctrine encourages emphasis on all components (prevention, mitigation, preparedness, response, and recovery), but legislation currently only requires preparedness. Preparedness has six pillars: public awareness and education, emergency information, exercises, training, emergency operations centre, and emergency plan.

Legislative Framework:

Emergency Management and Civil Protection Act, 1990

This Act requires municipalities to develop, implement and maintain an emergency management program.

Standards (O. Reg. 380/04) establishes a committee, program coordinator, and action group that guide emergency management preparedness in the province.



Non-Legislative Guiding Documents

An Emergency Management Framework for Canada, 2017

This document outlines principles and concepts for emergency management activities. Each level of government is responsible for emergency management. This document also aims to promote collaboration to improve emergency management strategies.

Office of the Fire Marshal and Emergency Management (OFMEM) Compliance Guidelines

Provides a description of the legislation requirements of municipalities and outlines required measures to achieve compliance. It has the following relevant doctrines:

Emergency Management Doctrine for Ontario

Incident Management Doctrine for Ontario

Canadian Standard, CSA Z1600-17

This Standard provides the requirements to develop, implement, evaluate, maintain, and continually improve an emergency management program for prevention and mitigation, preparedness, response, and recovery.

ANSI Standard, Emergency Management Accreditation Standard

A set of 64 standards to apply for EMAP accreditation.

Expenditure (Operating) Information

Schedule 40 - Expenses												
	Salaries, Wages and Employee Benefits	Interest on Long Term Debt	Materials	Contracted Services	Rents and Financial Expenses	External Transfers	Amortization	Total Expenses Before Adjustments	Interfunctional Adjustments	Allocation of Program Support	Total Expenses After Adjustments	Total Expenses Before Adjustments Per Capita
County	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blandford-Blenheim	\$7,473	\$0	\$747	\$0	\$0	\$0	\$0	\$8,220	\$0	\$0	\$8,220	\$1
East Zorra-Tavistock	\$5,278	\$0	\$3,175	\$0	\$0	\$0	\$0	\$8,453	\$0	\$0	\$8,453	\$1
Ingersoll	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Norwich	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
South-West Oxford	\$7,675	\$0	\$0	\$0	\$0	\$0	\$0	\$7,675	\$0	\$0	\$7,675	\$1
Tillsonburg	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Woodstock	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Zorra	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$20,426	\$0	\$3,922	\$0	\$0	\$0	\$0	\$24,348	\$0	\$0	\$24,348	

Source: 2018 FIR Schedule 40

Note: For emergency preparedness the County spent a total of \$126,830 on salaries and benefits, and \$11,064 on materials in 2018.



Revenue (Operating) Information

Schedule 12 - Revenues									
	Ontario Conditional Grants	Canada Conditional Grants	Other Municipalities	User Fees and Service Charges	Ontario Grants - Tangible Capital Assets	Canada Grants - Tangible Capital Assets	Other Municipalities - Tangible Capital Assets	Revenues per Capita	Percentage of Expense Recovery from User Fees and Service Charges
County	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Blandford-Blenheim	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
East Zorra-Tavistock	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Ingersoll	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Norwich	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
South-West Oxford	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Tillsonburg	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Woodstock	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Zorra	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	

Source: 2018 FIR Schedule 12

Note: There is no funding source currently available to for compliance with provincial legislation for emergency management.

Staffing/Resources

Summary of Staffing for Emergency Management

Municipality	Staffing Information
Oxford County	1 County Community Emergency Management Coordinator (CEMC)
Blandford-Blenheim	Under the portfolio of the Fire Chief
East Zorra-Tavistock	(shared between Blandford-Blenheim, East Zorra-Tavistock, and Ingersoll)
Ingersoll	(shared between Blandford-Blenheim, East Zorra-Tavistock, and Ingersoll)
Norwich	Under the portfolio of the Fire Chief, the Road Superintendent is the designated Alternate CEMC.
South-West Oxford	Under the portfolio of the Fire Chief, the Clerk is the designated Alternate CEMC.
Tillsonburg	Under the portfolio of the Fire Chief
Woodstock	Under the portfolio of the Fire Chief, the Deputy Fire Chief is the designated Alternate CEMC.
Zorra	Under the portfolio of the Fire Chief

Contracted Services

No contracted services were identified.



Union Contracts

Not applicable to the delivery of this service. Emergency management roles are incorporated into existing staff positions, some of which are unionized.

Assets

There are not assets specifically attributed to this service profile.

Municipal Framework

Blandford Blenheim – The Fire Chief works closely with another staff member to remain in compliance with the legislation.

East Zorra-Tavistock – The Fire Chief has assistance in running an emergency management program. The program enables the municipality to run training with new staff and Council, and to do public education.

Ingersoll - The Fire Chief works to maintain the requirements to remain in compliance with the legislation. The Deputy Fire Chief is attending emergency management training, so they are able to assist the Fire Chief.

Norwich - The Fire Chief responsibilities include the role of C.E.M.C. and the Roads Superintendent is the designated Alternate C.E.M.C. The Manager of Health Services and CAO act as the Township Emergency Information Officers. The Township meets the minimum requirements for emergency management as prescribed under the Emergency Management and Civil Protection Act.

South-West Oxford – The Fire Chief (C.E.M.C.) and the Clerk (Alternate C.E.M.C.) works to maintain the requirements to remain in compliance with the legislation.

Tillsonburg – The Fire Chief works to maintain the requirements to remain in compliance with the legislation.

Woodstock – The Fire Chief (C.E.M.C.) and the Deputy Fire Chief (Alternate C.E.M.C.) work to maintain the requirements to remain in compliance with the legislation.



Zorra - The Fire Chief works to maintain the requirements to remain in compliance with the legislation.

Oxford County

Oxford County has a dedicated Emergency Management role (currently in transition). Prior to the amalgamation of health units, the County C.E.M.C. had shared responsibilities between health and county emergency management programs. The alternate C.E.M.C.s are the Paramedic Services on-call management staff (chief and two deputy chiefs).

The County C.E.M.C. has traditionally coordinated public education activities with the assistance of their Strategic Communication & Engagement staff. This has included social media, emergency preparedness week campaigns, development and maintenance of the oxford72hours.ca web site. Additionally, they provided subject matter emergency management expertise to the municipalities. Some training and exercise events were held jointly, and the municipalities continue to involve joint training for compliance with provincial requirements

In 2019, the long-time incumbent accepted a position elsewhere, and a one-year, 3 day per week CEMC position was established to ensure compliance and program stability while the provincial regional government and shared services reviews were completed.

An experienced emergency management professional was engaged to do this and has undertaken an update to the public education program as well as provision of the Basic Emergency Management, Basic Incident Management and Intermediate Incident Management courses. There is a current review of the County's program underway. This includes the transition to the Incident Management System (IMS). IMS is outlined in the provincial IMS doctrine and deemed to be the de facto municipal emergency management standard during the Elliot Lake inquiry.

The County is investing in IMS vests, responsibility chart, quick reference guides, and other equipment for use in training but also available as the IMS implementation advances.



All the other Emergency Management responsibilities are currently combined into the duties assigned to other municipal staff positions. Many of the municipal fire chiefs hold the title of CEMC.

Provincial legislation mandates that appropriate municipal staff participate in required training and exercise(s) on an annual basis. As this training is in addition to their regularly assigned duties it can be difficult to ensure all required staff attend the exercise at the same time.

Generally, the resources available to comply with provincially mandated emergency management are stretched and make it difficult to exceed the minimum requirements.

Asset Management Plan/Practices

There are not assets specifically attributed to this service profile.

Capital Budget Policies/Practices

The budget for emergency management services is financed through the municipal tax levy. The expenditures for emergency management ensure that the municipalities are in compliance with the legislative requirements.

Woodstock - \$10,000 from the Fire Department operating budget is included annually within the specifically designated for Emergency Management.



Roads, Bridges, Culverts, Active Transportation, and structures

Municipalities Providing Roads Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
✓	✓	✓	✓	✓	✓	✓	✓	✓

General Description

The municipalities and the County provide road services that meet or exceed the minimum maintenance standards in Ontario. Each municipality is responsible for their road maintenance which includes streetlights, bridges, culverts, winter control, sidewalks, storm sewers, road minimum maintenance standards, locates, ditching, grass cutting, etc. As a group, Roads organizes monthly meetings which have resulted in beneficial arrangements. There is also a joint purchasing group for items like culverts, salt, sand, and other items that are common among the municipalities.

The County Road network plan provides for a safe and efficient transportation network to keep the community and economy moving, and manages the programs that support and optimize the transportation network through proper maintenance, operations and safety programs, according to legislation and municipal standards.

The Oxford County Road Supervisors Association meets three (3) times per year with a joint meeting through the Tri-County (Elgin, Oxford & Middlesex) held once per year. At the joint meetings ongoing issues, joint training programs and group contracts for materials are discussed. In addition, a common issues group meets quarterly for similar discussions. The service sharing group meets 10 times per year. Woodstock hosts and organizes the Utility Coordination Committee (UCC).

Legislative Framework

Public Transportation and Highway Improvements Act, 1990

Under this Act are the following regulations:

- Standards for Bridges (O.Reg. 427/10)



Municipal Act, 2001

The *Municipal Act* outlines the authority of municipalities; specifically, here, the following regulation falls under the Act:

- Minimum Maintenance Standards for Municipal Highways (O.Reg. 239/02)

Road Access Act, 1990

This Act states that persons cannot close an access or common roadway.

Bridges Act, 1990

This Act was put in place to protect natural waterways by making it mandatory to build a bridge (or structure) to avoid obstructing the waterway.

Transportation Master Plan, 2011 (Woodstock)

Transportation Master Plan, 2019 (Oxford County)

Trails Master Plan, 2014 (Oxford County)

Non-Legislative Guiding Documents

Geometric Design Guide for Canadian Roads (TAC Manual), 2017

This document provides design criteria best practices for roadways in Canada. It is referenced by the Ministry of Transportation Ontario (MTO) on construction projects where that are in their jurisdiction.

Ontario Provincial Standards for Roads and Public Works (OPSS and OPSD), 2019

These are a set of comprehensive standards related to road and other public works. They are updated bi-annually.

Secondary Plan Transportation Needs Assessment, 2006 (The City of Woodstock)



Expenditure (Operating) Information

Schedule 40 - Expenses												
	Salaries, Wages and Employee Benefits	Interest on Long Term Debt	Materials	Contracted Services	Rents and Financial Expenses	External Transfers	Amortization	Total Expenses Before Adjustments	Interfunctional Adjustments	Allocation of Program Support	Total Expenses After Adjustments	Total Expenses Before Adjustments Per Capita
County	\$4,301,003	\$37,102	\$3,023,146	\$1,462,968	\$542,039	\$0	\$7,240,834	\$16,607,092	\$3,008,755	\$0	\$19,615,847	\$152
Blandford-Blenheim	\$734,586	\$0	\$1,500,170	\$4,575	\$0	\$0	\$1,133,314	\$3,372,645	\$0	\$0	\$3,372,645	\$456
East Zorra-Tavistock	\$606,569	\$42,752	\$983,118	\$262,123	\$0	\$0	\$835,380	\$2,729,942	\$0	\$0	\$2,729,942	\$452
Ingersoll	\$1,197,967	\$142,636	\$864,705	\$105,467	\$0	\$0	\$1,809,497	\$4,120,272	-\$73,221	\$205,940	\$4,252,991	\$327
Norwich	\$911,031	\$14,714	\$1,013,385	\$422,486	\$0	\$0	\$917,217	\$3,278,833	\$0	\$258,870	\$3,537,703	\$298
South-West Oxford	\$819,407	\$4,311	\$900,202	\$277,312	\$0	\$0	\$985,347	\$2,986,579	\$0	\$0	\$2,986,579	\$390
Tilsonburg	\$1,418,380	\$144,869	\$900,768	\$265,958	\$0	\$0	\$1,323,491	\$4,053,466	\$384,193	\$0	\$4,437,659	\$253
Woodstock	\$4,661,135	\$119,209	\$2,678,942	\$608,619	\$0	\$0	\$4,321,500	\$12,389,405	\$0	\$521,600	\$12,911,005	\$303
Zorra	\$1,101,828	\$222,842	\$984,608	\$542,527	\$0	\$0	\$908,507	\$3,760,312	\$0	\$0	\$3,760,312	\$483
Total	\$15,751,906	\$728,435	\$12,849,044	\$3,952,035	\$542,039	\$0	\$19,475,087	\$53,298,546	\$3,319,727	\$986,410	\$57,604,683	

Note: Costs above include Roads, Bridges & Culverts, Traffic Operations, Winter Control & Street Lighting

Source: 2018 FIR Schedule 40

Revenue (Operating) Information

Schedule 12 - Revenues									
	Ontario Conditional Grants	Canada Conditional Grants	Other Municipalities	User Fees and Service Charges	Ontario Grants - Tangible Capital Assets	Canada Grants - Tangible Capital Assets	Other Municipalities - Tangible Capital Assets	Revenues per Capita	Percentage of Expense Recovery from User Fees and Service Charges
County	\$0	\$0	\$442,678	\$280,552	\$1,312,218	\$3,370,000	\$0	\$49	2%
Blandford-Blenheim	\$240,954	\$0	\$117,802	\$5,908	\$0	\$0	\$0	\$49	0%
East Zorra-Tavistock	\$43,952	\$0	\$113,393	\$26,893	\$57,356	\$0	\$0	\$40	1%
Ingersoll	\$0	\$0	\$173,771	\$49,454	\$216,636	\$90,000	\$0	\$42	1%
Norwich	\$0	\$0	\$0	\$55,747	\$205,526	\$0	\$0	\$24	2%
South-West Oxford	\$89,908	\$0	\$0	\$66,197	\$65,432	\$0	\$0	\$29	2%
Tilsonburg	\$0	\$0	\$129,092	\$54,232	\$927,753	\$370,199	\$0	\$93	1%
Woodstock	\$248,541	\$0	\$720,939	\$673,794	\$341,619	\$0	\$0	\$49	5%
Zorra	\$369,962	\$0	\$0	\$5,280	\$0	\$0	\$0	\$48	0%
Total	\$993,317	\$0	\$1,697,675	\$1,218,057	\$3,126,540	\$3,830,199	\$0		

Note: Revenues above include Roads, Bridges & Culverts, Traffic Operations, Winter Control & Street Lighting

Source: 2018 FIR Schedule 12

Staffing/Resources

Summary of Staffing for Roads in Oxford County

Municipality	Staffing Information
Oxford County	Total: 36.3 FTEs 1 Transportation & Waste Management 1 Public Works Secretary (combined with Waste Management) 1 Supervisor 4 Foreman 22 Full Time Operators 8 Seasonal Operators (0.4 FTE each from Nov 13 to Mar 30) Summer Students (up to 13)



Municipality	Staffing Information
Blandford-Blenheim	Director of Public Works Road Supervisor Public Works Lead Hand Operator/Driver 1 part time winter patroller (20 hrs) One staff member seasonally alternates between Public Works and Community Services
East Zorra-Tavistock	1 Manager of Public Works 1 Foreman of Public Works 1 Public Works Lead Hand 4 Operators 1 Summer Student
Norwich	Manager of Public Works Manager of Roads and Construction 10 Equipment Operators (including 2 Lead Hands)
Tillsonburg	1 Road Supervisor 1 Manager of Public Works 9 Equipment Operators 2 season staff that alternate between Parks and PW Have been augmenting their PW staff complement through four 4-month contracts during winter control
Woodstock	1 Director of Public Works 4 Public Works Supervisors (Including Fleet and Water Supervisors) 38 Public Works Staff (including garbage/recycling and wastewater operators) 5 Licensed Mechanics 1 Stock Keeper 1 City Engineer 1 Deputy Engineer 1 Development Engineer 8 Engineering Staff 3 Clerks 1 Office Supervisor

Contracted Services

Oxford County provides line painting services to all municipalities with the exception of Woodstock. They also perform street sweeping in various Local municipalities, snow clearing (portion of Hwy 2 in Norwich), contract administration on joint water,



wastewater, and roads reconstruction projects (Norwich), and joint capital and resurfacing tenders where possible with Local municipalities.

All municipalities – Material supply can be purchased in bulk (e.g. sand, salt, chloride, etc.)

Urban Road Maintenance Agreements

- Oxford County & Town of Tillsonburg
- Oxford County & Town of Ingersoll
- Oxford County & City of Woodstock – (contracting out year-round operations on County Roads within urban centre limits)

Woodstock

- Shoulder grading of rural road sections (grader only)
- CCTV (smalls amounts completed by municipal staff)
- Line painting (smalls amounts completed by municipal staff)
- Ditch work (excavator only)
- Parking lot snow clearing (smalls amounts completed by municipal staff)
- Woodstock completes line painting for some County roads and charges it back to the County

Tillsonburg

- Parking lot snow clearing
- Asphalt resurfacing
- Crack sealing
- Tree trimming & removal
- Streetlight maintenance
- Sign retroreflectivity
- Traffic signal maintenance
- CCTV of storm sewers
- Ontario structure inspection manual (OSIM) structure inspections
- Snow clearing



South-West Oxford

- Stump grinding
- Streetlight maintenance
- Bridge maintenance
- Sidewalk snow clearing (joint tender with Norwich)
- Sweeping and crack sealing (South-West Oxford contracts the County to do this)
- Ditch cleaning (South-West Oxford is assisted by other municipalities)

Norwich

- Parking lot snow clearing (13 lots)
- Sidewalk snow clearing (joint tender with South-West Oxford)
- Sidewalk salting
- Roadside mowing and brush cutting
- Tree cutting (with bucket truck)
- Dust control application
- Gravel road resurfacing (trucking)
- Street sweeping
- Bridge and culvert inspections
- Culvert and catch basin cleaning

Oxford County

- Shoulder spreader machine attachment for County owned loader (rented)
- Phragmites cutting and spraying
- OSIM bridge inspections and minor maintenance
- Roads Needs Study
- Transportation Master Plans
- PXO and all-stop warrants
- County-wide speed counts (one offs completed internally)
- Traffic signal maintenance (ERTH)
- Utility locates – street lighting & traffic signals (G-TEL)
- Ditch cleaning – gradall capacity



- Large tree trimming/removal (smaller jobs completed internally)
- Collision data review (planned)
- Speed data analysis (planned)
- Traffic signal timing optimization (planned)
- Weather update service
- Consulting engineering and contractor construction
- Road patrol software

East Zorra-Tavistock

- Tree removal (contract and own staff)
- Streetlight maintenance (ERTH)
- Crack sealing (joint tender)
- Bridge inspections
- Hot mix pouring (larger jobs contracted)
- Granular application for loose top roads
- Sidewalk snow clearing
- Plowing and sand / salt
- Parking lot snow clearing (contract and own staff)
- Sign inspections
- Gravel to hardtop conversion
- Street sweeping
- Annual dust suppressant application
- Winter maintenance
- Catch basin cleaning (annually)

Blandford-Blenheim

- Tree services
- Catch basin cleaning (the County will also assist with catch basin cleaning if there is time in their schedule)
- Signage (purchased but installed by municipal staff)
- Streetlight maintenance (ERTH)



Zorra

- Hot mix paving
- Crack sealing
- Trucking gravel
- Gravel testing and pit monitoring
- Tree trimming
- Railway maintenance
- Hauling and mixing winter sand/salt
- Street sweeping (Zorra contracts the County)
- Streetlight locates (Zorra contracts EARTH Power)
- Parking lot snow clearing (Thamesford only)
- Sidewalk snow clearing (Embros only)

Ingersoll

- Streetlight maintenance
- Parking lot snow clearing
- Bridge inspections
- CCTV storm sewers

Union Contracts

Oxford County, Woodstock, East Zorra-Tavistock and Norwich have unionized staff.



Assets

A table below provides a summary of all major infrastructure in Oxford County. Other assets such as guardrails, sidewalks, and traffic signals are excluded from this summary.

Inventory of Major Assets in Oxford County

Municipality	Road (centreline km)	Bridges	Culverts	Street Lighting	Plows + Graders	Storm Sewer (km)	Catch Basins	Signalized Lights
Blandford-Blenheim	335	57	1,176	373	8	N/A	513	--
East Zorra-Tavistock	211	38	--	483	5	13,170 (m)	--	--
Ingersoll	75	32	32	2,187	5	71	1,815	--
Norwich	359	40	552	--		14,673 (m)	756	--
South-West Oxford		13	75	--	7		236	--
Tillsonburg	117	9	7	2,965	7	108	2,624	6
Woodstock	230	11	6	5,881	8**	230	5,576	15
Zorra	474	48	24	--	14	--	--	--
Oxford County	645	156	156	--	19	--	--	37
Total	2,446	216*	1,840*	11,889	73	437	11,520	58

*Totals do not include the combined bridge and culvert inventory from Ingersoll and Oxford County

**plows only

Oxford County

In addition to the assets in Table 2, Oxford County has 4 Operational Yards in Drumbo, Highland, Springfield, Woodstock with anti-icing, sand, salt, snow fence, equipment storage, and fuel. Springfield also has the centralized sign shop.

The Oxford County fleet includes tandem snow plows (19 total, 2 are spares), a tandem tipping frame, four 1 ton utility/dump box, an ATV, a sign truck, eight ½ ton pick-up trucks, graders four loaders/mower, a line painting truck, and a pavement spreading and roller trailer.



Municipal Framework

Boundary Road Agreements

- Blandford Blenheim & Woodstock
- East Zorra-Tavistock & Blandford Blenheim
- East Zorra-Tavistock & Perth East
- Norwich & Tillsonburg (under development)
- Norwich & Norfolk
- Norwich & South-West Oxford
- Norwich & Brant
- Norwich & Woodstock (service agreement)
- Norwich & Oxford County
- Oxford County & Brant County
- Oxford County & Region of Waterloo
- Oxford County & Perth County
- Oxford County & Norfolk County
- Oxford County & Wilmot Township
- Oxford County & Middlesex County
- Tillsonburg & Bayham
- Zorra & East Zorra-Tavistock
- Zorra & Ingersoll
- Zorra & Perth East
- Zorra & Perth South
- Zorra & Thames Centre

Transportation System Planning (Oxford County)

- 2019 Transportation Master Plan
- Active transportation & trails (access for crossings, line fencing)
- 2014 Trails Master Plan (typically working on 1.2m wider asphalt platform as part of regular road resurfacing, Share the Road signage)
- Capital planning (Woodstock also completes this)
- Capital Works project delivery (Woodstock also completes this)



- In house: procurement, contract admin, construction inspection and surveying, and property acquisition
- Contracted services for consulting engineering and contractor construction
- Operations budget (Woodstock also completes this)
- People & Goods Movement
 - Traffic demand management (carpools, telecommute, work from home)
 - Inter-regional transportation connectivity – SouthwestLynx Plan & Intercommunity Bus Network
 - Enhanced Passenger Rail
- Road rationalization with Local municipalities
- Road widening/urbanization/intersection upgrades (Woodstock also completes this)
- Low carbon transportation provisions (electric vehicle infrastructure, roundabouts, autonomous vehicles, etc.)
- Oxford County’s Electric Vehicle Accessibility Plan
- Retaining wall condition needs assessments (CNAs) (Woodstock also completes this)
- Class Environmental Assessment (EA) Studies (Woodstock also completes this)

Traffic Management (Oxford County)

- Corridor management
 - Road safety program
 - County-wide traffic calming and speed management
 - Automated speed enforcement (ASE)
 - Review of annual collision data
 - Emergency detour routes (EDR)
 - Pedestrian crossings
 - All stop warrants
- Traffic signal optimization and lighting
- Parking and signage
- Load restrictions reduced load limits



- East Zorra-Tavistock (Mar 1 – Apr 30)
- South-west Oxford (Mar 1 – Apr 30)
- Norwich (Mar 1 – Apr 30)
- Oxford County (Mar 1 – Apr 30)
- Blandford Blenheim (Mar 1 – Apr 30)
- Zorra (Feb 15 – Apr 30)
- Moving permits
- By-law enforcement

Transportation System Management (Oxford County)

- Road patrol (Woodstock also completes this)
- Road pavement management program (Woodstock also completes this)
 - Road resurfacing
 - Rehab
 - Crack sealing
 - Hotmix/padding for potholes
 - Edging rehab
- Line painting (Woodstock also completes this)
- Winter road maintenance / level of service consistent with minimum maintenance standards (Woodstock also completes this)
- Weed spraying (Woodstock also completes this)
- Guide rail installation (Woodstock also completes this)
- Traffic impact studies (Woodstock also completes this)
- Access management (Woodstock also completes this)
- Permits (entrance, municipal consent, etc.)
- Land dedication (right-of-way [R-O-W], daylight triangles) (Woodstock also completes this)
- Customer service (Woodstock also completes this)
- Optimization (Woodstock also completes this)
- Railway crossings and safety assessments / enhancements (Woodstock also completes this)

Road Minimum Maintenance Standards



All municipalities – provide a level of service that is beyond the minimum maintenance standards.

Blandford-Blenheim – Approximately 2/3 of their roads are gravel and the remaining are asphalt.

East Zorra-Tavistock – Gravel road maintenance and roadside mowing is completed by Township staff.

County – All roads are asphalt. There are on road bike lanes and multi-use trails in some areas. A Roads Needs Study is conducted every 5 years.

South-West Oxford – There is an even split of urban and rural roads in South-West Oxford. Gravel resurfacing is done in house.

The majority of the roads in Woodstock and Tillsonburg are urban, asphalt roads.

Winter Maintenance and Sidewalks

Blandford-Blenheim – Winter sidewalk snow clearing and salting on all sidewalks, and Fire Hall and Office parking lots are contracted. Arena, community centers and municipal lots done by own forces.

Tillsonburg – Performs winter sidewalk snow removal and salting. Through Urban Road Maintenance Agreement the Town plows most of the County roads and charges back for that service.

Woodstock – Woodstock has a By-law requiring its property owners to clear their sidewalks within 24 hours of a snow event.

Zorra – Parking lot and sidewalk snow clearing is done by a mixture of municipal staff and contracted services. The contracted portions are listed in the Contracted Services section.



Storm Sewers

Local municipalities receive homeowner applications for service lateral connections to stormwater infrastructure, their building inspectors issue permit (holds permit till fees paid), and the Local municipalities collect the fee.

Local municipalities operate County owned stormwater infrastructure within County Road R-O-W; however, there is currently no reporting structure in place to ensure the maintenance undertaken is provided to the County for asset management or the capital program.

Blandford-Blenheim – Catch Basins are under the purview of Public Works.

East Zorra-Tavistock – Culvert driveway repair and installation is completed by Township staff.

Ingersoll - Zorra and Ingersoll jointly contract catch basin cleaning.

Norwich – Catch Basin cleaning is done on a cyclical basis.

South-West Oxford – Catch Basin cleaning is completed on a cyclical basis.

Tillsonburg – CCTV is completed on a cyclical basis in the storm sewers.

Woodstock – Catch Basin cleaning is completed on a cyclical basis. CCTV to update the sewer condition assessment is also completed on a cyclical basis. Maintenance hole adjustments, and culvert and ditch maintenance are also completed. Within City limits, the City has GIS information on and maintains all storm sewers.

Zorra – Zorra and Ingersoll jointly contract catch basin cleaning.

Bridges

All municipalities undertake the biannual OSIM bridge inspections.

Other

MESH Tracker is used for a variety of applications for compliance with minimum maintenance standards.



East Zorra-Tavistock – park grass cutting is completed by Township Road staff and Recreation staff

County – Staff use Road Patrol software. The County also oversees corridor management.

Woodstock - Bus shelter, traffic signal, streetlight and weed maintenance, and grass cutting, Phragmites cutting and spraying, road occupancy permits, and retaining wall and guard rail repairs are completed in Woodstock. The City uses Burnside Road patrol software. The City also completes Secondary and Servicing Studies as needed.

Zorra – Zorra is considering combining the yards in Embro and Kintore into a single yard.

Asset Management Plan/Practices

Blandford-Blenheim

The municipality maintains an inventory with pertinent information on the assets (e.g. in-service date, age, age-based condition). The asset tracking does not include categories related to replacement cost and the replacement cost date. This information is available in the Asset Management Plan (AMP) which includes information related to Road Networks and Bridges and Culverts. It provides asset quantities, a report card, forecasts replacement needs and a financial strategy.

East Zorra-Tavistock

The municipality maintains a high-level inventory with information on the asset condition (e.g. quantity, service life remaining, age). The asset tracking does not include categories related to in-service date, replacement cost, and the replacement cost date. Some of this information is available in the AMP which includes sections on Road Networks, Bridges and Culverts, and the Storm Network. It also provides asset quantities, a report card, forecasts replacement needs and a financial strategy. East Zorra-Tavistock is working on updating their 2018 Asset Management Plan.



Ingersoll

The municipality maintains an inventory with pertinent information on the assets (e.g. date of acquisition, adjusted useful life, probability of failure, in-service date). The asset tracking does not track categories like the replacement cost, the date when an asset becomes fully amortized, and the replacement cost date. This information is available in the AMP which includes information related to the Road Networks, Bridges and Culverts, and Storm Network assets. It provides profiles on groups of assets (e.g. sidewalks, bridges and culverts over 3 m) describing their quantity, rehab and replacement criteria/strategies, and life cycle consequences. The AMP also includes a financial strategy for asset replacement.

Norwich

The municipality maintains an inventory with information on the assets (e.g. quantity, replacement cost, and condition rating). The asset tracking does not include categories related to in-service date and the replacement cost date. This information is available in the AMP which includes detailed on Road Networks, Bridges and Culverts, and the Storm Network. The AMP also provides detailed listings for the assets, and a long-term plan for sustainability.

South-West Oxford

The municipality maintains an inventory with information on the assets (e.g. in-service date, quantity, and service life remaining). The asset tracking does not include categories related to replacement cost or the replacement cost date. This information is available in the AMP which includes sections on Road Networks, Bridges and Culverts, and the Storm Network. The AMP also provides detailed listings for the assets, and a long-term plan for sustainability.

Tillsonburg

The municipality maintains an inventory of the road and storm infrastructure assets with information on the assets (e.g. in-service date, quantity, condition rating, remaining service life, and replacement cost). This information is available in the AMP which includes sections on Road Networks, Bridges, and the Storm Network. The AMP also provides detailed listings for the assets, and a long-term plan for sustainability.



Woodstock

The municipal AMP includes detailed sections on Road Networks, Bridges and Culverts, and the Storm Network. The AMP also provides asset quantities, a report card, forecasts replacement needs, and a financial strategy. The information gathered from Woodstock indicated that they maintain a 5-year plan for road work.

Zorra

The municipality maintains an inventory with information on the assets (e.g. quantity, in-service date). The asset tracking does not include categories related to replacement cost and the replacement cost date. Some of this information is available in the AMP which includes detailed sections on Road Networks, and Bridges and Culverts. The AMP also provides information for the assets, and a long-term plan for sustainability.

Oxford County

The County maintains an inventory with all pertinent information on the asset (e.g. date of acquisition, adjusted useful life, probability of failure, in-service date). The asset tracking also tracks categories like the replacement cost, the date when an asset becomes fully amortized, and the replacement cost date. The assets listed by the County are assessed for replacement based on age. The historical the life expectancy of this asset is considered when the County is completing its capital forecasting. In addition, the asset list includes the annual requirement for assets that are incorporated into the annual budget process. In addition, the County conducts Road and Bridge Need Studies every 5 and 2 years, respectively.

The County AMP includes two detailed sections on Road Networks, and Bridges and Culverts. This provides information used to prepare the annual five- and ten-year capital forecasts.

Capital Budget Policies/Practices

- Each budget is financed through municipal tax levy, and development charges.
- The majority of the municipalities have reserves for bridge and culvert replacement.



- A well-defined model for cost sharing storm infrastructure between the local municipalities and the County does not exist. Storm infrastructure on County roads is typically associated with the County road and fully funded by the County. However, the drainage being collected may come from Local municipal roads.



Transit

Municipalities Providing Transit Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
			✓			✓	✓	

General Description

Transit and paratransit services are available in some of the municipalities in Oxford County. Paratransit services provide specialized, bookable services that are typically more specialized than regular transit because they offer door to door pickup/drop off, and assistance from the driver.

Legislative Framework

Public Vehicles Act, 1990

This Act defines public vehicles and taxicabs and mandates the use of an operating license and lists the rights of a person who has an operating license. It outlines the fine structure for licensing infringements. The following regulation was created under this Act:

- *General* (R.R.O. 1990, Reg. 982).

Public Transportation and Highway Improvement Act, 1990

This Act governs the authority of Ontario's Ministry of Transportation (MTO) within the rights-of-way of provincial highways. Under this Act is the following regulation:

- *Use of Commuter Parking Lots, Transit Stations and Rest, Service and Other Areas* (O.Reg. 206/06) which indicates how parking areas can be used and for what duration.

Accessibility for Ontarians with Disabilities Act (AODA), 2005



AODA mandates organizations in the public, private, and non-profit sectors to follow standards that make them more accessible, specifically for people with disabilities (e.g. visual impairment, physical conditions, mental health challenges, etc.).

Part Four of O.Reg. 191/11, *Integrated Accessibility Standards*, outlines accessibility standards for transportation. In relation to public transportation this would include visual and audio recordings of transit stops on moving vehicles and at shelter/stop locations. Also included are standards on fares, priority seating and duties to municipalities.

Expenditure (Operating) Information

Schedule 40 - Expenses												
	Salaries, Wages and Employee Benefits	Interest on Long Term Debt	Materials	Contracted Services	Rents and Financial Expenses	External Transfers	Amortization	Total Expenses Before Adjustments	Interfunctional Adjustments	Allocation of Program Support	Total Expenses After Adjustments	Total Expenses Before Adjustments Per Capita
County	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blandford-Blenheim	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
East Zorra-Tavistock	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ingersoll	\$1,467	\$0	\$1,687	\$66,646	\$0	\$0	\$0	\$69,800	\$0	\$3,552	\$73,352	\$6
Norwich	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
South-West Oxford	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Tillsonburg	\$0	\$0	\$28,850	\$69,553	\$0	\$0	\$0	\$98,403	\$0	\$0	\$98,403	\$6
Woodstock	\$1,673,239	\$0	\$939,520	\$842,506	\$8,968	\$0	\$478,914	\$3,943,147	\$0	\$227,005	\$4,170,152	\$96
Zorra	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$1,674,706	\$0	\$970,057	\$978,705	\$8,968	\$0	\$478,914	\$4,111,350	\$0	\$230,557	\$4,341,907	

Source: 2018 FIR Schedule 40

Note: Costs above include Transit – Conventional, and Transit – Disabled & Special Needs

Revenue (Operating) Information

Schedule 12 - Revenues										
	Ontario Conditional Grants	Canada Conditional Grants	Other Municipalities	User Fees and Service Charges	Ontario Grants - Tangible Capital Assets	Canada Grants - Tangible Capital Assets	Other Municipalities - Tangible Capital Assets	Revenues per Capita	Percentage of Expense Recovery from User Fees and Service Charges	
County	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a	
Blandford-Blenheim	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a	
East Zorra-Tavistock	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a	
Ingersoll	\$0	\$0	\$0	\$21,051	\$0	\$0	\$0	\$2	30%	
Norwich	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a	
South-West Oxford	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a	
Tillsonburg	\$54,075	\$0	\$0	\$7,902	\$0	\$0	\$0	\$4	8%	
Woodstock	\$0	\$0	\$0	\$732,952	\$510,612	\$0	\$0	\$30	19%	
Zorra	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a	
Total	\$54,075	\$0	\$0	\$761,905	\$510,612	\$0	\$0			

Source: 2018 FIR Schedule 12

Note: Revenues above include Transit – Conventional, and Transit – Disabled & Special Needs



Staffing/Resources

Summary of Staffing for Transit

Municipality	Staffing Information
Woodstock	7 FTEs 25 PTEs

Contracted Services

Ingersoll - Paratransit service is fully contracted including equipment.

Tillsonburg - Transit service is fully contracted including equipment.

Woodstock – Paratransit service is a combination of contracted delivery and in-house resources. Conventional Transit is fully in-house.

Union Contracts

In Woodstock, transit roles are incorporated into existing staff positions, some of which are unionized.

Assets

City of Woodstock Transit assets include 13 forty-foot conventional buses, 2 para-buses, a bus storage building, transit terminal and miscellaneous stops and shelters.

Municipal Framework

Ingersoll

Ingersoll offers paratransit services to those who qualify for it. This service is contracted.

Tillsonburg

Tillsonburg offers a single, fixed route service that runs hourly between 6 am and 6 pm. This service is contracted.



Tillsonburg successfully applied for MTO funding in 2018 for an inter-community transit service. It is planned to connect Tillsonburg, Norwich, Woodstock, Ingersoll, and South-West Oxford on a fixed loop as well as providing transit service to neighbouring communities (Langton, Delhi, Port Burwell) and service into London Victoria Hospital through Dorchester and Nilestown. Submission of an inter-community sustainability plan is a requirement of the MTO grant funding that will likely look to municipal partnerships to help keep the pilot project viable.

Woodstock

Woodstock has 6 bus routes and a paratransit service for those who qualify for it. The bus routes offer ½ hour service between 6am to 10pm Monday to Friday, and 8am to 10pm Saturdays. Paratransit service is offered during the hours of regular transit services.

Transit service in Woodstock is funded through grants, taxes and fares. Fares are collected using the OneCARD / SmartCard bus pass system. Bus advertising is also available at set monthly rates based on their location, exterior and interior bus advertising options exist.

Oxford County

The County is advocating for an inter-regional transportation system that includes enhanced passenger rail and an intercommunity bus transit systems (i.e. SouthwestLynx).

Asset Management Plan/Practices

Tillsonburg & Ingersoll – services are contracted and therefore there no assets.

Woodstock

The municipal AMP (2016) includes information on transit assets in the Facilities and Vehicles sections. The AMP also provides asset quantities, forecasts replacement needs, and a financial strategy.



Capital Budget Policies/Practices

Ingersoll – Not applicable.

Tillsonburg – Not applicable.

2018-2022 Capital Budget Core Program – City of Woodstock

Transit is included at a departmental level in the 2018-2022 capital budget (core programs) for the City of Woodstock. There are items in the capital budget for transit assets, such as bus shelters and para transit buses and for the transit building for 2018, 2019, 2020 and 2021.



Airports

Municipalities Providing Airport Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
						✓		

General Description:

The Town of Tillsonburg has an aerodrome with 3 runways (1 paved and 2 grass), several taxi ways, one public apron, 19 general aviation hangars, 5 commercial hangars, and an administration building with a Flight School and café/restaurant. The aerodrome covers approximately 600 acres and is located in South-West Oxford but is owned and operated by the Town of Tillsonburg. It is recognized by Canadian Border Services Agency (CBSA) as an Airport of Entry (AOE 15) capable of supporting transborder operations for up to 15 passengers.

The Tillsonburg Regional Airport is classified as a registered aerodrome in accordance with Canadian Aviation Regulations and as such is not a scheduled service passenger airport.

Legislative Framework:

Aeronautics Act, 1985

Authorizes the control of aeronautics. Most airports have zoning regulations under this Act. The two following regulations are part of the Act:

- *Canadian Aviation Regulations (SOR/96-433)* which outlines runway standards, and aircraft noise standards by referencing international standards. It also includes wildlife control measures that discourage wildlife from interfering with airport activities, and outlines operating and flight rules.
- *Canadian Aviation Security Regulations (SOR/2011-318)*, to enhance preparedness, and facilitate the detection, prevention and response to events that may occur.



Canadian Transportation Accident Investigation and Safety Board Act

This Act outlines the reporting and investigation system for incidents affecting airport/aerodrome safety. The *Transportation Safety Board Regulations* (SOR/2014-37)

Non-Legislative Material:

Aerodromes Standards and Recommended Practices – TP 312

Runway standards are included in these practices.

Airports Capital Assistance Program (ACAP)

The Government of Canada has an ACAP for improvements at local and regional airports. To qualify airports must meet federal certification requirements and serve between 1,000 and 525,000 commercial passengers per year. Airports located in remote areas do not have to meet the minimum service requirement.

Expenditure (Operating) Information:

Schedule 40 - Expenses												
	Salaries, Wages and Employee Benefits	Interest on Long Term Debt	Materials	Contracted Services	Rents and Financial Expenses	External Transfers	Amortization	Total Expenses Before Adjustments	Interfunctional Adjustments	Allocation of Program Support	Total Expenses After Adjustments	Total Expenses Before Adjustments Per Capita
County	\$0	\$0	\$0	\$0	\$0	\$5,000	\$0	\$5,000	\$0	\$0	\$5,000	\$0
Blandford-Blenheim	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
East Zorra-Tavistock	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ingersoll	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Norwich	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
South-West Oxford	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Tillsonburg	\$113,941	\$4,481	\$248,648	\$42,153	\$0	\$0	\$22,067	\$431,290	\$11,340	\$0	\$442,630	\$27
Woodstock	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Zorra	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$113,941	\$4,481	\$248,648	\$42,153	\$0	\$5,000	\$22,067	\$436,290	\$11,340	\$0	\$447,630	

Source: 2018 FIR Schedule 40



Revenue (Operating) Information:

Schedule 12 - Revenues									
	Ontario Conditional Grants	Canada Conditional Grants	Other Municipalities	User Fees and Service Charges	Ontario Grants - Tangible Capital Assets	Canada Grants - Tangible Capital Assets	Other Municipalities - Tangible Capital Assets	Revenues per Capita	Percentage of Expense Recovery from User Fees and Service Charges
County	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Blandford-Blenheim	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
East Zorra-Tavistock	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Ingersoll	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Norwich	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
South-West Oxford	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Tillsonburg	\$0	\$0	\$5,000	\$258,492	\$0	\$0	\$0	\$16	60%
Woodstock	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Zorra	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Total	\$0	\$0	\$5,000	\$258,492	\$0	\$0	\$0		

Source: 2018 FIR Schedule 12

Note: The airport receives approximately \$130,000 in operating rent revenue (reported on FIR Schedule 10).

Staffing/Resources

Table 1. Summary of Staffing for Airports

Municipality	Staffing Information
Tillsonburg	<p>One full-time staff member and three part-time staff members.</p> <p>Town Council has appointed an Airport Advisory Committee (TAAC) comprised of two elected officials from the Town and the Township of South-West Oxford, in addition to nine appointees. TAAC makes recommendations to Council on matters related to the Tillsonburg Regional Airport. The committee does not have any authority to make major decisions regarding the operation or development of the Airport.</p>

Contracted Services:

There are no contracted services for the airport.

Union Contracts:

There were no union contracts identified.



Assets

There are various assets associated with the airport such as the paved runway, administrative building, fueling stations, and air navigation facilities. These assets are all maintained by the Town of Tillsonburg as the owner and operator of the airport. The air navigation facilities at the Tillsonburg airport are:

(1) Instrument Flight Procedures

- Non-precision instrument approach (GPS-based lateral navigation [LNAV] instrument flight procedure [IFP]) on Runway 08
- A VHF omnidirectional range/distance measuring equipment IFP (VOR/DME IFP)

(2) Visual Aids

- Aerodrome beacon
- Low-intensity runway edge lighting (Runways 08-26)
- Low-intensity threshold and runway end lighting (Runways 08-26)
- Aircraft radio control of aerodrome lighting (ARCAL) System
- Lighted windsocks

Municipal Framework

In October 2019 Tillsonburg completed an Airport Feasibility Analysis Study. This report contains a variety of recommendations for consideration.

There is a café/restaurant located in the administration building. The operations of the restaurant/café are undertaken by a third party who rents the space from the Town.

The Town of Tillsonburg leases the land for hangar space as well as the land for agricultural purposes. The hangars are privately built and operated.

Asset Management Plan/Practices

Tillsonburg maintains a vehicles, machinery, and equipment inventory that includes information on two airport assets (e.g. in-service date, replacement cost, replacement cost date, etc.). The remaining assets are not included in the inventory but were



included as part of the Airport Feasibility Analysis Study. The Asset Management Plan includes information on the airport building asset conditions but does not include information related to the replacement of the buildings.

Through changes made by staff, the airport has made great strides in balancing operating costs and revenues and are almost equal. However, a roadblock exists in that it is difficult to incorporate capital needs into the budget and there are not sufficient reserve contributions.

Capital Budget Policies/Practices

Tillsonburg is the primary contributor of funding for capital and operating expenses for the airport services with a small annual grant from Oxford County. The County has increased its grant to the airport for 2020 from \$5,000 to \$30,000. The airport is included in the Tillsonburg's annual financial plan with budget allocated to it for 2019. Operating budget requirements saw an increase from 2018 to 2019 of \$4,600.



Wastewater (Municipal)

Municipalities Providing Wastewater Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
✓						✓	✓	

General Description

The County owns 11 wastewater collection systems and 9 wastewater treatment plants across Oxford County. The County operates 9 wastewater systems that are located in Woodstock, Tillsonburg, Ingersoll, Thamesford, Tavistock, Plattsville, Drumbo, Mount Elgin, and Norwich. Wastewater from the communities of Embro and Innerkip is transferred to the Woodstock wastewater treatment plant for treatment. Woodstock and Tillsonburg are contracted by the County to operate the wastewater collection systems within their urban boundaries.

The County wastewater treatment plants also collect waste from industrial and commercially zoned areas. Wastewater services provided for the collection and treatment of these wastewaters must discharge within limits contained in each plants' Environmental Compliance Certificate. Transportation and treatment of sewage is important to upholding standards of health and safety.

Wastewater collections is under the care of the Oxford County Water Operations division with the exception of the major lift stations at or near the plants at Woodstock, Ingersoll, Tillsonburg and Thamesford which are operated and maintained by the Wastewater Treatment Operations staff. The Water Operations division staff actively oversee 28 different monitoring sites throughout the wastewater collection system.

Wastewater services provide a contained method of transporting municipal, industrial, and commercial sewage to facilities that treat the wastewater to government standards prior to being released to the natural environment. Transportation and treatment of sewage is important to upholding standards of health and safety.



Legislative Framework

Wastewater Systems Effluent Regulations (SOR/2012-139), 2012

These Regulations are established under the *Fisheries Act, 1985* and set a baseline quality standard because wastewater can be discharged into a body of water under a different jurisdiction. The timeline to achieve compliance ranges from 2020, 2030, and 2040 based on the level of risk associated with each facility. The risk is based on the prevalence of “deleterious substances”.

Ontario Water Resources Act, 1990

The overall purpose of this Act is to promote the long- term well-being of Ontario in terms of the environment, socially, and economically.

- *Water Works and Sewage Works* (O.Reg. 435/93), 2017 which establishes the classification of facilities, licensing of operators, and provides operating standards.

Environmental Protection Act, 1990

This Act provides the framework to addresses sources of water pollution by creating the authority to create regulations. In relation to storm water the following regulations were created under the Act:

- Environmental Compliance Approval in Respect of Sewage Works (O.Reg. 208/19); and,
- Waste Disposal Sites, Waste Management Systems and Sewage Works Subject to Approval under or Exempt from the Environmental Assessment Act (O.Reg. 206/97).

Municipal Water and Sewage Transfer Act, 1997

This Act transferred the ownership of provincially owned water and wastewater plants to municipalities.



Water Opportunities and Water Conservation Act, 2010

The purpose of this Act is to foster new technologies related to water, wastewater and stormwater, create opportunities for economic development and clean-technology jobs, and to protect water resources for future generations.

Municipal Class EA Act (as amended), 2015

This Act establishes a planning and approval process for a variety of municipal infrastructure projects including municipal wastewater projects. Schedules A, A+, B, and C apply to various municipal wastewater projects.

Nutrient Management Act, 2002

This Act provides management of nutrient containing materials to protect the environment and allow for future agricultural use of lands.

Non-Legislative Guiding Documents:

Ontario Provincial Standards for Roads and Public Works (OPSS and OPSD), 2019

These are a set of comprehensive standards related to road and other public works. They are updated bi-annually.

Municipal Framework:

Many municipalities have By-Laws that outline their wastewater use and rates, and treatment facility discharge limits. Oxford County has By-Law No. 5903-2017 which outlines the 2017-2020 water and sanitary sewer rates, and By-Law No. 2719-87 which regulates the discharge of sewage into the County of Oxford sanitary sewer system. By-Law No. 2719-87 was amended in 2015 (By-Law No. 5715-2015) to include prohibiting the discharge or deposit of landfill leachate from any privately owned or operated facility.



Expenditure (Operating) Information

Schedule 40 - Expenses												
	Salaries, Wages and Employee Benefits	Interest on Long Term Debt	Materials	Contracted Services	Rents and Financial Expenses	External Transfers	Amortization	Total Expenses Before Adjustments	Interfunctional Adjustments	Allocation of Program Support	Total Expenses After Adjustments	Total Expenses Before Adjustments Per Capita
County	\$2,602,461	\$669,390	\$2,263,166	\$1,975,539	\$151,498	\$0	\$3,025,964	\$10,688,018	\$2,590,238	\$0	\$13,278,256	\$98
Blandford-Blenheim	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
East Zorra-Tavistock	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ingersoll	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Norwich	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
South-West Oxford	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Tillsonburg	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Woodstock	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Zorra	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$2,602,461	\$669,390	\$2,263,166	\$1,975,539	\$151,498	\$0	\$3,025,964	\$10,688,018	\$2,590,238	\$0	\$13,278,256	

Source: 2018 FIR Schedule 40

Note: Costs above include Wastewater Collection/Conveyance and Wastewater Treatment & Disposal

Revenue (Operating) Information

Schedule 12 - Revenues									
	Ontario Conditional Grants	Canada Conditional Grants	Other Municipalities	User Fees and Service Charges	Ontario Grants - Tangible Capital Assets	Canada Grants - Tangible Capital Assets	Other Municipalities - Tangible Capital Assets	Revenues per Capita	Percentage of Expense Recovery from User Fees and Service Charges
County	\$0	\$0	\$0	\$20,548,798	\$300,658	\$599,312	\$0	\$196	192%
Blandford-Blenheim	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
East Zorra-Tavistock	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Ingersoll	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Norwich	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
South-West Oxford	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Tillsonburg	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Woodstock	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Zorra	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Total	\$0	\$0	\$0	\$20,548,798	\$300,658	\$599,312	\$0		

Source: 2018 FIR Schedule 12

Note: Revenues above include Wastewater Collection/Conveyance and Wastewater Treatment & Disposal



Staffing/Resources

Summary of Staffing for Wastewater

Municipality	Staffing Information
Oxford County	<p><u>Wastewater Treatment</u></p> <p>9 Operators 2 Wastewater Bylaw Enforcement Officers 1 Supervisor of Wastewater Treatment 2 Foreman of Wastewater Treatment (North/South)</p> <p>The staff are organized as a North and South staff, with Woodstock, Plattsville, Drumbo, and Tavistock in the North and Ingersoll, Thamesford, Mt. Elgin, Norwich, and Tillsonburg in the South. There are six unionized staff in the South staff; two millwrights and four operators. There are seven unionized staff in the North staff; two millwrights, four operators and a truck driver. This makes for 13 unionized employees across both staffs.</p> <p>There are also two fully licensed foremen (non-unionized), one in the North and one in the South that are the operator in charge (OIC). In addition, there are two non-unionized sewer use by-law enforcement officers that report to the Wastewater Treatment Supervisor. The Wastewater Treatment Supervisor is the overall responsible operator (ORO). After hours ORO is rotated by schedule between the two foremen and the supervisor.</p> <p><u>Wastewater Collection</u> (shared with Water Operations)</p> <p>1 Supervisor (full time) 1 Foreman (full time) 8 Operators (full time) 1 Contract Operator (full-time) 1 Locate Technician (full-time)</p>
Tillsonburg	<p><u>Wastewater Collection</u></p> <p>1 Manager of Water & Wastewater 1 Supervisor of Water & Wastewater 4 Licensed Wastewater Operators</p> <p>There are no dedicated staff to sanitary sewers in Tillsonburg, a majority of the work is contracted out (i.e. CCTV, repairs, renewal etc.).</p>
Woodstock	<p><u>Wastewater Collection</u></p> <p>3 Licenced Wastewater Operators 1 Operator in Training (OIT)</p>



Municipality	Staffing Information
	<p>3 Staff preparing for OIT</p> <p>There are no dedicated staff to sanitary sewers in Woodstock. The majority of work will be performed by the vacor truck, skilled labourers, and heavy equipment operators</p> <p>There is a plan to further train and dedicate staff to wastewater so that the City can be more proactive in the maintenance and repair of sewers in the City.</p>

Contracted Services

CCTV is a contracted service in Tillsonburg, Woodstock and Oxford County.

Locates and biosolid land application for beneficial reuse are contracted services in Oxford County. Locates for wastewater collection are completed by municipal staff in Tillsonburg and Woodstock.

There are service agreements (O&M) between Oxford County and Woodstock, and Oxford County and Tillsonburg; both have expired.

Wastewater Collection Agreements (expired)

- Oxford County & Woodstock
- Oxford County & Tillsonburg
- Oxford County & Ingersoll

Additionally, the County operates a private sewage pumping station at the eastbound 401 Service Centre under contract with the owner.

Union Contracts

There are thirteen unionized staff that work in wastewater for the County.

The Town of Tillsonburg does not have unionized staff.

The City of Woodstock has unionized staff.



Assets

A table below provides a summary of all major wastewater infrastructure in Oxford County. Other assets such as vehicles, collection tanks, and sampling huts are excluded from this summary.

Inventory of Major Assets in Oxford

Municipality	Sewer Network (km)	Lagoon Systems	Treatment Facilities	Pumping Station	Odour Control Facility
Oxford County	600 of sewer and forcemains	3	6	27 plus 1*	2**

*There is 1 private sewage pumping station, included in the total here

**Located in Woodstock, designed to reduce odour entering Woodstock

Woodstock

The City owns a vactor truck which serves for both sanitary and storm sewer maintenance. The City also owns a mainline sewer camera and several mini cams for sewer blockage investigations.

South-West Oxford

South-west Oxford has nine (9) buildings that have individual septic systems for Wastewater. The building are: Municipal Office, Public Works Shed, Brownsville Community Hall/Fire Department, Dereham Community Hall, Salford Community Hall, Foldens Community Hall, Beachville Museum, former Policing Office (Beachville), and Beachville Fire Hall.



Municipal Framework

Wastewater is fully funded by user fees (rates).

Woodstock

- Locates for wastewater collection are done by municipal staff
- Sanitary sewer replacement typically drives roads reconstruction
- CCTV is completed on a cyclical basis
- Upgrading their system based on growth and servicing
- The County does billing for Woodstock
- Private drain connections are the responsibility of the landowner
- Secondary and Servicing Studies completed as needed
- Customer service
- Maintains GIS information of collection system
- Regular flushing program
- Technical reviews
- Development application review
- Swabbing program

Tillsonburg

- Locates for wastewater collection are completed by municipal staff
- Sanitary sewer replacement is driven by the roads replacement plan
- CCTV is completed on a cyclical basis
- Developing a comprehensive proactive Sanitary Maintenance Program (i.e. infiltration and inflow (I&I), manhole inspection program, CCTV, etc.)
- Billing is completed by the Town of Tillsonburg
- Private drain connections are the responsibility of the landowner
- Regular flushing program
- Swabbing program
- Technical reviews
- Development application review



Oxford County

- ERTH is used as the billing agent
- Introducing a County wide SCADA system
- Municipally maintained large septic system community (Mt. Elgin)
- Responsible for the maintenance of grinder pumps
- Responsible for the storage of biosolids

Oxford County Specific Services

- Wastewater Planning and Administration
 - Master planning and Class Environmental Assessment studies
 - Annual and long-term operations and capital budget
 - Rate studies and By-law development
 - Asset management and capital delivery support
 - Area municipal and cross-border servicing agreements (operations, engineering, servicing)
 - Meter reading and billing contracts
- Customer Service
 - Communication, education and outreach
 - Complaints resolution
 - Public information centres
 - Tour coordination
 - Billing inquiries
- Wastewater Treatment Plant Management
 - Operations and maintenance
 - Process engineering and optimization studies
 - Effluent quality management (includes monitoring, testing and compliance reporting)
 - SCADA
- Regulatory Compliance Management
 - Health and Safety management
 - Wastewater By-laws and enforcement
 - Environmental Compliance Approval (ECA)
 - Emergency management



- Wastewater Collection Management
 - Operations and maintenance
 - System optimization studies
 - Servicing and technical reviews and approvals
 - Development application review
 - Secondary plan / area servicing plans / functional servicing reports
 - Hydraulic modelling (including maintenance and calibration)
 - CCTV
 - Locates (WW)
 - Sanitary inflow and infiltration

Biosolids Generation

In 2018, there were approximately 4,800 wet tonnes of dewatered biosolids generated by the Woodstock, Ingersoll and Tillsonburg WWTPs. The Thamesford WWTP generated 1,100 m³ of liquid biosolids while approximately 1,300 m³ of raw sludge was transported from the Drumbo WWTP to the Woodstock WWTP for primary sludge co-thickening.

Land Application Program

In 2018, there were approximately 3,000 wet tonnes of dewatered biosolids land applied and 1,100 m³ of liquid biosolids utilized for its nutrient value. The quality of biosolids from all facilities were compliant with the Nutrient Management Act (NMA) regulations governing Non-Agricultural Source Material (NASM).

Biosolids Centralized Storage Facility

When the material cannot be directly land applied during the winter months, biosolids are stored at the County's BCSF which is designed to provide a minimum of 240 days storage. The capacity of the BCSF can store approximately 7,000 m³ of biosolids material.

Asset Management Plan/Practices

The County, who owns all wastewater infrastructure, maintains an inventory of the assets with all pertinent information on the asset (e.g. date of acquisition, adjusted



useful life, probability of failure, in-service date, etc.). The asset tracking also tracks categories like the replacement cost, the date when an asset becomes fully amortized, and the replacement cost date.

The assets listed by the County are assessed for replacement based on age and consultation from the Operating Authorities. The historical the life expectancy of this asset is considered when the County is completing its capital forecasting. In addition, the asset list includes the annual requirement for assets that are incorporated into the annual budget process. The information for asset management related to assets maintained by City of Woodstock and Town of Tillsonburg staff is communicated to the County from City and Town staff, respectively. The local municipality staff maintain an inventory of the assets and provide updated copies to the County on a regular basis. The County Asset Management Plan provides information that is used to prepare the five- and ten-year capital forecasts.

The following reviews were completed in 2019:

- CS 2019-42 Asset Management Systems Review
- CS 2019-30 Water and Wastewater Billing and Collections Policies Review
- CS 2019-09 Water and Wastewater Billing and Collections Review

Capital Budget Policies/Practices

The budget for wastewater treatment and collection is financed through wastewater user fees. Residents are billed monthly for water based on their household use. The rates for wastewater services are set by Council through a by-law which will be reviewed in 2020.

Capital forecasting is based on historical life expectancy of assets versus their future demand. Future demands from development are also considered during capital forecasting.

Trends & Best Practices

- Funding from grants that have lowered the impact
- New wastewater initiatives are included in the budget



- Development charges help recover capital costs associated with growth in the County
- There is a trend to optimize plants instead of building new ones



Water (Municipal)

Municipalities Providing Water Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
✓						✓	✓	

General Description

All water infrastructure is owned by Oxford County. The County operates 17 amalgamated drinking water systems (with 64 active well sites and 89 monitoring sites) that provide clean drinking water to 21 communities (~33,579 customers). Through agreements, Tillsonburg and Woodstock operate and maintain the County's water distribution systems within their urban boundaries (excluding storage and pumping).

The goal of water services is to provide a necessary resource – access to clean drinking water. Water is an important aspect of everyday life. The assets related to this service include everything from source to tap, and everything in between.

Legislative Framework

Safe Drinking Water Act, 2002

The Safe Drinking Water Act (SDWA) provides regulatory framework to protect drinking water consumers. It enhances the level of drinking water protection for treatment and distribution. Some key features of the SDWA are:

- *Ontario Drinking Water Quality Standards Regulation* (O. Reg. 169/03) which outline legally binding standards for contaminants in drinking water;
- *Drinking Water Systems Regulation* (O. Reg. 170/03), as amended, which created requirements for sampling and testing drinking water, mandatory reporting of adverse test results, and establishes specific requirements for the minimum levels of treatment that must be provided;
- *Compliance & Enforcement* (O. Reg. 242/05) which makes it mandatory to use licensed and accredited laboratories for drinking water testing, and outlines specific inspection requirements;



- *Certification of Drinking-water System Operators & Water Quality Analysts* (O. Reg. 128/04) which makes it mandatory for municipal drinking water operators to be trained and certified;
- *Licensing of Municipal Drinking Water Systems* (O. Reg. 188/07) that establishes the requirements to obtain a license to operate a drinking water system; and.
- *Financial Plans Regulation* (O. Reg. 453.07) which requires financial plans from municipal drinking water systems license applicants.
- In addition, the SDWA imposes a statutory standard of care upon the managers of municipal drinking water systems.

Other regulations under the SDWA include:

- *Drinking Water Testing Services Regulation* (O. Reg. 248/03); and,
- *Schools, Private Schools & Day Nurseries* (O. Reg. 243/07) and its lead standard amendment (O.Reg. 417/09).

Drinking Water Quality Management System, 2017

This was developed in partnership between the MECP and Ontario's water sector to compliment the legislative and regulatory framework. It takes a proactive and preventative approach that looks at long-term sustainability by way of management, maintenance, identifying potential risks, and risk mitigation in the areas of system security, water treatment, and the impacts of climate change.

Clean Water Act, 2006

The purpose of the Clean Water Act is to protect existing and future sources of drinking water.

Ontario Water Resources Act, 1990

The purpose of this Act is to protect Ontario's water by providing conservation, protection and management measures for its' sustainable use.

- *Wells* (O. Reg. 903) which outline legally binding standards for contaminants in drinking water;



Sustainable Water and Sewage Act, 2002

The purpose of this Act is to sustain and encourage improvements in Ontario's water (and wastewater) services, and to establish the Ontario Water Board.

Municipal Class EA Act (as amended), 2015

This Act establishes a planning and approval process for a variety of municipal infrastructure projects including municipal water projects. Schedules A, A+, B, and C apply to various municipal water projects.

Water Opportunities and Water Conservation Act, 2010

The purpose of this Act is to foster innovation for technology in the water and wastewater field.

Non-Legislative Guiding Documents

At a federal level, there are many guidance documents related to ensuring clean water is provided to each tap. These documents act as guidelines and are not regulatory. This gives each province or territory the ability to set limits or practices at their discretion. A few, important federal guidelines to consider are:

- Use of Quantitative Microbial Risk Assessment in Drinking Water, 2019;
- Use of the Microbiological Drinking Water Quality Guidelines, 2013;
- Controlling Corrosion in Drinking Water Distribution Systems, 2009
- Chloral Hydrate in Drinking Water, 2008;
- Potassium from Water Softeners, 2008;
- Issuing and Rescinding Boil Water Advisories in Canadian Drinking Water Supplies, 2015; and,
- Issuing and Rescinding Drinking Water Avoidance Advisories in Emergency Situation, 2009.



Ontario Provincial Standards for Roads and Public Works (OPSS and OPSD), 2019

These are a set of comprehensive standards related to road and other public works. They are updated bi-annually.

Municipal Framework

Oxford County has By-Law No. 5903-2017 which outlines the 2017-2020 water and sanitary sewer rates and By-Law No. 4193-2002 that outlines the use of water outside of buildings.

Expenditure (Operating) Information

Schedule 40 - Expenses												
	Salaries, Wages and Employee Benefits	Interest on Long Term Debt	Materials	Contracted Services	Rents and Financial Expenses	External Transfers	Amortization	Total Expenses Before Adjustments	Interfunctional Adjustments	Allocation of Program Support	Total Expenses After Adjustments	Total Expenses Before Adjustments Per Capita
County	\$3,076,184	\$232,402	\$1,716,289	\$4,299,249	\$216,008	\$0	\$2,972,827	\$12,512,959	\$2,694,805	\$0	\$15,207,764	\$114
Blandford-Blenheim	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
East Zorra-Tavistock	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ingersoll	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Norwich	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
South-West Oxford	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Tillsonburg	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Woodstock	\$0	\$0	\$0	\$0	\$0	\$0	\$56,700	\$56,700	\$0	\$0	\$56,700	\$1
Zorra	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$3,076,184	\$232,402	\$1,716,289	\$4,299,249	\$216,008	\$0	\$3,029,527	\$12,569,659	\$2,694,805	\$0	\$15,264,464	

Source: 2018 FIR Schedule 40

Note: Costs above include Water Treatment and Water distribution/transmission

Revenue (Operating) Information

Schedule 12 - Revenues									
	Ontario Conditional Grants	Canada Conditional Grants	Other Municipalities	User Fees and Service Charges	Ontario Grants - Tangible Capital Assets	Canada Grants - Tangible Capital Assets	Other Municipalities - Tangible Capital Assets	Revenues per Capita	Percentage of Expense Recovery from User Fees and Service Charges
County	\$40,848	\$0	\$0	\$19,826,670	\$197,424	\$394,848	\$0	\$187	158%
Blandford-Blenheim	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
East Zorra-Tavistock	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Ingersoll	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Norwich	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
South-West Oxford	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Tillsonburg	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Woodstock	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Zorra	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Total	\$40,848	\$0	\$0	\$19,826,670	\$197,424	\$394,848	\$0		

Source: 2018 FIR Schedule 12

Note: Revenues above include Water Treatment and Water distribution/transmission



Staffing/Resources

Summary of Staffing for Water

Municipality	Staffing Information
Oxford County	<p><u>Water Treatment</u> 11 Operators 1 – Supervisor 2 – Foreman 1 – I&C Technician</p> <p>The treatment plant operators are able to work collaboratively and in multiple treatment plants based on the similarities between the treatment plants. Shifts: There are typically 4 operators on at all times. The afternoon shift is from 3pm to 11:30pm (M-Th) & noon to 8:30pm (F), and the afternoon shift is also on call. There is a 1 year waiting period for new employees before they are eligible to be on call.</p> <p><u>Water Distribution</u> (shared with Wastewater) 1 Supervisor (full time) 1 Foreman (full time) 8 Operators (full time) 1 Contract Operator (full-time) 1 Locate Technician (full-time)</p> <p><u>Other Water Staff</u> Water Services Technologist (1) Supervisor of Business and Technical Services (vacant) Source Water Protection Coordinator (1) Source Water Protection Inspector (1) Coordinator of W/WW Operations (2) DWQMS Coordinator (1) Secretary (1) – shared with wastewater Manager of W/WW Services (1)</p>
Tillsonburg	<p><u>Distribution Mains</u> 1 Manager of Water & Wastewater 1 Supervisor of Water and Overall Responsible Operator (ORO) 4 Full-time staff (three of which are back-up ORO's)</p>
Woodstock	<p><u>Distribution Mains</u> 1 Supervisor of Water and Overall Responsible Operator (ORO) 9 Full-time staff, licenced water operators (two of which are lead hands and one back up ORO) 4 Student Positions No afternoon shifts but staff at on call in the evenings and on weekends.</p>



Contracted Services

Oxford County, through agreements, provides municipal water to areas of Perth County (Tavistock) and Norfolk.

CCTV is a contracted service in Woodstock and Oxford County.

Water Distribution Agreements (expired)

- Oxford County & Woodstock
- Oxford County & Tillsonburg
- Oxford County & Ingersoll

Union Contracts

There are no unionized staff that work for Oxford County. The City of Woodstock has unionized staff.

Assets

A table below provides a summary of all major water infrastructure in Oxford County. Other assets such as vehicles, water meters, chlorine contact infrastructure and valves are excluded from this summary.

Inventory of Major Water Assets in Oxford County

Municipality	Hydrants	Distribution Network (km)	Reservoirs/Storage	Water Treatment Systems	Active Wells	Booster Stations
Oxford County	1035	693*	39	17	64	6

*The County owns the distribution network. The County operates and maintains ~ 288 km of these assets, and the remaining sections are operated and maintained by Woodstock and Tillsonburg within their urban limits via service agreements.



Municipal Framework

South-West Oxford

The Township has four (4) facilities that are on Township owned well servicing. The facilities are Salford Community Hall, Foldens (West Oxford) Community Hall, Beachville Museum, and Former Policing Office (Beachville).

Tillsonburg

- Locates for water distribution are done by municipal staff
- Watermain replacement is driven by the roads replacement plan
- Annual valve turning program
- Annual fire hydrant maintenance & repair
- Flushing program completed twice a year
- Swabbing program
- Technical reviews
- Development application review

Woodstock

- Locates for water distribution are done by municipal staff
- Watermain replacement typically drives roads reconstruction
- Annual valve turning and swabbing program
- Annual manhole inspections (Public Works staff)
- Annual fire hydrant maintenance and repair
- Annual backflow testing
- Quarterly dead-end flushing
- Ongoing meter program (Installation/compliance testing and Low/high us)
- Enforcement of water bylaw
- Capital watermain inspections
- Customer service
- Watermain repairs and service installs
- Secondary and Servicing Studies completed as needed
- Maintains GIS information of distribution system



- Technical reviews
- Development application review

Oxford County

- Locates for water distribution are done by municipal staff
- Introducing a County wide SCADA system
- Valve turning program
- Flushing program is completed twice a year
- Swabbing programs in smaller systems on yearly basis or as needed

Oxford County Specific Services:

- Water Planning and Administration
 - Master planning and Class Environmental Assessment studies
 - Annual and long-term operations and capital budget
 - Rate studies and By-law development
 - Asset management and capital delivery support
 - Area municipal and cross-border servicing agreements (operations, engineering, servicing)
 - Meter reading and billing contracts
- Customer Service
 - Communication, education and outreach
 - Complaints resolution
 - Public information centre
 - Tour coordination
 - Billing inquiries
- Water Treatment Plant Management
 - Operations and maintenance
 - Process engineering and optimization studies
 - Water quality management (includes monitoring, testing and compliance reporting)
 - SCADA
- Regulatory Compliance Management
 - Health and Safety management



- Water By-laws and enforcement
- Drinking Water Quality Management Standard (DWQMS)
- Municipal Drinking Water Licencing (MDWL), Permit to Take Water (PTTW), Environmental Compliance Approval (ECA), Lead Sampling Program
- Emergency management
- Water Resource Management
 - Water efficiency program
 - Water conservation, water loss, and water efficient fixtures rebate program
 - Capacity buy-back program
 - Municipal groundwater supply
 - Source water protection
- Water Distribution Management
 - Operations and maintenance
 - System optimization studies
 - Servicing and technical reviews and approvals
 - System extension and / or alteration (forms 1, 2 and 3)
 - Development application review
 - Secondary plan / area servicing plans / functional servicing reports
 - Fire hydrant inspections and maintenance
 - Hydraulic modelling (including maintenance and calibration)
 - Water meter operations
 - CCTV
 - Locates

Asset Management Plan/Practices

The County maintains an inventory of the assets with all pertinent information on the asset (e.g. date of acquisition, adjusted useful life, probability of failure, in-service date, etc.). The asset tracking also tracks categories like the replacement cost, the date when an asset becomes fully amortized, and the replacement cost date. The information for asset management related to assets maintained by City of Woodstock and Town of Tillsonburg staff is communicated to the County from City and Town staff, respectively.



The Local municipality staff maintain an inventory of the assets and provide updated copies to the County on a regular basis. The assets listed by the County are assessed for replacement based on age and consultation from the Operating Authorities. The historical the life expectancy of this asset is considered when the County is completing its capital forecasting. In addition, the asset list includes the annual requirement for assets that are incorporated into the annual budget process.

The County Asset Management Plan provides information that is used to prepare the five- and ten-year capital forecasts.

The following reviews were completed in 2019:

- CS 2019-42 Asset Management Systems Review
- CS 2019-30 Water and Wastewater Billing and Collections Policies Review
- CS 2019-09 Water and Wastewater Billing and Collections Review

Capital Budget Policies/Practices

The budget for water treatment and distribution is financed through water user fees. Residents are billed monthly for water based on their household use. The rates for water services are set by Council through a by-law which will be reviewed in 2020.

Capital forecasting is based on historical life expectancy of assets and their break history versus their future demand. Future demands from development are also considered during capital forecasting.

There are development pressures and inquires that require significant infrastructure to be built. There are agreements between the County and Woodstock, and the County and Ingersoll that allow the Local municipalities to build capital projects. The municipalities may build infrastructure and the County will assume it.

Trends & Best Practices

- Funding from grants that have lowered the water portion capital budget
- Development charges help recover capital costs associated with growth in the County
- New water initiatives are included in the budget



Stormwater

Municipalities Providing Stormwater Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
	✓		✓	✓			✓	✓

General Description

For the purpose of this review, the stormwater management profile will focus on stormwater management ponds. Infrastructure typically associated with stormwater management such as storm sewers, ditches, and municipal drains are closely tied to the activities covered in the Road and Municipal Drains service profiles and as such, were included as part of those service profiles.

Stormwater management ponds are temporary storage for collection of rainfall and surface runoff that release water at a controlled rate. They help prevent erosion and flooding downstream of the ponds and enhance water quality.

Legislative Framework

Ontario Water Resources Act, 1990

This outlines the responsibilities of the provincial government for approving all sewage work in Ontario. Municipalities must seek approval prior to altering, replacing, or building new sewers. The Act also includes sections that establish ongoing maintenance that must be conducted by the owner of the system.

Conservation Authorities Act, 1990

Section 21 of this Act gives power to conservation authorities the control over the flow of surface water to prevent flooding.



Non-Legislative Resources

Stormwater Planning and Design Manual, 2003

This is the reference document used in Ontario when designing and building stormwater infrastructure. It outlines minimum criteria when determining things like which low impact development tools are suitable given the available information.

Ontario Provincial Standards for Roads and Public Works (OPSS and OPSD), 2019

These are a set of comprehensive standards related to road and other public works. They are updated bi-annually.

Expenditure (Operating) Information

Schedule 40 - Expenses												
	Salaries, Wages and Employee Benefits	Interest on Long Term Debt	Materials	Contracted Services	Rents and Financial Expenses	External Transfers	Amortization	Total Expenses Before Adjustments	Interfunctional Adjustments	Allocation of Program Support	Total Expenses After Adjustments	Total Expenses Before Adjustments Per Capita
County	\$58,578	\$0	\$196,379	\$116,539	\$0	\$0	\$62,741	\$434,237	\$0	\$0	\$434,237	\$4
Blandford-Blenheim	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
East Zorra-Tavistock	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ingersoll	\$52,214	\$0	\$41,944	\$1,078	\$0	\$0	\$326,386	\$421,622	\$24,375	\$22,695	\$468,692	\$33
Norwich	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
South-West Oxford	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Tillsonburg	\$30,902	\$0	\$119,533	\$94,613	\$0	\$0	\$0	\$245,048	\$25,896	\$0	\$270,944	\$15
Woodstock	\$72,205	\$0	\$65,584	\$295,411	\$0	\$0	\$437,906	\$871,106	\$0	\$28,333	\$899,439	\$21
Zorra	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$213,899	\$0	\$423,440	\$507,641	\$0	\$0	\$827,033	\$1,972,013	\$50,271	\$51,028	\$2,073,312	

Note:

- Costs above include Urban and Rural Storm Sewer System
- Source: 2018 FIR Schedule 40
- Most stormwater management work is captured in a capital program or in a general Public Works budget. Therefore, the above noted chart should not be used for comparison purposes.
- Tillsonburg confirmed that this section of FIR Schedule 40 is related to storm sewer pipe, manhole and CB maintenance (i.e. CCTV contract work, etc.). As such, these costs should be included in the Roads profile.



Revenue (Operating) Information

Schedule 12 - Revenues									
	Ontario Conditional Grants	Canada Conditional Grants	Other Municipalities	User Fees and Service Charges	Ontario Grants - Tangible Capital Assets	Canada Grants - Tangible Capital Assets	Other Municipalities - Tangible Capital Assets	Revenues per Capita	Percentage of Expense Recovery from User Fees and Service Charges
County	\$0	\$0	\$28,894	\$20,043	\$0	\$0	\$0	\$0	5%
Blandford-Blenheim	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
East Zorra-Tavistock	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Ingersoll	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Norwich	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
South-West Oxford	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Tillsonburg	\$75,000	\$0	\$0	\$0	\$0	\$39,881	\$0	\$7	0%
Woodstock	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Zorra	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Total	\$75,000	\$0	\$28,894	\$20,043	\$0	\$39,881	\$0		

Note:

- Revenues above include Urban and Rural Storm Sewer System
- Source: 2018 FIR Schedule 12
- Most stormwater management work is captured in a capital program or in a general Public Works budget. Therefore, the above noted chart should not be used for comparison purposes.
- Tillsonburg received a one-time grant (\$75K) for a large drainage ditch which should be included as part of the Roads profile.

Staffing/Resources

Summary of Staffing for Stormwater Management

Municipality	Staffing Information
All Municipalities	<p>Stormwater management is done differently in each of the municipalities and therefore, the staffing in each municipality is unique to meet their specific needs.</p> <p>Maintenance of stormwater ponds is typically undertaken by Public Works staff, with the exception of Zorra. Any capital works on stormwater management ponds is typically undertaken through contracted services.</p>



Contracted Services

Any capital works on stormwater management ponds is typically undertaken through contracted services.

Zorra – Pond maintenance is contracted through the Public Works Department.

Union Contracts

Not applicable to the delivery of this service. Stormwater management roles are incorporated into existing staff positions, some of which are unionized.

Assets

A table below provides a summary of all major stormwater management infrastructure in Oxford County. Other assets such as manholes, erosion control measures and ditches are excluded from this summary.

Inventory of Major Stormwater Assets in Oxford County

Municipality	Stormwater Management Ponds/Facility	SWM Pumping Stations
Blandford-Blenheim	14	--
East Zorra-Tavistock	--	--
Ingersoll	6	1
Norwich	7	--
South-West Oxford	--	--
Tillsonburg	14	--
Woodstock	36	0
Zorra	4*	--
Oxford County	0	0
Total	81	1

*fourth pond will be incorporated into municipal system once the subdivision is assumed by the municipality

Municipal Framework

All municipalities provide stormwater pond maintenance on an as needed call in basis. Municipalities are considering the need for future maintenance and cleaning programs



to stormwater assets like stormwater management ponds. This was identified as a challenge.

Blandford-Blenheim – The storm water ponds are part of the municipal drains and are treated as such.

Norwich – Norwich is making a plan for stormwater pond maintenance.

Tillsonburg – Tillsonburg currently does not budget for any stormwater management pond maintenance. They are looking at evaluating different stormwater funding models as well as a stormwater pond maintenance program.

Woodstock – Established a program to study 2-3 ponds every few years. Contracts to clean the ponds are put out following each study.

County – The County does not have any stormwater ponds. As such there is no asset management planning related to stormwater management.

Asset Management Plan/Practices

The municipalities with stormwater ponds do not maintain an inventory with this asset. Information related to age, in-service date and condition are not available in the inventories because the ponds are not included. As such, the replacement costs and information related to replacement are also not included.

Based on the information available there are currently insufficient funds allocated in the capital forecasts/budget to capital replacement project for stormwater management ponds.

Capital Budget Policies/Practices

Each municipality, with the exception of Blandford-Blenheim, funds stormwater management ponds through the municipal tax levy. For Blandford-Blenheim, it is considered a part of the municipal drain system and is funded as such.



Solid Waste Management

Municipalities Providing Solid Waste Management Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
✓					✓	✓	✓	

General Description

Solid waste management includes waste diversion, waste disposal and waste collection services. Waste management is an important step to maintaining health and safety of the public. Oxford County oversees landfill sites and provides curbside pickup and associated customer service for all the municipalities except Woodstock and South-West Oxford who undertake their own curbside collection on behalf of the County through service contracts.

Under the County curbside collection program, materials are collected from residential, multi-residential, industrial, commercial and institutional (IC&I), and approved private properties meeting the Oxford County Private Property Policy. These materials are hauled directly by HGC Management Inc. to their recycling processing facility in Brantford. Blue box materials collected at the Oxford County Waste Management Facility are transferred to a recycling processing facility located in Brantford. The recyclable materials are generated from resident drop off at the Waste Management Facility and the Township of South-West Oxford's curbside recycling collection program.

Curbside collection is regularly scheduled to collect waste and recycling but does not include source separated organics. There is an organics/food waste collection program operated in Oxford County through the Woodingford Lodge long-term care facilities located in Woodstock, Ingersoll and Tillsonburg, and at Oxford County Administration Building. The County also promotes backyard composting using green cones/composter to further reduce/reuse waste. This organics/food waste initiative is part of the County's overall goal of Zero Waste by 2025.

Curbside waste collection is funded through a bag tag system. In addition to regular curbside waste pickup, large article pick-up is offered once per year under the County's



contract. The City of Woodstock operates a depot that accepts large articles year-round in addition to providing two dates each year for large article pick-up. Oxford County pays all operating costs for the depot and hauling costs for transfer of the material to the Waste Management Facility. There is a tipping fee for non-Woodstock residents to use the depot. The Town of Tillsonburg does not have curbside large article pick-up. Instead, Tillsonburg operates a transfer station year-round for residents to dispose of large articles.

The County oversee 11 brush, leaf and yard waste drop-off depots that are operated by the local municipalities. Oxford County pays each Local municipality (except the Township of South-West Oxford which uses the depot at the Oxford County Waste Management Facility) for costs associated with the maintenance and loading of hauled material at each depot; however, the County has no control over how the costs are established by each Local municipality. Brush, leaf and yard waste material is transported to the County's Compost Facility where it is further processed for end markets.

The County operates a Waste Management Facility (landfill). Residents and business owners can dispose of various waste and recycling while the facility is open. Tipping fees apply to mixed solid waste, construction & demolition waste, items containing Freon. Any mixed articles will be charged at the highest fee item in the waste. Many other items are accepted at the landfill like small domestic loads, recyclable materials from industrial, commercial and institutional sectors, hazardous and liquid industrial waste, and special waste items.

Legislative Framework

Environmental Protection Act, 1990

This Act provides the framework to addresses sources of pollution by creating the authority to create regulations that protect and conserve the natural environment. In relation to solid waste management the following regulations were created under the Act:

- *General – Waste Management* (R.R.O. 1990, Reg. 347) defines and states exemptions of waste, provides standards for waste disposal sites, and outlines waste practices;



- Amendment to *General – Waste Management* (O.Reg. 217/08) that establishes requirements for landfill gas collection;
- *Industrial, Commercial and Institutional Source Separation Programs* (O.Reg. 103/94) which details what must be included in a source separation program and how those apply to different industries like shopping centers, office and multi-unit buildings, restaurants, and hospitals;
- *Landfill Sites* (O.Reg. 232/98) which outline landfill design standards, ownership, operations, and financial and closure planning;
- *Recycling and Composting of Municipal Waste* (O.Reg. 101/94) provides an outline of systems required in municipalities which are: blue box waste management, leaf and yard waste, and exemptions;
- *Waste Management Projects* (O.Reg. 101/07);
- *Waste Audits and Waste Reduction Work Plans* (O.Reg. 102/94);
- *Packaging Audits and Packaging Reduction Work Plans* (O.Reg. 104/94);
- *Waste Audits and Waste Reduction Work Plans* (O.Reg. 102/94); and,
- *Registrations Under Part II.2 of the Act – Waste Management Systems* (O.Reg. 351/12).

Waste-Free Ontario Act, 2016

This Act establishes the regulatory body: Resource Productivity and Recovery Authority. They oversee the blue box, municipal hazardous or special waste, and waste electrical equipment programs.

Environmental Assessment Act, 1990

This Act establishes a planning and approval process for a variety projects with a specific section for municipal waste disposal.

Planning Act, 1990

The Planning Act is a piece of legislation that describes the process for land use planning. It provides framework



Guidance Documents

Professional Engineers Ontario (PEO) released the *Solid Waste Management Guideline* in 2017 as a guiding document of best practices for engineers and the public.

Municipal Framework

By-Law No. 4954-2008 authorizes the County of Oxford to establish, maintain and operate facilities to provide for the management transfer and disposal of solid waste and recyclable materials. Accordingly, Oxford County oversees Waste Management activities (collection, recycling and disposal), including contracting of service to Local municipalities through service agreements (City of Woodstock, Township of South-West Oxford).

The City of Woodstock has a *Waste Collection & Recycling Agreement (2008)* with the County for waste collection and recycling services within Woodstock. The agreement establishes collection frequency and payment structure between Woodstock and the County. The City of Woodstock provides weekly garbage collection, bi-weekly two-stream recycling collection (with weekly recycling collection in the downtown core), and customer service. The collected recyclables are taken to the City's transfer station for consolidation, then shipped in bulk to their processing contractor, Canada Fibres Ltd. in Etobicoke. Oxford County pays Woodstock for all costs associated with the above services.

South-West Oxford collects their curbside materials and is reimbursed by Oxford based on a per household basis for collection as well as customer service as outlined in their service agreement with Oxford which expired in 2018. The Township of South-West Oxford provides six-day co-collection of garbage and single-stream recycling where their collected recyclables are brought to the County's Waste Management Facility transfer station until they are shipped to HGC Management Inc.'s processing facility in Brantford.

The Town of Tillsonburg has a service agreement with Oxford County which expired in 2018, however both the Town and Oxford County have continued under the same terms and conditions. A new agreement is currently being discussed. Tillsonburg is currently reimbursed by Oxford for operation of a large article transfer station in lieu of an annual



curbside large article collection (as outlined in the expired agreement with Oxford which is based on a per household basis).

Expenditure (Operating) Information:

Schedule 40 - Expenses												
	Salaries, Wages and Employee Benefits	Interest on Long Term Debt	Materials	Contracted Services	Rents and Financial Expenses	External Transfers	Amortization	Total Expenses Before Adjustments	Interfunctional Adjustments	Allocation of Program Support	Total Expenses After Adjustments	Total Expenses Before Adjustments Per Capita
County	\$970,515	\$0	\$1,753,732	\$2,755,673	\$24,081	\$0	\$177,722	\$5,681,723	\$737,036	\$0	\$6,418,759	\$52
Blandford-Blenheim	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
East Zorra-Tavistock	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ingersoll	\$17,076	\$0	\$1,708	\$0	\$0	\$0	\$0	\$18,784	\$4,600	\$1,190	\$24,574	\$1
Norwich	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
South-West Oxford	\$85,677	\$0	\$150,501	\$0	\$0	\$0	\$36,993	\$273,171	\$0	\$0	\$273,171	\$36
Tillsonburg	\$66,600	\$0	\$122,502	\$134,370	\$0	\$0	\$11,405	\$334,877	\$124,176	\$0	\$459,053	\$21
Woodstock	\$0	\$0	\$19,400	\$0	\$0	\$0	\$81,956	\$101,356	\$0	\$1,365	\$102,721	\$2
Zorra	\$1,905	\$0	\$8,669	\$0	\$0	\$0	\$0	\$10,574	\$0	\$0	\$10,574	\$1
Total	\$1,141,773	\$0	\$2,056,512	\$2,890,043	\$24,081	\$0	\$308,076	\$6,420,485	\$865,812	\$2,555	\$7,288,852	

Note: Costs above include Solid Waste Collection & Solid Waste Disposal

Source: 2018 FIR Schedule 40

Revenue (Operating) Information:

Schedule 12 - Revenues									
	Ontario Conditional Grants	Canada Conditional Grants	Other Municipalities	User Fees and Service Charges	Ontario Grants - Tangible Capital Assets	Canada Grants - Tangible Capital Assets	Other Municipalities - Tangible Capital Assets	Revenues per Capita	Percentage of Expense Recovery from User Fees and Service Charges
County	\$0	\$0	\$0	\$6,648,939	\$0	\$0	\$0	\$61	117%
Blandford-Blenheim	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
East Zorra-Tavistock	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Ingersoll	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Norwich	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
South-West Oxford	\$0	\$0	\$246,261	\$5,208	\$0	\$0	\$0	\$33	2%
Tillsonburg	\$0	\$0	\$130,359	\$137,146	\$0	\$0	\$0	\$17	41%
Woodstock	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Zorra	\$0	\$0	\$0	\$18,769	\$0	\$0	\$0	\$2	178%
Total	\$0	\$0	\$376,620	\$6,810,062	\$0	\$0	\$0		

Note: Revenues above include Solid Waste Collection & Solid Waste Disposal

Source: 2018 FIR Schedule 12

Staffing/Resources

Summary of Staffing for Solid Waste Management in Oxford County

Municipality	Staffing Information
Oxford County	Total: 15.8 FTEs 1 Waste Management Supervisor 1 Waste Management Coordinator 2 Waste Management Technician Scale Operators - F/T (1) & P/T (2)



Municipality	Staffing Information
	1 Lead Equipment Operator (compost/collections operator) 4 Equipment Operators 1 MHSW Operator 2 Labourers

Contracted Services

The County uses contracted services to haul all waste (e.g. tires, scrap metal, C&D waste, MSHW, brush, leaf, and yard waste, curbside pickup, etc.). There is also a contract with WSP to monitor 2 landfills (1 closed and 1 active) and a contract with Comcor Environmental for O&M of the landfill gas extraction and flaring system.

Oxford County oversees landfill sites and provides curbside pickup for all the municipalities except Woodstock and South-West Oxford who undertake their own curbside collection on behalf of the County through service contracts.

Woodstock has contracts for hauling from the transfer station to the blue-box processor, hauling large article material from the Woodstock depot to the Waste Management Facility, metal, electronics and tires. All these contract/agreement costs are paid for by Oxford County with an additional 7% administration fee. In 2020, Woodstock plans to haul their own bulk/metals/construction waste.

Tillsonburg uses contracted services for the hauling of bins to/from the transfer station.

Union Contracts

The following positions are unionized in Oxford County: Household Hazardous Waste Depot Operator, Landfill Equipment Operator, Landfill Labourer, Sign Technician, Truck & Backhoe Operator, and Waste Management Compost/Collections Operator. These staff members are part of the CUPE 1589 Roads & Landfills. Woodstock employees are unionized.

Assets

A table below provides a summary of all major solid waste infrastructure in Oxford County.



Inventory of Major Solid Waste Assets in Oxford County

Municipality	Open Landfills	Closed Landfills	Buildings	Transfer Station/Depot	Trucks
Blandford-Blenheim			N/A	N/A	N/A
East Zorra-Tavistock			N/A	N/A	N/A
Ingersoll			N/A	N/A	N/A
Norwich			N/A	N/A	N/A
South-West Oxford			0	0	2
Tillsonburg	0	1	2-man shelters	1	N/A
Woodstock	1	3	2	2	10
Zorra	N/A	N/A	N/A	N/A	N/A
Oxford County	1	8*	7	1	2
Total	2	12	11	4	14

*Closed landfills are the responsibility of the County but are located in Tillsonburg (1), Norwich Township (3), Zorra Township (3), and Blandford Blenheim Township (1). Closed landfills owned by Woodstock are their own responsibility.

Oxford County also has a Waste Management and Education Centre and 120 kW solar photovoltaic system, 11 leaf and yard waste depots, 8 bay Biosolids Centralized Storage Facility, etc.

Municipal Framework

All curbside garbage pickup is done using a bag tag system that is overseen by Oxford County.

Woodstock is moving away from large article pickup, currently twice a year, which they are looking to reduce. In 2018, a depot was introduced where residents can drop off large items year-round between Wednesday and Saturday with no tipping fee. The depot is supported through the tax base. There is a tipping fee for residents from neighboring municipalities that use the depot.

Woodstock also offers more frequent downtown garbage and recycling collection, special events collection, curbside brush pickup, customer service and does advertising.



Tillsonburg does not have curbside large article pickup days. Instead, the Tillsonburg Transfer Station is open with year-round drop off. This is funded in part by the County in lieu of performing an annual curbside large article collection. The County compensates Tillsonburg at the cost of the annual curbside large article pick up and Tillsonburg taxpayers are responsible for the remaining cost each year. The Town also charges a user fee of \$25 for large loads consisting primarily of construction and demolition material. The Tillsonburg Yard Waste Depot uses an automatic gate that allows residents to drop off items during day light hours. The Large Item Depot is only open Sat. 9am-5pm and gated closed otherwise.

Asset Management Plan/Practices

Oxford County

Some of the County owned infrastructure (landfills) is recorded in an inventory of the assets with pertinent information on the asset (e.g. date of acquisition, adjusted useful life, in-service date, etc.). There is no date when an asset becomes fully amortized, the replacement cost, or the replacement cost date associated with the landfills.

In addition to the asset list, the County completed a *2018 Zero Waste Plan* to identify and understand the waste composition and opportunities to reduce waste and recover resources in Oxford County. Other strategic approaches in Oxford County include the County's Zero Waste Plan (2004), Biosolids Management Master Plan, and the 2014 Waste Management Strategy.

Tillsonburg

Tillsonburg maintains an inventory of equipment in its' fleet with information on the assets (e.g. quantity and a condition rating). The current Asset Management Plan (AMP) does not include solid waste management assets outside of fleet vehicles. The 2021 AMP will include the depot in Tillsonburg which has a reserve for closing costs.

Woodstock

Woodstock maintains an inventory of the depot, transfer station, and fleet (recycling and garbage trucks) which includes the replacement cost and condition of the assets. The



fleet is replaced based on a 10-year life cycle. The AMP includes waste collection and solid waste management assets.

Capital Budget Policies/Practices

The budget for solid waste management comes from the tax base and from the bag tagging system. The County is working towards becoming a Zero Waste community and includes funding initiatives to each budget cycle to bring them closer to achieving this goal.

A budget survey was conducted in 2018 to gather input from and inform the residents of Oxford County which indicated that 30% recommended enhanced budget spending in waste management. The survey also indicated that 55.1% of responses want to maintain the waste management services that are supported by the waste management homeowner fee. Comments from the survey also indicate people are happy with the waste management system but see benefit in a composting program.

Waste Collection Schedules in Oxford County

Municipality	Curbside Pickup (Garbage)	Curbside Pickup (Recycling)	Recycling	Large Article Pickup	Leaf and Yard Waste Pickup	City Street Bins	Transfer Stations	Landfill Operations
South-West Oxford	6 days (8-12 calendar days)	6 days (8-12 calendar days)	single	Annually (by Oxford County)	No	With curbside pickup	N/A	N/A
Woodstock	5 days (7 calendar days)	Biweekly	2 stream	Twice annually & depot (Wed to Sat)	Yes	With curbside pickup	Operates one large article transfer station	N/A
Oxford County	5 days (7 calendar days)	Weekly	Single	Annually	Yes	N/A	Mon – Fri (8:30 -4:30) Sat (8:00 – 4:00)	Mon – Fri (8:30 -4:30) Sat (8:00 – 4:00)
Tillsonburg	5 days (7 calendar days) (by Oxford County)	Weekly (by Oxford County)	Single (by Oxford County)	Year-Round Transfer Station	Yes	Parks staff	Operates one large article transfer station	N/A
Blandford-Blenheim	5 days (7 calendar days) (by Oxford County)	Weekly (by Oxford County)	Single (by Oxford County)	Annually (by Oxford County)	Yes (by Oxford County)		N/A	N/A
East Zorra-Tavistock	5 days (7 calendar days) (by Oxford County)	Weekly (by Oxford County)	Single (by Oxford County)	Annually (by Oxford County)	Yes (by Oxford County)		N/A	N/A
Ingersoll	5 days (7 calendar days) (by Oxford County)	Weekly (by Oxford County)	Single (by Oxford County)	Annually (by Oxford County)	Yes (by Oxford County)		N/A	N/A



Municipality	Curbside Pickup (Garbage)	Curbside Pickup (Recycling)	Recycling	Large Article Pickup	Leaf and Yard Waste Pickup	City Street Bins	Transfer Stations	Landfill Operations
Norwich	5 days (7 calendar days) (by Oxford County)	Weekly (by Oxford County)	Single (by Oxford County)	Annually (by Oxford County)	Yes (by Oxford County)		N/A	N/A
Zorra	5 days (7 calendar days) (by Oxford County)	Weekly (by Oxford County)	Single (by Oxford County)	Annually (by Oxford County)	Yes (by Oxford County)		N/A	N/A

Note: Oxford County (including Norwich, Blandford-Blenheim, East Zorra-Tavistock, Zorra, Ingersoll, Tillsonburg) utilizes garbage and single stream recycling co-collection using single collection trucks with separate compartments. Township of South-West Oxford utilizes garbage and single stream recycling co-collection using a single collection truck with separate compartments. City of Woodstock utilizes single collection of garbage and single collection of two stream recyclables

Municipal Drains

Municipalities Providing Municipal Drains Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
	✓	✓		✓	✓			✓

General Description

Municipal drains are created through the Drainage Act (1990). Municipal drain infrastructure is located on both private and municipal lands. Municipalities are responsible for their operation and maintenance. They are used to improve drainage, typically in rural areas. They can consist of ditches, pipes, tiles, stormwater management ponds, wetlands, etc. A municipality must maintain it on behalf of the landowners (who benefit from it) but the cost of repairs and maintenance is shared between the landowners. It is possible that the municipality may contribute to this cost if their land benefits from the municipal drain.

The delivery model outlined above is used in East Zorra-Tavistock, Zorra, South-West Oxford, Blandford-Blenheim, and Norwich. Ingersoll, Woodstock and Tillsonburg do not have traditional municipal drains as any former drains are now considered to be part of the municipal stormwater management infrastructure and is funded through the tax levy.

Legislative Framework

Drainage Act, 1990

This Act created the authority that creates municipal drains. It provides the text that outlines the pay structure, requires municipalities to maintain and repair municipal drains, and requires them to respond to petitions for the drains.

Conservation Authorities Act, 1990

Section 21 of this Act gives the control of surface water flow, to prevent flooding, to conservation authorities. They are able to regulate municipal drains as they are considered water courses and therefore, fall under their purview. Permission for alterations, maintenance/repairs or new drains must have the approval of the Conservation Authority. It is the responsibility of each municipality to get these permissions prior to conducting any servicing or construction.



Species at Risk Act, 2002

Established to protect species that are endangered or threatened. This also extends to species that are vulnerable to becoming threatened. It defines a method to evaluate and create a plan to protect existing environments and recover threatened ones.

Fisheries Act, 1985

Provides a framework for the conservation and protection of fish and their habitat. This Act may affect how a municipal drain is altered (improved, maintained, or repaired) if it affects fish species.

Endangered Species Act, 2007

This Act protects endangered and threatened species. This Act may affect how a municipal drain is altered (improved, maintained, or repaired) if it affects a protected species/habitat.

Non-Legislative Guiding Documents

Drainage Act and Conservation Authorities Act Protocol, 2012

This document provides the protocol for municipalities and conservation authorities in relation to drain maintenance and repair activities. It allows different bodies to fulfill their responsibilities and provides provincially- approved guidance. If followed by municipalities, it serves as written permission to proceed with work under Conservation Authorities Act.

By-Laws

There are a number of by-laws in place that help staff administer the municipal drain program. The drains are established by By-law passed by Council; without this By-law the municipal drains program would not exist in each municipality. A By-law also appoints the Drainage Superintendent who is approved by Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA).



Expenditure (Operating) Information

The cost of maintaining and building municipal drains is divided between the landowners that benefit from the drain in accordance with the approved Drain Report.

Revenue (Operating) Information

The cost of maintaining and building municipal drains is divided between the landowners that benefit from the drain in accordance with the Drain Report. There are grants available that provide landowners the opportunity to reduce the costs from municipal drains, if they qualify.

Staffing/Resources

Drainage Superintendent is a part-time position in Zorra, Blandford-Blenheim, East Zorra-Tavistock, Norwich, South-West Oxford. The Drainage Superintendent's position is often combined with the Building Department. Administrative and finance staff assist in completing other tasks (grant applications and billing, etc.). Their time is not tracked nor assigned to specific drains and is therefore included in their respective roles.

Summary of Staffing for Municipal Drains

Municipality	Staffing Information
Blandford-Blenheim	1 Drainage Superintendent (24 hrs/week) Clerk Repairs completed by various contractors
East-Zorra Tavistock	1 Drainage Superintendent (0.4 FTE) Public Works Crew (part-time) Repairs completed by Public Works & contractors
Norwich	1 Drainage Superintendent (0.4 FTE) Finance Staff Clerk Repairs completed by contractors (KSmart)
South-West Oxford	1 Drainage Superintendent (0.4 FTE) Administrative Staff Finance Staff Repairs completed by local contractors
Zorra	CBO/Drainage Superintendent (0.25 FTE) Tax Collector (0.2 FTE)



Contracted Services

Generally, most municipalities are using a combination of municipal staff resources and contracted services. This is dependent on the type of work and the availability of staff resources.

Union Contracts

Municipal Drainage roles are incorporated into existing staff positions, some of which are unionized.

Assets

A table below provides a summary of the municipal drains in Oxford County. Some of the appurtenances (maintenance holes, storm sewer, catchbasins, etc.) are considered to be municipal assets and are accounted for in other areas of the municipality.

Inventory of Major Assets in Oxford County

Municipality	Length of Drain (km)	Number of Drains
Blandford-Blenheim	274	140
East Zorra-Tavistock	300	225
Norwich	560	900
South-West Oxford		600
Zorra	875	810
Total	2,009	2,675

Municipal Framework

All Superintendents indicated that they maintain and repair municipal drains when a request is submitted and do not have the capacity to undertake proactive, preventative maintenance. In addition to maintaining the municipal drains, the Drainage Superintendents assist with billing, completing locates, complete reapportionments, and



undertake block assessments. The Drainage Superintendents in East Zorra-Tavistock and South-West Oxford are also responsible for providing locates.

Asset Management Plan/Practices

Overall there is limited information in relation to the inventory of all municipal drain. Blandford Blenheim and East Zorra-Tavistock maintains an inventory of municipal drains (quantity) within the road allowance. East Zorra-Tavistock is working on updating the maps of drain locations as part of their inventory.

The costs (both capital and operating) of municipal drains is divided between the landowners that benefit from the drain in accordance with the Drain Report. Asset management is typically undertaken on a complaint basis. Work on drains is reactive and not proactive.

Capital Budget Policies/Practices

All maintenance, repair, and construction costs are divided amongst those who benefit from the municipal drain. This is a total cost recovery model.

The compensation for the Drainage Superintendent is partially funded through the province.



Public Health

Municipalities Providing Public Health Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
✓				✓				

General Description

Public Health is provided at the County level with Norwich operating a medical center.

Prior to May 2018, Public Health was integrated within the County Structure as its own department under the budget structure. Services and back office support such as IT, HR, and payroll were provided by the Administrative department.

As of May 2018, Oxford County's public health department consolidated with Elgin County and St. Thomas to form the Southwestern Public Health Board with joint municipal funding. The newly formed board is autonomous from the County and creates its own budgets, policies, etc. The County provides transfer payments to the health board that are commensurate with the proportional costs of the service under the Health Promotion and Protection Act. Funding for the Board is provided by Oxford County, Elgin County, the City of St. Thomas and the Province of Ontario. Of the total 2019 cost-shared budget, Oxford County contributes approximately 16% of shared services. The health unit maintains its main sites in Woodstock and St. Thomas.

General services provided through Public Health:

- **Building Health Partnerships/Collaborations/Networks:** an external service that initiates the bringing together of community health agencies/services/residents who may not have worked together before to address new and emerging issues through the provision of the expertise and operational support required to develop and sustain partnerships/collaborations/networks
- **Case & Outbreak Management:** An external service offering comprehensive health promotion approaches to improve the health behaviors and outcomes of people in Oxford County



- Individual Health Assessment and Intervention: An external service providing health assessment, care, treatment and referrals for individuals and families
- Health Resource Distribution: An external service offering publicly funded vaccines and antibiotics for treatment of sexually transmitted infections to health service providers
- Inspections, Investigations and Enforcement: An external service providing investigation, inspection and enforcement for compliance under the Health Protection and Promotion Act and other prescribed legislation.
- Health Monitoring & Surveillance: An external service which is the systematic and ongoing collection, collation, and analysis of communicated health-related information

Legislative Framework

The Southwestern Public Health Board delivers mandated programs under the Ontario Public Health Standards and is regulated by the Ontario Health Promotion and Protection Act.

Ontario Public Health Standards: identifies the minimum expectations for public health programs and services to be delivered by Ontario's boards of health. Boards of Health are implementing the Standards including the protocols and guidelines.

Ontario Health Promotion and Protection Act: Provides authority for the establishment of boards of health. Specifies that boards of health must superintend, provide or ensure the provision of public health programs in specified areas.

Level of Service

Service standards are established by the Ministry of Health and overseen by the South Western Public Health Board.



Expenditure (Operating) Information

Schedule 40 - Expenses												
	Salaries, Wages and Employee Benefits	Interest on Long Term Debt	Materials	Contracted Services	Rents and Financial Expenses	External Transfers	Amortization	Total Expenses Before Adjustments	Interfunctional Adjustments	Allocation of Program Support	Total Expenses After Adjustments	Total Expenses Before Adjustments Per Capita
County	\$7,482,254	\$101,238	\$1,550,506	\$212,300	\$234,101	\$62,644	\$143,383	\$9,786,426	\$392,936	\$0	\$10,179,362	\$89
Blandford-Blenheim	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
East Zorra-Tavistock	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ingersoll	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Norwich	\$454,357	\$0	\$117,910	\$0	\$0	\$0	\$17,739	\$590,006	\$0	\$63,123	\$653,129	\$54
South-West Oxford	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Tillsonburg	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Woodstock	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Zorra	\$47,281	\$0	\$16,745	\$0	\$0	\$0	\$0	\$64,026	\$0	\$0	\$64,026	\$8
Total	\$7,983,892	\$101,238	\$1,685,161	\$212,300	\$234,101	\$62,644	\$161,122	\$10,440,458	\$392,936	\$63,123	\$10,896,517	

Note: Source: 2018 FIR Schedule 40. Variations in F.I.R. data between municipalities are discussed in section 1.2

Note: As the County service moved to a Board structure, the above expenditures do not represent costs for the full year. Beginning in 2019, the County will contribute to the Board's budget (approximately 16% of shared services).

Revenue (Operating) Information

Schedule 12 - Revenues									
	Ontario Conditional Grants	Canada Conditional Grants	Other Municipalities	User Fees and Service Charges	Ontario Grants - Tangible Capital Assets	Canada Grants - Tangible Capital Assets	Other Municipalities - Tangible Capital Assets	Revenues per Capita	Percentage of Expense Recovery from User Fees and Service Charges
County	\$8,483,313	\$0	\$0	\$213,666	\$0	\$0	\$0	\$80	2%
Blandford-Blenheim	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
East Zorra-Tavistock	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Ingersoll	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Norwich	\$0	\$0	\$0	\$431,234	\$0	\$0	\$0	\$39	73%
South-West Oxford	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Tillsonburg	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Woodstock	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Zorra	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Total	\$8,483,313	\$0	\$0	\$644,900	\$0	\$0	\$0		

Note: Source: 2018 FIR Schedule 12. Variations in F.I.R. data between municipalities are discussed in section 1.2

Note: As the County service moved to a Board structure, the above revenues do not represent revenues for the full year. Beginning in 2019, the County will no longer collect revenues for this service.

Staffing/Resources

- Prior to the formation of the Southwestern Public Health Board, Oxford County had 73.6 FTEs working in this service
- Norwich staff for medical center:
 - 1 Manager of Medical Services (\$78,000-\$98,000)
 - 1 Office Nurse (\$51,000-\$63,000)
 - 2 PT Medical Assistants (\$24,000-\$30,000)
 - 1 PT Medical Office Clerk (\$27,000-\$33,000)
 - 2 PT Medical Receptionists (\$24,000-\$30,000)



Contracted Services

Not Applicable.

Union Contracts

Not applicable for Oxford County. The staff in Norwich operating at the medical centre are non-union staff.

Assets

- Norwich Medical Centre is owned by the Township
- Not applicable for Oxford County as the health unit maintains its main sites in Woodstock and St. Thomas.

Asset Management Plan/Practices

Not applicable

Capital Budget Policies/Practices

Not applicable



Ambulance

Municipalities Providing Ambulance Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
✓								

General Description

Ambulance services are an integral aspect of the health care system that respond to residents in need of immediate medical attention. In Oxford County, the County is responsible for and delivers the ambulance services. They oversee the fleet and paramedics that provide ambulance services.

Legislative Framework

Ambulance Act, 1990

The Ambulance Act outlines provincial and municipal responsibilities and the delivery agents. Under the Ambulance Act there are four Regulations:

- *General* (Reg. 257/00) is a framework that standardizes the recertification and qualifications of paramedics and medical attendants. It also outlines ambulance transportation procedures like what can be carried in an ambulance, and response time performance plans;
- *Designated Air Ambulance Service Providers* (Reg. 365/16) names ORNGE the designated air ambulance service provider;
- *Land Ambulance Services - Designation* (Reg. 497/07) designates ORNGE “to provide or to ensure the provision of critical care land ambulance services”; and,
- *Costs Associated with the Provision of Land Ambulance Services* (Reg. 129/99) provides recovery of costs of the delivery agent and how to determine the apportionment of costs.



Expenditure (Operating) Information

Schedule 40 - Expenses												
	Salaries, Wages and Employee Benefits	Interest on Long Term Debt	Materials	Contracted Services	Rents and Financial Expenses	External Transfers	Amortization	Total Expenses Before Adjustments	Interfunctional Adjustments	Allocation of Program Support	Total Expenses After Adjustments	Total Expenses Before Adjustments Per Capita
County	\$9,646,509	\$39,862	\$1,062,792	\$100,420	\$0	\$0	\$657,066	\$11,506,649	\$683,255	\$0	\$12,189,904	\$105
Blandford-Blenheim	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
East Zorra-Tavistock	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ingersoll	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Norwich	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
South-West Oxford	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Tillsonburg	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Woodstock	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Zorra	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$9,646,509	\$39,862	\$1,062,792	\$100,420	\$0	\$0	\$657,066	\$11,506,649	\$683,255	\$0	\$12,189,904	

Source: 2018 FIR Schedule 40

Note: A 10-year Comprehensive Master Plan for Paramedic Services was completed in 2018 and recommendations for enhancement to service delivery level adopted by Council. The service level increases were approved to be phased in over 2018 and 2019 budget years.

Revenue (Operating) Information

Schedule 12 - Revenues									
	Ontario Conditional Grants	Canada Conditional Grants	Other Municipalities	User Fees and Service Charges	Ontario Grants - Tangible Capital Assets	Canada Grants - Tangible Capital Assets	Other Municipalities - Tangible Capital Assets	Revenues per Capita	Percentage of Expense Recovery from User Fees and Service Charges
County	\$5,616,383	\$0	\$132,988	\$18,578	\$0	\$0	\$0	\$53	0%
Blandford-Blenheim	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
East Zorra-Tavistock	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Ingersoll	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Norwich	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
South-West Oxford	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Tillsonburg	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Woodstock	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Zorra	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Total	\$5,616,383	\$0	\$132,988	\$18,578	\$0	\$0	\$0		

Source: 2018 FIR Schedule 12

Staffing/Resources

Summary of Staffing for Ambulance

Municipality	Staffing Information
Oxford County	There are 58 FTE & 44 PTE (2018). There are 102 paramedics on staff who work under the Paramedic Services Manager, and Supervisors of Logistics & Standards and Operations & Performance.



The number of full time equivalent (FTE) positions has increased for paramedic services:

- An additional 2.0 FTEs (January 2018)
- An additional 5.7 FTEs (October 2018)
- An additional 1.4 FTEs (January 2019)
- An additional 4.0 FTEs (October 2019)

Contracted Services

No contracted services were found for Ambulance Services.

Union Contracts

Paramedics are part of the Ontario Public Service Employees' Local 114. All other Ambulance staff are non-unionized.

Assets

A table below provides a summary of all major ambulance service infrastructure in Oxford County. Other assets such as mannequins, wireless routers, and ambulance equipment are not included.

Table 2. Inventory of Major Assets in Oxford County (2018)

Municipality	EMS Station	Ambulance and Response Vehicles	AED
Oxford County	79	16	11

Asset Management Plan/Practices

The County, as the owner of all of the ambulance assets, maintains an inventory of the assets with all pertinent information on the asset (e.g. date of acquisition, adjusted useful life, probability of failure, in-service date, etc.). The asset tracking also tracks categories like the replacement cost, the date when an asset becomes fully amortized, and the replacement cost date. The assets listed by the County are assessed for replacement based on age and includes an annual requirement that is incorporated into the annual budget process.



The County Asset Management Plan provides information that is used to prepare the five- and ten-year capital forecasts.

Capital Budget Policies/Practices:

The paramedic services budget is financed through provincial government funding, sale of equipment, project revenue, service recovery fees, and income from development charges. The budget is led by Council's strategic plan priorities. A budget survey was conducted in 2018 to gather input from and inform the residents of Oxford County.

There are plans in Oxford County's 2018 Final Budget Package to expand, renew and replace paramedic assets. Comments from Oxford County residences are captured in this report and there are comments directed to ambulance availability/perceived needs from the public.

Trends & Best Practices

- Survey the public and ask for their opinion/comments
- The number of full time equivalent (FTE) positions has increased for paramedic services
- Paramedic Services has a business plan to accompany its' budget



Cemeteries

Municipalities Providing Cemeteries Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
	✓		✓	✓	✓	✓		✓

General Description:

Municipal cemeteries are owned and maintained at the local municipalities in Oxford County. There are private cemeteries which are not currently the responsibility of the municipalities. However, there is the potential that ownership will transfer to the local municipalities if private ownership is no longer possible/feasible.

The local municipalities with cemeteries are maintained/operated through a variety of delivery models.

Township of Blandford Blenheim – 6 active cemeteries which are operated and maintained by municipal staff. The staff that help maintain the cemeteries are not dedicated to cemeteries but are Public Works staff who are trained to complete maintenance work in the cemeteries.

Town of Ingersoll & Township of Zorra – The Ingersoll Rural Cemetery is operated through a local cemetery board and receives funding from two municipalities: Ingersoll and Zorra.

The Township of East Zorra-Tavistock – They provide operating grants to 4 cemeteries. None of the cemeteries are owned or operated by the municipality, instead, they are maintained by local caregivers.

Township of Norwich – the operation, including sales, of the four active cemeteries owned by Norwich are done privately. Site maintenance is completed by municipal staff. Municipal staff are taking cemetery courses to prepare themselves to undertake the associated responsibilities if required.

Township of South-West Oxford – all cemeteries (3 active) are run through local boards with assistance from the Township Treasurer.



Town of Tillsonburg – municipal staff from Parks and Cemeteries are responsible for operating and maintaining the active cemetery in Tillsonburg.

City of Woodstock – There are no municipally owned cemeteries located in Woodstock.

Legislative Framework

Funeral, Burial and Cremation Services Act, 2002

This is the revised version of the *Cemeteries Act (1990)*. This Act outlines the duties required to operate a cemetery and crematorium, closure, licensing, burial sites, and consumer protection. Under this Act, municipalities inherit cemeteries from private boards/groups when they are abandoned.

Non-Legislative Guiding Documents

There are by-laws in some municipalities that affect how the public interacts with cemeteries. For example, Tillsonburg has a Cemetery By-law and a By-law that prohibits dogs off leash in parks, which include cemeteries.

Expenditure (Operating) Information:

Schedule 40 - Expenses												
	Salaries, Wages and Employee Benefits	Interest on Long Term Debt	Materials	Contracted Services	Rents and Financial Expenses	External Transfers	Amortization	Total Expenses Before Adjustments	Interfunctional Adjustments	Allocation of Program Support	Total Expenses After Adjustments	Total Expenses Before Adjustments Per Capita
County	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blandford-Blenheim	\$15,028	\$0	\$34,468	\$29,262	\$0	\$0	\$80	\$78,838	\$0	\$0	\$78,838	\$11
East Zorra-Tavistock	\$0	\$0	\$2,195	\$0	\$0	\$0	\$0	\$2,195	\$0	\$0	\$2,195	\$0
Ingersoll	\$85,326	\$0	\$30,860	\$0	\$0	\$0	\$1,049	\$117,235	\$0	\$5,966	\$123,201	\$9
Norwich	\$146	\$0	\$10,954	\$0	\$0	\$0	\$0	\$11,100	\$0	\$1,705	\$12,805	\$1
South-West Oxford	\$14,710	\$0	\$66,608	\$0	\$0	\$0	\$299	\$81,617	\$0	\$0	\$81,617	\$11
Tillsonburg	\$110,275	\$0	\$53,573	\$12,319	\$0	\$0	\$5,091	\$181,258	\$85,536	\$0	\$266,794	\$11
Woodstock	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Zorra	\$11,210	\$0	\$13,610	\$0	\$0	\$24,478	\$0	\$49,298	\$0	\$0	\$49,298	\$6
Total	\$236,695	\$0	\$212,268	\$41,581	\$0	\$24,478	\$6,519	\$521,541	\$85,536	\$7,671	\$614,748	

Source: 2018 FIR Schedule 40
(Pink highlight indicates 2017 F.I.R. information)



Revenue (Operating) Information

Schedule 12 - Revenues									
	Ontario Conditional Grants	Canada Conditional Grants	Other Municipalities	User Fees and Service Charges	Ontario Grants - Tangible Capital Assets	Canada Grants - Tangible Capital Assets	Other Municipalities - Tangible Capital Assets	Revenues per Capita	Percentage of Expense Recovery from User Fees and Service Charges
County	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Blandford-Blenheim	\$0	\$0	\$0	\$41,793	\$0	\$0	\$0	\$6	53%
East Zorra-Tavistock	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Ingersoll	\$0	\$0	\$0	\$35,617	\$0	\$0	\$0	\$3	30%
Norwich	\$0	\$0	\$0	\$26	\$0	\$0	\$0	\$0	0%
South-West Oxford	\$0	\$0	\$0	\$91,052	\$0	\$0	\$0	\$12	112%
Tillsonburg	\$0	\$0	\$0	\$141,279	\$0	\$0	\$0	\$9	78%
Woodstock	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Zorra	\$0	\$0	\$0	\$2,969	\$0	\$0	\$0	\$0	6%
Total	\$0	\$0	\$0	\$312,736	\$0	\$0	\$0		

Source: 2018 FIR Schedule 12

Staffing/Resources

It is difficult to quantify the amount of resources required to maintain the cemeteries as it is not necessarily tracked in that manner. In many areas, the maintenance is undertaken by Public Works staff or Parks Staff and it is not tracked as being associated with a specific cemetery. Some cemeteries are maintained by the cemetery board. Based on this, there is no specific wage data available other than what is provided in the expenditure section that indicates Blandford-Blenheim, Ingersoll, Norwich, South-West Oxford, Tillsonburg, and Zorra have staff in relation to cemetery assets.

Summary of Dedicated Cemetery Staff

Municipality	Staffing Information
East-Zorra Tavistock	No designated staff responsible for maintaining, administering, or managing cemeteries. The upkeep of the cemeteries is tasked to area representatives adjacent to the cemetery and no monetary nor physical resources are provided by the Township.
Ingersoll & Zorra	Superintendent (1 FTE) 2 Laborers (Part time) 1 Salesperson (part-time) 1 Secretary Treasurer
Tillsonburg	1 Parks Operator II (1 FTE) 1 Registrar (0.5 FTE) 2 Seasonal Labourers (2/3 FTE)



Contracted Services

Township of Blandford Blenheim – for burial excavation, the excavation is contracted out and a municipal employee accompanies the contractor.

Town of Ingersoll & Township of Zorra – no contracted services were identified.

Township of Norwich – weekly grass cutting is a contracted service.

Township of South-West Oxford – the cemeteries are operated by Board who have grass cutting and burial excavation as a contracted service.

Town of Tillsonburg – monument restoration is a contracted service. A monument professional is hired annually with a set budget to complete restoration on high priority monuments.

City of Woodstock – not applicable.

Union Contracts

No unions were identified.

Assets

A table below provides a summary of all major cemetery assets in Oxford County. Other assets not included in the table below are miscellaneous equipment.

Table 3. Inventory of Major Assets in Oxford County

Municipality	Active Cemetery	Non-active Cemetery	Buildings/Storage	Municipally Owned? Board Operated?
Blandford-Blenheim	6	6	2	Yes, no
East Zorra-Tavistock	--	--	--	--
Ingersoll	Joint with Zorra	0	--	Joint with Zorra
Norwich	4	12	--	Yes, no
South-West Oxford	3	1	--	Yes, yes
Tillsonburg	1	1	2	Yes, no
Woodstock	0	0	--	No, no
Zorra	2	0	--	Yes, yes*
Oxford County	N/A	N/A	N/A	N/A
Total	16	20	4	N/A

*One cemetery is jointly funded through Ingersoll and Zorra



Municipal Framework

Township of Blandford Blenheim – the municipality sells plots, digs graves, provides maintenance and Sunday and/or winter burials. They are structured as a seven-day operation.

Town of Ingersoll & Township of Zorra – the Board of Directors is comprised of 1 plot holder representative from Zorra, 2 plot holder representatives from Ingersoll, and 2 Councilors (1 from Ingersoll and 1 from Zorra).

The Township of East Zorra-Tavistock – East Zorra-Tavistock provides grants of approximately \$500.00 to each to assist with their upkeep. Grants total \$2,100 annually which represent the expenditure number in the FIR from 2018.

Township of Norwich – no winter burials and municipal staff complete on-site clean up (branches, garbage, etc.). All grass cutting is contracted out. The sales and record keeping are completed by Township staff and through private services.

Township of South-West Oxford – all cemeteries are run through local boards. Grants are offered to the boards from South-West Oxford so that the cemeteries are able to remain board operated and maintained. The 3 boards that do not have consistent costs for their plots.

Town of Tillsonburg – there is one large cemetery in Tillsonburg with year-round burial services except on Sundays and on holidays. Tillsonburg uses Stone Orchard software to keep cemetery records. Permanent copies of Interment Rights Certificates are maintained as part of the Corporate Records Management program.

City of Woodstock – not applicable.



Asset Management Plan/Practices

The cemeteries currently employ a mixture of paper and digital burial records.

Blandford-Blenheim

The municipality maintains an inventory (cemeteries and mausoleums) with pertinent information on the assets (e.g. in-service date, age, age-based condition, etc.). The asset tracking does not include categories related to replacement cost and the replacement cost date for the assets. The Asset Management Plan (AMP) indicated that there is no valuation method to replace the mausoleums as there are no plans to replace them.

Norwich

The municipality maintains an inventory with information on the assets (e.g. quantity, replacement cost, and condition rating). The assets included in this inventory is a memorial. The asset inventory does not include categories related to in-service date and the replacement cost date for the memorial, nor does the AMP. Information related to the municipal long-term capital program for other cemetery assets, such as the roadway and gates, is included in the AMP.

Tillsonburg

The municipality maintains an inventory of the vehicles, machinery and equipment infrastructure assets with information on the assets (e.g. quantity and a condition rating). The asset tracking does not include categories related to in-service date and the replacement cost date. The AMP (2016) does not include cemeteries but it will be included in future updates to the AMP.

Zorra

The municipality maintains an inventory with information on the assets (e.g. quantity, in-service date, etc.). The asset tracking does not include categories related to replacement cost and the replacement cost date. The AMP does not include information related to cemetery assets.



Budget Policies/Practices

Cemeteries are funded through the tax levy, external grants (e.g. for veteran memorial maintenance), and user fees. The cemetery budgets are predominantly maintenance oriented (operations budgets) with items like columbariums in the capital budgets.



Social Assistance (Ontario Works)

Municipalities Providing Social and Supported Housing Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
✓								

General Description

Ontario Works is a financial assistance program that provides financial assistance to eligible residents in the Province. The program offers two types of assistance:

- Financial assistance: income support to help with the costs of basic needs and health benefits.
- Employment assistance: help clients find, prepare for, and keep a job (i.e. job counselling, training, workshops, etc.).

Ontario Works is fully provided at the County level as a fully integrated service with Child Care and Social Housing under Human Services.

Human Services operates a fully integrated human services service delivery model, addressing issues such as shelter, income, employment, education, health, safety/legal and transportation. Programs meet objectives set by a provincial funding framework and are enhanced by community partnerships.

Legislative Framework

- The Ontario Works Act, 1997 provides the legislative framework for the provision of employment assistance and financial assistance to help people in temporary financial need. The Act establishes a program that:
 - Recognizes individual responsibility and promotes self-reliance through employment;
 - Provides financial assistance to those most in need while they meet obligations to become and stay employed;
 - Effectively serves people needing assistance; and
 - is accountable to the taxpayers of Ontario.

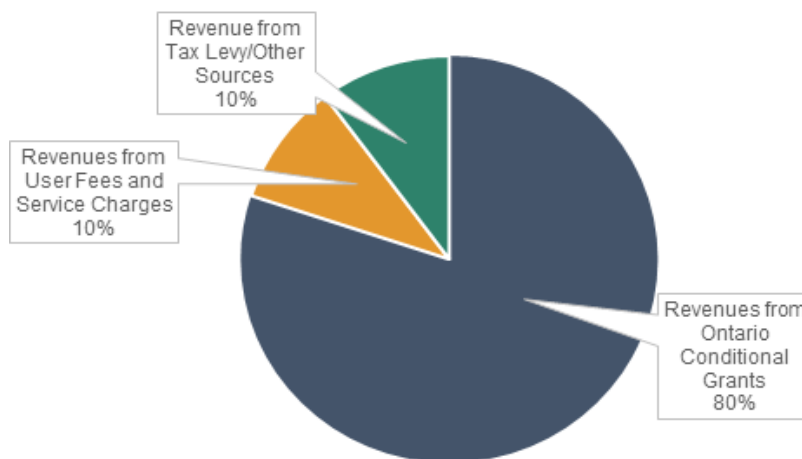


- Regulation 134/98 provides general guidelines regarding, eligibility, applications, employment assistance, refusals/cancellations of assistance, calculation, etc.
- Regulation 135/98 provides details regarding administration and cost sharing between municipalities.
- Regulation 136/98 designates the geographic areas and delivery agents, and
- Regulation 564/05 details prescribed policy statements regarding the provision of this service.

Level of Service

Level of Service Measures	2016 Actual	2017 Forecast	2018 Budget	2019 Projected
Average employment earnings per case	\$746.33	\$757.28	\$760.00	\$765.00
% of cases with earnings	16.95%	16.76%	16.83%	16.91%
Number of Ontario Works Cases	1,384	1,279	1,246	1,235

Expenditure and Revenue (Operating) Information





Revenues and Expenditures	2018 FIR Amounts
Revenues from Ontario Conditional Grants	\$ 14,644,241
Revenues from User Fees and Service Charges	\$ 1,786,347
Revenue from Tax Levy/Other Sources	\$ 1,861,546
Total Expenditures (After adjustments)	\$ 18,292,134

Note: Expenditures and Revenues above based on General Assistance line from 2018 FIR: Schedule 40 and Schedule 12

Note: Variations in F.I.R. data between municipalities are discussed in section 1.2

Staffing/Resources

Staff for Social Housing, Ontario Works and Childcare are provided under the category of Human Services at the County level. These three services are fully integrated.

Summary of Staffing for Human Services

Position	Number of Staff
Director of Human Services	1
Manager	5
Supervisors of Affordable Housing	3
Supervisor of Family and Children's Services	1
Client Service Workers	25
Support Clerks	8
Family Support Worker	1

*Converted to yearly wages based on a 35-hour work week

Contracted Services

No contracted services

Union Contracts

33 Union workers in Human Services (i.e. combined between Childcare, Ontario Works, and Social Housing) through CUPE.

Assets

Human Services staff work out of the same office at the Oxford County Administration Building in Woodstock. Outreach service offices are located throughout the County.



Asset Management Plan/Practices

Not applicable

Capital Budget Policies/Practices

Not applicable



Childcare (Early Years)

Municipalities Providing Child Care Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
✓								

General Description

Child Care is provided at the County level as a fully integrated service with Ontario Works and Social Housing under Human Services.

Human Services operates a fully integrated human services delivery model, addressing issues such as shelter, income, employment, education, health, safety/legal and transportation. Programs meet objectives set by a provincial funding framework and are enhanced by community partnerships. All County Client Support Workers provide support in all service areas to all clients to allow for ease of access to the full range of services provided by the County.

This is an external service that is provided as a Child Care subsidy that is managed through Oxford Service Manager and private (non-profit and for-profit) operators. Service Managers are responsible for the local management of all ministry-funded child programs.

Legislative Framework

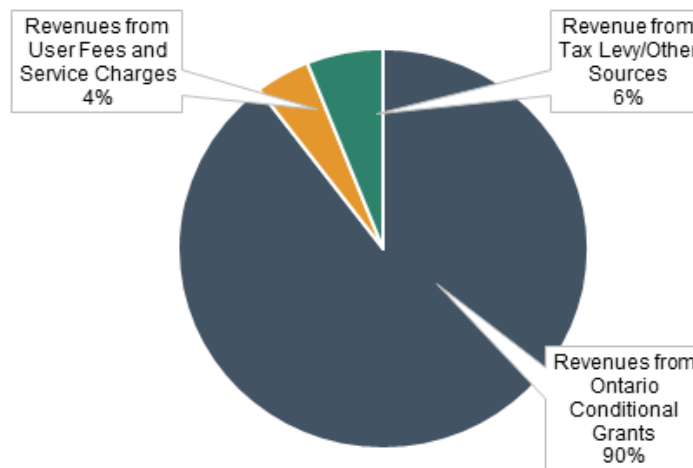
The relevant legislation for Child Care is the Child Care and Early Years Act, 2014. The goal of this act is to build a Child Care and early years system that better supports parents and gives children the best possible start in life. The provisions contained in this act set out protective measures, licensing, inspection, and enforcement rules as well as health and safety regulations in Child Care settings (for both licensed and unlicensed).



Level of Service

Level of Service Measures	2016 Actual	2017 Forecast	2018 Budget	2019 Projected
Percent of licensed childcare spaces occupied 0 to 4 years of age	78%	80%	86%	91%
Percent of licensed childcare spaces occupied 5 to 12 years of age	38%	50%	61%	67%
Total number of children served	717	800	824	847

Expenditure and Revenue (Operating) Information



Revenues and Expenditures	2018 FIR Amounts
Revenues from Ontario Conditional Grants	\$ 9,611,436
Revenues from User Fees and Service Charges	\$ 464,218
Revenue from Tax Levy/Other Sources	\$ 647,157
Total Expenditures (After adjustments)	\$ 10,722,811

Note: Woodstock's 2018 F.I.R. shows an amortization expense for Child Care. This is related to a building owned by the City where Child Care services are carried out. This has not been included in the information above.

Note: Expenditures and Revenues above based on Child Care line from 2018 FIR: Schedule 40 and Schedule 12

Note: Variations in F.I.R. data between municipalities are discussed in section 1.2



Staffing/Resources

Staff for Social Housing, Ontario Works and Childcare are provided under the category of Human Services at the County level. These three services are fully integrated.

Summary of Staffing for Human Services

Position	Number of Staff
Director of Human Services	1
Manager	5
Supervisors of Affordable Housing	3
Supervisor of Family and Children's Services	1
Client Service Workers	25
Support Clerks	8
Family Support Worker	1

Contracted Services

There are no contracted services for Child Care. Child Services is a financial transfer (provincial) program that is administered by the County.

Union Contracts

33 Union workers in Human Services (i.e. combined between Childcare, Ontario Works, and Social Housing) through CUPE.

Assets

The County does not have assets related to Child Care.

Asset Management Plan/Practices

Not Applicable

Capital Budget Policies/Practices

Not Applicable



Social and Supported Housing

Municipalities Providing Social and Supported Housing Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
✓								

General Description

Social and supported housing is provided at the County level with facilities both owned and operated by the County in addition to County supported non-profit and charitable operations.

Social Housing, Ontario Works and Childcare programs are fully integrated at the County level as “Human Services”.

Human Services operates a fully integrated human services delivery model, addressing issues such as shelter, income, employment, education, health, safety/legal and transportation. Programs meet objectives set by a provincial funding framework and are enhanced by community partnerships.

Social housing assistance is provided via two methods, Direct Delivered, and Subsidy. With direct delivered assistance, the County provides units of shelter to eligible residents of the County. With subsidies, the County provides subsidies to community partners delivering shelter to residents.

Legislative Framework

The Housing Services Act (H.S.A.), 2011 is the relevant legislation related to social housing. The purpose of the H.S.A. is to provide for community-based planning and delivery of housing and homelessness services with general provincial oversight and policy direction and to provide flexibility for service managers and housing providers while retaining requirements with respect to housing programs and projects.

The H.S.A. contains aspects such as the rules and guidelines service managers must follow, the plans service managers must have in place to address housing and homelessness, which households are to be included in housing programs, etc.

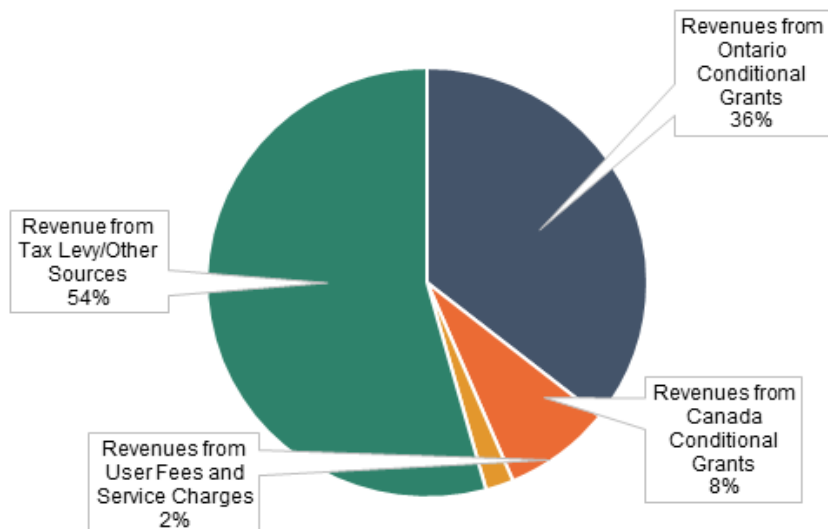


Level of Service

Level of Service Measures	2016 Actual	2017 Forecast	2018 Budget	2019 Projected
Number of clients served through Consolidated Homelessness Prevention Initiative	1,115	1,200	1,250	1,311
Number of new clients housed (Rent-geared-to-income, Rent Supplement Programs)	180	195	214	235
Number of new Affordable housing units (rental, ownership)	74	36	46	74
Percent of clients served/housed from waitlist	11%	13%	14%	16%



Expenditure and Revenue (Operating) Information



Revenues and Expenditures	2018 FIR Amounts
Revenues from Ontario Conditional Grants	\$ 5,212,149
Revenues from Canada Conditional Grants	\$ 1,160,793
Revenues from User Fees and Service Charges	\$ 300,793
Revenue from Tax Levy/Other Sources	\$ 7,930,645
Total Expenditures (After adjustments)	\$ 14,604,380

Note: Expenditures and Revenues above based on 2018 FIR: Schedule 40 and Schedule 12

Note: Variations in F.I.R. data between municipalities are discussed in section 1.2

Staffing/Resources

Staff for Social Housing, Ontario Works and Childcare are provided under the category of Human Services at the County level. These three services are fully integrated.



Summary of Staffing for Human Services

Position	Number of Staff
Director of Human Services	1
Manager	5
Supervisors of Affordable Housing	3
Supervisor of Family and Children's Services	1
Client Service Workers	25
Support Clerks	8
Family Support Worker	1

*Converted to yearly wages based on a 35-hour work week

Contracted Services

No contracted services

Union Contracts

33 Union workers in Human Services (i.e. combined between Childcare, Ontario Works, and Social Housing) through CUPE.

Assets

Human Services staff work out of the same office at the Oxford County Administration Building in Woodstock. Outreach service offices are located throughout the County.

Asset Management Plan/Practices

Not applicable

Capital Budget Policies/Practices

Not applicable



Long-term Care homes (senior services)

Municipalities Providing Long Term Care Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
✓								

General Description

Long-term care homes are health care facilities designed for adults who need access to on-site 24-hour nursing care, frequent assistance with activities of daily living (i.e. eating, bathing, toileting, etc.) and monitoring for safety or well being. They are also known as nursing homes, charitable homes, or municipal homes for the aged. Residents live in long-term care homes full-time.

Woodingford Lodge is the municipally owned and operated (Oxford County) not-for-profit long-term care provider in the County, with locations in Woodstock, Ingersoll, and Tillsonburg. These facilities provide a total of 224 long-term care beds and 4 short stay beds. (Woodstock 157 L.T.C. beds, 3 short stay, Tillsonburg 33 L.T.C. beds and 1 short stay and Ingersoll 34 L.T.C.)

Legislative Framework

The Long-Term Care Homes Act (L.T.C.H.A.), 2007 came into force in 2010. All long-term care homes in Ontario are governed by this one piece of legislation to help ensure that residents of long-term care homes receive safe, consistent, high-quality, resident-centred care. This legislation requires homes to have plan or policy in place to comply with the L.T.C.H.A. It also sets out Residents Bill of Rights to well being and safety. Requirements for providing a safe and secure environment for residents as well as minimum programs, responsive behaviors, recreational activities, etc. are provided.



Level of Service

Wait List

Median number of days people waited to move into a long-term care home, above or below Provincial Average wait time

Fiscal Year	Ontario, Community (Days)	Woodingford Lodge - Ingersoll	Woodingford Lodge - Tillsonburg	Woodingford Lodge - Woodstock
2012/13	165	Above Average	Number too small to report	Above Average
2013/14	154	Number too small to report	Above Average	Below Average
2014/15	135	Number too small to report	Number too small to report	Above Average
2015/16	132	Number too small to report	Above Average	Above Average
2016/17	149	Number too small to report	Above Average	Above Average
2017/18	163	Below Average	Above Average	Above Average

Data source: Modernized Client Profile Database, provided by the Ministry of Health and Long-term Care.

Beds per Capita (above 65 Years of Age)

Municipality	2016 Census Population (above 65)	Number of Beds	Beds per capita (above 65)	Beds per 1,000 Population (above 65)
Oxford County	20,680	228	0.011	11.025
Ontario	2,251,655	78,247	0.035	34.751

Beds per Capita (above 75 Years of Age)

Municipality	2016 Census Population (above 75)	Number of Beds	Beds per capita (above 75)	Beds per 1,000 Population (above 75)
Oxford County	9,320	228	0.024	24.464
Ontario	985,270	78,247	0.079	79.417

Expenditure (Operating) Information

Schedule 40 - Expenses												
	Salaries, Wages and Employee Benefits	Interest on Long Term Debt	Materials	Contracted Services	Rents and Financial Expenses	External Transfers	Amortization	Total Expenses Before Adjustments	Interfunctional Adjustments	Allocation of Program Support	Total Expenses After Adjustments	Total Expenses Before Adjustments Per Capita
County	\$19,206,772	\$652,723	\$2,884,300	\$1,403,484	\$178,671	\$0	\$1,341,330	\$25,667,280	\$1,229,179	\$0	\$26,896,459	\$235
Blandford-Blenheim	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
East Zorra-Tavistock	\$0	\$0	\$318	\$0	\$0	\$0	\$0	\$318	\$0	\$0	\$318	\$0
Ingersoll	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Norwich	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
South-West Oxford	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Tillsonburg	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Woodstock	\$2,827	\$0	\$14,953	\$16,076	\$0	\$137,700	\$77,748	\$249,304	\$0	\$2,390	\$251,694	\$6
Zorra	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$19,209,599	\$652,723	\$2,899,571	\$1,419,560	\$178,671	\$137,700	\$1,419,078	\$25,916,902	\$1,229,179	\$2,390	\$27,148,471	\$0

Note: Source is 2018 F.I.R. data. Variations in F.I.R. data between municipalities are discussed in section 1.2



Revenue (Operating) Information

Schedule 12 - Revenues									
	Ontario Conditional Grants	Canada Conditional Grants	Other Municipalities	User Fees and Service Charges	Ontario Grants - Tangible Capital Assets	Canada Grants - Tangible Capital Assets	Other Municipalities - Tangible Capital Assets	Revenues per Capita	Percentage of Expense Recovery from User Fees and Service Charges
County	\$11,857,509	\$0	\$0	\$5,760,078	\$0	\$0	\$0	\$161	22%
Blandford-Blenheim	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
East Zorra-Tavistock	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Ingersoll	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Norwich	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
South-West Oxford	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Tilsonburg	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Woodstock	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Zorra	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Total	\$11,857,509	\$0	\$0	\$5,760,078	\$0	\$0	\$0		

Note: Source is 2018 F.I.R. data. Variations in F.I.R. data between municipalities are discussed in section 1.2

Staffing/Resources

- 326 Total employees (314 currently active)
 - 121 FT employees
 - 202 PT employees
 - 1 contract employee
 - 2 casual employees
 - 50 non-union employees
 - 276 union (Unifor employees)

Contracted Services

Contracted services at Woodingford Lodge include Pharmacy and Physiotherapy services.

Union Contracts

There are 276 Union positions for Long-term Care services.



Assets

Summary of Major Assets for Long Term Care Services

Asset Class	Description
Facilities	Woodstock: 300 Juliana Drive Ingersoll: 325 Thames Street S Tillsonburg: 52 Venison Street

Asset Management Plan/Practices

As Long-term Care is a municipally owned and operated service, major assets are included in the County's asset inventory database. Asset information includes acquisition date, estimated useful life, and replacement cost based on future anticipated lifecycle costs.

Capital Budget Policies/Practices

Capital replacements are included in the annual budgeting process as required based on the asset management inventory information.

Best Practices & Trends

Woodingford Lodge achieved the prestigious Best Practice Spotlight Organization (B.P.S.O.) designation from the Registered Nurses' Association of Ontario (R.N.A.O.). Woodingford Lodge is one of just 22 long-term care organizations within Ontario to receive this designation.

As the demographics of Ontario shift, a larger share of the population will be 75 years and older. As a result, there will be increased demand for Long-term Care spaces.



Parks and Recreation

Municipalities Providing Parks and Recreation Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
	✓	✓	✓	✓	✓	✓	✓	✓
	Indirect	Indirect	Mixed	Mixed	Indirect	Mixed	Mixed	Mixed

General Description

Parks

Municipal Parks Services often describes the responsibility for design, development, maintenance and operation of public parks (e.g., parks, open space, trails, public squares, horticulture and landscaping, etc.) and outdoor recreation amenities (e.g., sports fields, playgrounds, hard-surface courts, water play facilities, etc.). Responsibilities for municipal parks generally fall under the purview of either Parks and Recreation Departments or Public Works Departments.

These services are often closely linked with provision of recreational trails and pathways. For the purposes of this service delivery review, trails are discussed in a separate service profile, but may be referenced herein due to natural intersection of responsibilities.

Rather than have staff or a dedicated board oversee various community halls in rural communities, municipalities should consider creation of a caretaker position to support these facilities.

Recreation

Municipal Recreation Services often describes the facilities, programs and services offered within public recreation facilities such as recreation centres, arenas, community halls, etc. Some examples of recreation services may include drop-in facility use (e.g., open gymnasium time, public skating, fitness classes), registered programming (e.g., swimming lessons, dance classes, etc.) and provision of space to local community groups for uses such as minor hockey or soccer, among others. Responsibilities for municipal recreation generally fall under the purview of either Community Services Departments or Parks and Recreation Departments. Although some of the area



municipalities provide direct recreation services through registered programs, there is always a reliance on not-for-profits and private organizations to support a variety of recreation offerings in any municipality.

Recreation Services also generally involves coordination, planning and facilitation of community events, done in coordination with Cultural Services (if provided through a separate department). Cultural Services are discussed in a separate service profile but may be referenced herein due to natural intersection of responsibilities.

Parks and Recreation Services are a public service traditionally provided or supported by Ontario municipalities. These services provide residents and visitors with opportunities to interact with nature, participate in physical activity, build social connections within the community, explore new recreational pursuits, and many more individual and community benefits.

Description of Service Delivery Models

Municipality <i>Department Name</i>	Service Delivery Type
Blandford-Blenheim <i>Community Services</i>	<u>Indirect</u> Community Development Model: Provide in-kind space to community groups and volunteers. Partner with Lions Club, Oxford Early Years, fitness instructor and school boards for facilities and services.
East Zorra-Tavistock <i>Clerks, Public Works, Building Drainage</i>	<u>Indirect</u> The Township employs different operational models within its various communities. In Tavistock, facility maintenance and recreational programming is contracted to a third-party with municipal representation on a committee. Minor Baseball maintains the park in Innerkip, while the municipality operates the hall. The Lions Club provides services in Hickson.
Ingersoll <i>Parks & Recreation</i>	<u>Mixed (Direct / Indirect)</u> Town staff facilitate day camps, child/youth programs, lessons, fitness classes and workshops.
Norwich <i>Community Services Public Works</i>	<u>Mixed (Direct / Indirect)</u> Town staff work with community partners and volunteers to deliver recreational programs and services. Otterville outdoor pool is programmed and operated seasonally by Township employees. Township staff are also responsible for the Norwich Community Centre and maintain the parks including sports fields.
South-West Oxford <i>Public Works</i>	<u>Indirect</u> The Township provides support and leadership to local volunteer committees and service clubs to improve use and operation of Township facilities and programs. Township also provides funding to offset rentals costs of local



Municipality <i>Department Name</i>	Service Delivery Type
	organizations using external facilities. Concurrently with this service review, the Township is going through the process of establishing a dedicated Parks Department.
Tillsonburg <i>Recreation, Culture & Parks</i>	<u>Mixed (Direct / Indirect)</u> Town staff program and operate the health club, indoor aquatic centre and arena as well as within area schools. Programs offered include swimming lessons, leadership courses, adult and general interest courses, fitness classes, youth programs, day camps and facility rentals.
Woodstock <i>Parks & Recreation</i>	<u>Mixed (Direct / Indirect)</u> City staff program and operate municipal recreation facilities such as the indoor aquatic centre, arena, sportsplex and community centre. Programs offered include swimming lessons, child and youth programs, leadership courses, day camps as well as adult and general interest offerings.
Zorra <i>Recreation & Facilities</i>	<u>Mixed (Direct / Indirect)</u> The Township provides a variety of recreation programming at facilities such as community centres, libraries, parks and the outdoor pool. Also partner with the Boys and Girls Club of London to deliver youth programs in the area. Volunteers operate rural halls.
Oxford County	No role in parks and recreation services.

Parks Operations

General Responsibilities for Parks Maintenance

Municipality	Grass Cutting Frequency and Responsibility	Field Lining Responsibility
Blandford-Blenheim	Weekly: all parks (minimum) including offices, fire halls, and Township shops. Sports Fields: reviewed by staff and if over 4.5 inches will be cut down to 3 inches.	Staff drag fields, users line them
East Zorra-Tavistock	Third-party and volunteers are responsible for grass cutting	Third-party and volunteers are responsible for lining
Ingersoll	Up to twice weekly: sports fields Weekly: parks	Municipal staff
Norwich	Twice weekly: sports fields (Community Development Services) Weekly: parks (some contracted), playgrounds, public spaces, municipal office, conservation areas, halls, libraries, fire halls, cemeteries (contracted)	CDS staff complete diamond maintenance twice weekly (weather dependent); individual lining is done by groups



Municipality	Grass Cutting Frequency and Responsibility	Field Lining Responsibility
	Bi-weekly: roadway islands and parking lots (contracted) Monthly: retention ponds and wood lots (contracted)	
South-West Oxford	All grass cutting is currently contracted approximately once weekly, but more frequently in growing season.	Volunteers are responsible for field lining
Tillsonburg	Twice weekly: sports fields (contracted) Weekly: parks (contracted)	Staff drag and line the fields, users augment lining when required
Woodstock	Parks: 10-day cycle (City staff) Sports Fields: Twice weekly (City staff)	City staff line ball diamonds and contractor lines soccer fields (managed by City staff)
Zorra	Parks: weekly (contracted) Sports Fields: minimum weekly, twice as needed (contracted)	Staff drag diamonds, fields are lined by users

Recreation Operations

General Operating Seasons for Major Recreation Facilities

Municipality	Arenas – Operating Season / annual hours	Pools – Operating Season / annual hours
Blandford-Blenheim	29 weeks, 168 hours per week (113 non-prime, 55 prime). 72 hours per week are rented.	N/A
East Zorra-Tavistock	38 weeks (managed by Tavistock District Recreational Facilities Board)	N/A
Ingersoll	28 weeks, 112 hours per week	Indoor Pool: All year (52 weeks)
Norwich	31 weeks, 119 hours per week	N/A
South-West Oxford	N/A	N/A
Tillsonburg	2 indoor rinks (one is operated year-round, the other from October to mid-April). The outdoor ice pad is operated from mid-December through mid-March, weather permitting,	Indoor Pool: All year (52 weeks, 84 hours per week Sept to June and 49 hours per week July / August) Outdoor Pool: Father's Day to Labour Day (10 am to 7 pm)
Woodstock	3 ice pads: 1 rink is year-round (90 hr/week); 1 rink operates for 10 months (75 hr/week), 1 rink operates for 6 months (70 hr/week)	Indoor: 1 pool operates for 50 weeks (96 hr/week) Outdoor: 1 pool operates for 9 weeks (62 hr/week)



Municipality	Arenas – Operating Season / annual hours	Pools – Operating Season / annual hours
Zorra	2 arenas: Embro 32 weeks, 110 hr/week, Thamesford 31 weeks, 110 hr/week	Outdoor Pool: June 15 to Sept 1, 70 hours per week

Legislative Framework

Planning Act, R.S.O. 1990, c. P13

There are several provincial and municipal regulations, policies and guidelines governing the acquisition and location of parkland. The Ontario Planning Act establishes a framework for the dedication of parkland and possible alternatives for the dedication of land for park and recreation purposes. Most notably, the County's Official Plan sets out policies for parkland dedication and development. These decisions are typically administered by local / County Planning Departments.

Note: Through Bill 108 (which is awaiting regulations after receiving Royal Assent in June 2019), the Province is proposing significant changes to the Planning Act. The proposed amendments will combine all growth-related parks, recreation and library charges – including development charges, cash-in-lieu for parkland dedication and bonusing provisions (Section 37 of the Planning Act) – into a single community benefits charge. Additional changes are being proposed to the alternate parkland dedication rate.

County of Oxford Official Plan

The County of Oxford Official Plan is the policy document that establishes the overall land use strategy for both the County and the eight area municipalities that comprise the County. The policies and schedules contained within the Official Plan establish requirements for various land uses (including parks), set out how cultural heritage resources are to be protected and help guide municipal decisions with respect to infrastructure, public services and other investments.

Relating specifically to parkland and recreation facilities, the County Official Plan provides definitions of parkland classifications, development standards, acquisition rates and development-specific policies. These policies and schedules apply differently throughout the area municipalities with significant variation between urban and rural settlement areas.



There are no legislated requirements pertaining to the provision of public recreation facilities. Facility and park design must be in accordance with the Accessibility for Ontarians with Disabilities Act (2005) and in compliance with accompanying regulations such as the Design of Public Spaces Standards.

Cemeteries Act, R.S.O. 1990, c. 4

The Ontario Cemeteries Act outlines the requirements for establishment of a cemetery or crematorium; process for closing a cemetery; associated licenses; consumer protection; trust funds; cemetery and crematorium operations; administration; and burial sites. This is an important piece of legislation particularly as it applies to the maintenance and operation of cemeteries, a task that many Oxford County Area Municipalities – through parks and public works departments - are responsible for.

Parks By-laws

Area municipalities have passed Parks By-laws under the Municipal Act to regulate the use and operation of parks, open spaces and recreation areas. These by-laws set out the regulations for the use of the municipal parks, such as hours of operation and permitted and prohibited activities.

Non-Legislated Supporting Documents:

Framework for Recreation in Canada

In 2015, the Framework for Recreation in Canada (FRC) was developed by the Canadian Parks and Recreation Association (CPRA) together with Provincial / Territorial Governments and their supporting Parks and Recreation Associations. The Framework supports coordinated policies and practices in recreation and related sectors in Canada. Its aim is to improve the wellbeing of individuals, communities and the built and natural environments. The goals and related actions of the Framework should be considered by Area Municipalities in the establishment of strategic actions and decision making related to recreation, parks and cultural services. Several municipalities are formalizing the goals of the FRC through development of Parks and Recreation Master Plans.

The goals of the Framework for Recreation in Canada include: Active Living; Inclusion and Access; Connecting People and Nature; Supportive Environments; and Recreation Capacity.



Parks for All

Published in 2017, Parks for All is An Action Plan for Canada's Parks Community. The project was a result of collaboration between the Canadian Parks Council (CPC) and the CPRA. This document aligns with and supports Connecting Canadians with Nature as well as the Framework for Recreation in Canada, particularly the Framework's third goal "Connecting People and Nature". The Action Plan focuses on how all Canadians benefit from healthy parks and natural areas and shares the community's vision and goals for our parks. Parks for All includes a variety of perspectives that helped form a distinct set of responsibilities and practices moving forward.

Parks for All is intended to unite the parks community through specific actions, priorities and strategic directions. The plan is guided by four strategic directions: collaborate, connect, conserve and lead.

Parks and Recreation Master Plans

Master Plans are developed to assist municipalities with review of existing services and amenities and are intended to guide future planning with regard to current and future populations. Municipalities are not required to complete Master Plans, but they are becoming common practice and often provide support for funding opportunities. The following Oxford County municipalities have completed Master Plans or similar studies:

- Township of Blandford-Blenheim Parks & Recreation Master Plan (2014);
- Town of Ingersoll Multi-Use Recreation Complex Study (2017)
- Township of Norwich Parks Master Plan (2017)
- Town of Tillsonburg Community Parks, Recreation & Cultural Strategic Master Plan (2011)
- City of Woodstock Recreation Facility Needs Study (2014)
- Township of Zorra Recreation, Arts & Culture Master Plan (2018)



Expenditure (Operating) Information

The chart below illustrates annual spending on parks and recreation services in Oxford County Area Municipalities.

Expenses for Parks and Recreation Services (2018)

Schedule 40 - Expenses												
County	Salaries, Wages and Employee Benefits	Interest on Long Term Debt	Materials	Contracted Services	Rents and Financial Expenses	External Transfers	Amortization	Total Expenses Before Adjustments	Interfunctional Adjustments	Allocation of Program Support	Total Expenses After Adjustments	Total Expenses Before Adjustments Per Capita
County	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blandford-Blenheim	\$333,675	\$42,569	\$287,586	\$33,911	\$0	\$0	\$282,928	\$980,669	\$0	\$0	\$980,669	\$133
East Zorra-Tavistock	\$52,633	\$7,864	\$488,957	\$290,909	\$0	\$900	\$151,412	\$992,675	\$0	\$0	\$992,675	\$164
Ingersoll	\$2,388,991	\$1,479	\$997,774	\$99,327	\$19,134	\$0	\$463,578	\$3,970,283	\$0	\$201,460	\$4,171,743	\$315
Norwich	\$710,941	\$54,761	\$475,041	\$0	\$0	\$0	\$257,709	\$1,498,452	\$0	\$133,019	\$1,631,471	\$136
South-West Oxford	\$14,535	\$0	\$280,940	\$3,748	\$0	\$0	\$81,705	\$380,928	\$0	\$0	\$380,928	\$50
Tillsonburg	\$2,459,951	\$148,263	\$1,198,511	\$430,875	\$0	\$0	\$441,072	\$4,678,672	\$190,884	\$0	\$4,869,556	\$292
Woodstock	\$4,154,428	\$120,606	\$2,517,028	\$320,069	\$33,428	\$16,420	\$1,370,400	\$8,532,379	\$0	\$460,495	\$8,992,874	\$209
Zorra	\$615,854	\$0	\$572,834	\$0	\$0	\$40,737	\$190,466	\$1,419,891	\$0	\$0	\$1,419,891	\$182
Total	\$10,731,008	\$375,542	\$6,818,671	\$1,178,839	\$52,562	\$58,057	\$3,239,270	\$22,453,949	\$190,884	\$794,974	\$23,439,807	

Source: 2018 FIR Schedule 40

Note: costs above include Parks, Recreation Facilities and Recreation Programs

Note: variations in F.I.R. data between municipalities are discussed in section 1.2

Parks

Parks Expenditures Per Capita (2018)

Municipality	Parks Expenditure (2018)	Expenditure per hectare of Parkland	Expenditure per Capita
Blandford-Blenheim	\$157,236	\$9,304	\$21
East Zorra-Tavistock	\$281,834	\$21,680	\$47
Ingersoll	\$890,564	\$15,635	\$71
Norwich	\$273,124	\$6,466	\$25
South-West Oxford	\$170,968	\$15,117	\$22
Tillsonburg	\$753,913	\$11,824	\$47
Woodstock	\$2,656,151	\$17,567	\$65
Zorra	\$97,203	\$3,739	\$12
Average	\$660,124	\$2,269,852	\$39

Source: 2018 FIR Schedule 40

Note: variations in F.I.R. data between municipalities are discussed in section 1.2



Recreation

Recreation Expenditures Per Capita (2018)

Municipality	Recreation Expenditure (2018)	Expenditure per sf of major recreation amenities	Expenditure per Capita
Blandford-Blenheim	\$823,433	\$17	\$111
East Zorra-Tavistock	\$710,841	\$17	\$118
Ingersoll	\$3,281,179	\$31	\$260
Norwich	\$1,358,347	\$17	\$123
South-West Oxford	\$209,960	\$10	\$27
Tillsonburg	\$4,115,643	\$30	\$257
Woodstock	\$6,336,723	\$35	\$155
Zorra	\$1,322,688	\$16	\$170
Average	\$2,269,852	\$22	\$153

Source: 2018 FIR Schedule 40

Note: variations in F.I.R. data between municipalities are discussed in section 1.2

Revenue (Operating) Information

The chart below illustrates annual revenue generated from parks and recreation services in Oxford County Area Municipalities.

Revenue for Parks and Recreation Services (2018)

Schedule 12 - Revenues									
	Ontario Conditional Grants	Canada Conditional Grants	Other Municipalities	User Fees and Service Charges	Ontario Grants - Tangible Capital Assets	Canada Grants - Tangible Capital Assets	Other Municipalities - Tangible Capital Assets	Revenues per Capita	Percentage of Expense Recovery from User Fees and Service Charges
County	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Blandford-Blenheim	\$3,546	\$0	\$0	\$246,920	\$176,400	\$0	\$0	\$58	25%
East Zorra-Tavistock	\$0	\$0	\$0	\$511,930	\$0	\$0	\$0	\$85	52%
Ingersoll	\$36,575	\$19,761	\$0	\$801,987	\$137,000	\$0	\$0	\$79	20%
Norwich	\$0	\$0	\$0	\$313,081	\$150,000	\$57,408	\$0	\$47	21%
South-West Oxford	\$0	\$0	\$0	\$168,167	\$67,567	\$0	\$0	\$31	44%
Tillsonburg	\$64,353	\$0	\$1,590	\$1,160,039	\$0	\$52,625	\$3,765	\$80	25%
Woodstock	\$23,803	\$26,858	\$44,826	\$1,639,689	\$0	\$0	\$0	\$42	19%
Zorra	\$0	\$0	\$0	\$482,878	\$150,000	\$0	\$0	\$81	34%
Total	\$128,277	\$46,619	\$46,416	\$5,324,691	\$680,967	\$110,033	\$3,765		

Source: 2018 FIR Schedule 12

Note: revenues above include Parks, Recreation Facilities and Recreation Programs

Note: variations in F.I.R. data between municipalities are discussed in section 1.2



Parks

Parks Revenues Per Capita (2018)

Municipality	Parks Revenues (2018)	Revenues per hectare of Parkland	Parks Revenues per Capita
Blandford-Blenheim	\$9,257	\$548	\$1.25
East Zorra-Tavistock	\$0	\$0	\$0.00
Ingersoll	\$37,519	\$659	\$2.98
Norwich	\$155,426 ¹	\$3,680	\$14.13
	\$5,426	\$128	\$0.49
South-West Oxford	\$0	\$0	\$0.00
Tillsonburg	\$61,360	\$962	\$3.84
Woodstock	\$125,507	\$830	\$3.07
Zorra	\$12,085	\$465	\$1.55
Average	\$50,144	\$1,060	\$3.35

Source: 2018 FIR Schedule 12

Note: variations in F.I.R. data between municipalities are discussed in section 1.2

Recreation

Recreation Revenues Per Capita (2018)

Municipality	Recreation Revenues (2018)	Revenues per sf of major recreation amenities	Recreation Revenues per Capita
Blandford-Blenheim	\$417,609	\$8.85	\$56.44
East Zorra-Tavistock	\$511,930	\$11.96	\$84.70
Ingersoll	\$957,804	\$9.11	\$76.03
Norwich	\$365,063	\$4.56	\$33.18
South-West Oxford	\$235,734	\$11.58	\$30.76
Tillsonburg	\$1,221,012	\$8.98	\$76.31
Woodstock	\$1,609,669	\$8.80	\$39.35
Zorra	\$620,793	\$7.38	\$79.71
Average	\$742,452	\$8.90	\$59.56

Source: 2018 FIR Schedule 12

Note: variations in F.I.R. data between municipalities are discussed in section 1.2

¹ This number includes a \$150,000 Ontario Grant (not a typical revenue source). The second line calculation excludes this amount.



Staffing / Resources

Staffing resources vary significantly depending on the service delivery model applied in each local municipality (i.e., direct or indirect), historic staffing levels, as well as size and scope of major recreation amenities. Staffing costs are generally lower in municipalities using the indirect service delivery method, as these employees assist with coordination and provision of space, rather than the administrative and operational tasks associated with direct service provision. Conversely, direct service delivery requires significantly greater staff resources including program planning, scheduling, registration, maintenance, additional customer service, staff recruitment and training, among others.

Staffing for Parks and Recreation Services (2018)

Municipality	Full-Time Funded Positions	Median Annual Salary	Part-Time Funded Positions	Median Hourly Wages	Casual / Seasonal Employees	Median Hourly Wages
Blandford-Blenheim	4.5	\$49,909	4	\$14.98	8	\$14.05
East Zorra-Tavistock	0	N/A	0	N/A	9	N/A
Ingersoll	18	\$65,392	52	\$25.56	26	\$18.90
Norwich	7	\$49,330	13	\$26.11	11	\$16.49
South-West Oxford	0	N/A	1	N/A	0	N/A
Tillsonburg	29	\$65,000	22	\$18.17	35	\$14.94
Woodstock	38	\$79,957	70	\$17.26	82	\$15.76
Zorra	6	\$57,397	4	\$21.66	27	\$13.58
Average	13	\$61,164	21	\$20.62	25	\$15.62

Source: 2018 FIR Schedule 80A and wage data provided by area municipalities

Note: variations in F.I.R. data between municipalities are discussed in section 1.2

Exclusions: Full-time management positions have not been summarized in the table below. The organizational structure in each municipality varies significantly making it difficult to compare salaries and wages for employees supervisory or management roles.

As can be seen in the table above, salaries and wages for parks and recreation employees vary significantly across the eight area municipalities. There are a variety of factors to consider in this comparison including: departmental responsibilities; support from volunteers; number of employees per department or service area; use of contracted services; presence of unions; quantity of park and facilities; municipal



population; service level standards; the presence of service boards; support from community groups; and historic agreements, to name a few.

Contracted Services

Many of the Area Municipalities contract parks and recreation services in some capacity. According to 2018 Financial Information Returns, the only exceptions to this are Norwich and Zorra, which provide all services in-house. Annual expenses (2018) for contracted parks and recreation services have been summarized in the table below.

Summary of Contracted Parks and Recreation Services in Oxford County and Area Municipalities (2018)

Municipality	Contracted Services Expense	Details
Blandford-Blenheim	\$33,911	Minor and specialized maintenance (e.g., snow removal, waste removal, etc.)
East Zorra-Tavistock	\$290,909	The Tavistock & District Recreational Facilities Board is responsible for the operation and maintenance of the following facilities: Tavistock & District Recreation Centre, Tavistock memorial Hall, Tavistock Queens Park and Tavistock Bender Subdivision Park.
Ingersoll	\$103,227	Minor and specialized maintenance (e.g., HVAC repairs, garage removal, etc.)
Norwich	\$25,000	Grass cutting at select parks, open spaces and facilities (This expense was not captured in the 2018 FIR)
South-West Oxford	N/A	N/A
Tillsonburg	\$443,485	Grass cutting and minor and specialized maintenance (e.g., repairs, port-a-potties for special occasions, etc.)
Woodstock	\$473,621	Street trees, snow clearing, line painting, portable toilets, Molok garbage removal, third-party annual playground inspection program
Zorra	\$63,075	Grass cutting and snow removal

Source: 2018 FIR Schedule 40

Note: variations in F.I.R. data between municipalities are discussed in section 1.2



Union Contracts

Summary of Union Contracts in Oxford County and Area Municipalities

Municipality	Union	Details – Unionized Staff
Blandford-Blenheim	N/A	N/A
East Zorra-Tavistock	N/A	N/A
Ingersoll	CUPE Local 107	Fitness instructors, public works, parks and recreation maintenance
Norwich	CUPE Local 1589	14 Employees total from Community Services and Public Works
South-West Oxford	N/A	N/A
Tillsonburg	N/A	N/A
Woodstock	CUPE Local 1146 Outside CUPE Local 1146 Inside & PT	10 Parks staff, 12 FT Recreation staff (arena, aquatics, facility), 65 PT staff (arena, aquatics, facility)
Zorra	N/A	N/A

Assets

The table below provides a summary of all major recreation infrastructure within each of the eight area municipalities. Minor amenities such as playgrounds, sports fields, hard-surface courts and spray pads are excluded from this summary.



Inventory of Major Recreation Facilities in Oxford County and Area Municipalities (2018 DC estimates)

Municipality	Arena / Ice Pad	Deep Water Aquatic Facilities	Recreation Complex	Community Hall	Total Major Recreation Amenities	Total Floor Area (sf)
Blandford-Blenheim	1	--	--	2	3	47,173
East Zorra-Tavistock	1	--	1	2	4	42,802
Ingersoll	1	1	1	3	6	105,168
Norwich	1	1	1	3	6	80,000
South-West Oxford	--	--	--	5	5	20,352
Tillsonburg	3.5	2	1	2	8.5	136,000
Woodstock	3	2	2	2	9	182,949
Zorra	2	1	2	3	8	84,137
Total	12.5	7	8	22	49.5	698,581

Source (floor areas): Development Charge Background Studies, 2018

Note: The Town of Tillsonburg has an agreement to lease a portion of the Bridges at Tillsonburg Golf Course on an annual basis from December 1 through March 31 for use as a toboggan hill.

The table below provides a summary of municipal parkland inventories for each of the eight area municipalities.

Parkland Provision in Oxford County and Area Municipalities (2018 DC estimates)

Municipality	Parkland (ha)	Provision Rate (ha / 1,000 residents)
Blandford-Blenheim	16.9	2.3
East Zorra-Tavistock	13.0	1.7
Ingersoll	57.0	4.5
Norwich	42.2	3.8
South-West Oxford	11.3	1.5
Tillsonburg	63.8	4.0
Woodstock (2017) ¹	151.2	3.7
Zorra	26.0	3.3
Total / Average	381.4	3.2

Source: Development Charge Background Studies, 2018

¹ Parkland area calculation includes: District Parks, Community Parks, Neighbourhood Parks and Parkettes



Note: The Town of Tillsonburg maintains a parcel of land owned by the Long Point Region Conservation Authority known as Cadman Park

Board Operated Facilities

A number of Oxford County area municipalities have agreements in place for Board operation of municipal facilities.

Summary of Board Operated Facilities and Agreements in Oxford County Area Municipalities

Municipality	Facility	Details of Agreement
Blandford-Blenheim	N/A	N/A
East Zorra-Tavistock	Tavistock & District Recreation Centre Innerkip Park Hickson Park Pavillion	Tavistock District Recreation Committee (3 rd party) Park run by Innerkip Minor Baseball Hickson Recreation Committee Lions Club
Ingersoll	Seniors Centre	The building is owned by the Town, the land is leased from General Motors and the Seniors Centre is board operated. The Board of Directors operates the facility through an annual operating grant from Ingersoll Town Council.
Norwich	Otterville Mill (historical site) and Woodlawn Adult Recreation Centre / Rail Museum (historical site)	The Otterville Mill is operated by the Historical Society under a lease agreement with Norwich Township and the Woodlawn Community Centre is operated by a Council-appointed Board.
South-West Oxford	Beachville Parks and Recreation Committee, Brownsville Community Centre (Hall) and Park Committee, Dereham Community Hall and Park Committee, Foldens Hall and Park Committee, Mount Elgin Community Centre (Hall) Committee, Mount Elgin Park and Recreation Committee, Salford Community Hall and Park Committee, Sweaburg Parks and	All community halls in SWOX are Board-Operated. The Township Hall, Parks and Recreation Committees are deemed to be standing committees of Council and are established by the Township by By-law. The Committees shall only exist as long as they are authorized by By-law. Council Committees are responsible for the operation of Township facilities, development and implementation of existing and future programs through the use of good governance, solid financial management and community involvement.



Municipality	Facility	Details of Agreement
	Recreation Committee, Sweaburg Lions Park Committee.	
Tillsonburg	Seniors Centre	Town of Tillsonburg owns the Seniors Centre, but the facility is programmed and staffed by the Seniors Centre Organization. The Town applies for the Seniors Centre Operating Grant from the province.
Tillsonburg	Soccer Complex	Tillsonburg Minor Soccer Club maintains the soccer club grounds and owns / operates the Clubhouse. The land is owned by the Town.
Tillsonburg	Hickory Hills Recreation Centre and Baldwin Place Recreation Centre	There are two neighbourhood-operated, member-only recreation facilities that are leased on long-term agreements from the Town (Hickory Hills and Baldwin Place Recreation Centres)
Tillsonburg	Glendale High School Gymnasium	The Community Gym at Glendale High School was a joint project of the Thames Valley District School Board and the Town. An agreement is in place for shared used of the facility.
Woodstock	Southgate Seniors Centre	Woodstock is responsible for the facility shell, does snow removal and funds \$95,000 of operating costs. Southgate is governed and operated by a board of directors.
Zorra	Harrington Hall	The Harrington Area Community Association manages rentals and fee collection for the hall and also takes care of cleaning and minor maintenance. Major maintenance and capital planning, procurement and project management is complete by Zorra staff.

Asset Management Plan/Practices

Summary of Asset Management Policies, Plans and Practices

Municipality	Asset Management Policy	Asset Management Plan / Practices
Blandford-Blenheim	Strategic Asset Management Policy (2019)	Asset Management Plan (2016). The arena, community centre and 13 parks sites are identified in the plan. The plan reviews physical site components (fences, stairways, irrigation systems, etc.), recreation components



Municipality	Asset Management Policy	Asset Management Plan / Practices
		(playgrounds, splash pads, benches, etc.), land site components (landscaping, sports fields, etc.) and minor park facilities (washrooms, concessions, etc.).
East Zorra-Tavistock	Strategic Asset Management Policy (2019)	Strategic Asset Management Policy (2019). Green infrastructure asset – an infrastructure asset consisting of natural or human-made elements that provide ecological and hydrological functions and processes and includes natural heritage features and systems, parklands, stormwater management systems, street trees, urban forests, natural channels, permeable surfaces and green roofs.
Ingersoll	Current Asset Management Plan, condition assessments and maintenance schedules	Comprehensive Asset Management Strategy and Plan (2014). Parks and Recreation – only the Arena is included in the report until Facility assessments have been conducted to break the remaining Parks and Recreation facilities into asset components with replacement values. The arena needs immediate attention to fire protection systems, the roof and some upgrades to the interior. Other assets are in good condition with some playgrounds, ball diamond lighting, parking lots and gym equipment needing replacement in the near future.
Norwich	Strategic Asset Management Policy (2019)	Strategic Asset Management Policy (2019). Document outlines: asset management policy statement, purpose of the municipality’s commitment, vision, objectives, guiding principles, scope and capitalization thresholds, financial planning and budgeting, governance and continued improvement.
South-West Oxford	Strategic Asset Management Policy (2019)	Strategic Asset Management Policy (2019). Document outlines: departments involved in review and implementation, policy statements to guide the Township’s asset management program, and key decision-making principles.
Tillsonburg	Strategic Asset Management Policy (2019)	Comprehensive Asset Management Plan (2016). The Town is responsible for a variety of capital assets including sports fields, parks and playgrounds, equipment and furniture, ice rinks and pools, parking lots and cemeteries. All Parks and Open Space assets are currently ranked as “3” within the priority classification and will be included in future updates of the Asset Management Plan.



Municipality	Asset Management Policy	Asset Management Plan / Practices
Woodstock	Strategic Asset Management Policy (2019)	City of Woodstock Asset Management Plan (AMP) (2016). The AMP lists replacement costs for arenas, pools, sports fields, parks and the indoor aquatic centre as well as a report card describing asset health and financial capacity.
Zorra	Strategic Asset Management Policy (2019)	Strategic Asset Management Policy (2019). Green infrastructure asset – an infrastructure asset consisting of natural or human-made elements that provide ecological and hydrological functions and processes and includes natural heritage features and systems, parklands, storm water management systems, street trees, forests, natural channels, permeable surfaces and green roofs
Oxford County	Strategic Asset Management Policy (2019)	2017 Asset Management Plan. Policy has been developed to assist with implementation of a comprehensive AMP in alignment with strategic vision and mission, the requirements of the Building Together Guide, and Ontario Regulation 588/17. It outlines principles, governance structure, budget process, capitalization thresholds and commitment to engagement.

Capital Budget Policies/Practices

Capital budget policies and practices relating to municipal parks and recreation assets are typically guided by asset management reports, community input, growth-related needs, and parks and recreation master plans (where applicable).



Parks and Recreation

Departmental Assignment of Parks and Recreation Responsibilities

Municipality	Capital Assets	Operations	Permitting
Blandford-Blenheim	Community Service	Community Services	Administration
East Zorra-Tavistock	Parks & Recreation	Parks & Recreation	Parks & Recreation/Parks Boards
Ingersoll	Parks & Recreation	Finance, Parks & Recreation	Parks & Recreation
Norwich	Community Development Services	Community Development Services	Community Development Services
South-West Oxford	Chief Building Official	Public Works	Treasurer
Tillsonburg	Recreation, Culture & Parks, Finance	Recreation, Culture & Parks	Recreation, Culture & Parks
Woodstock	Parks & Recreation	Parks	Parks & Recreation
Zorra	Recreation & Facilities Department	Recreation & Facilities Department	Recreation & Facilities Department

Trends & Best Practices

- Drop-in, self-scheduled and drop-in use of facilities to offer flexibility to users and maximize use of space
- Registration levels for regularly scheduled, organized programs and activities are also increasing
- The community hub model has become a popular model for provision of service as they allow for operating, service and programming efficiencies as well as a “one-stop-shop” for busy residents seeking value-added and time-efficient methods of participating in recreation services
- Inclusion and accessibility are significant factors to consider in provision of municipal parks and recreation services. Both from a customer service and programming point of view as well as provision of space and accommodation of barrier-free designs
- Increased demand on facility schedules and programming in response to elite training and the long-term athlete development model (i.e., requirements for additional use of space and more participants at one time)



- Promotion of outdoor play and natural playgrounds are growing trends, with multiple benefits cited by academic sources
- Aging populations and promotion of “age-friendly” opportunities: these trends have increased demand for amenities such as seating, shade, water access, washrooms, etc., which put additional strain on staff and facilities
- Staff resources are strained by issues with mental health, addiction, homelessness, in parks and recreation facilities.
- Climate change has a significant impact on operating seasons and functional use of outdoor space
- A system of parks with a variety of designs and functions is a best practice in parkland provision. Users are seeking different experiences based on age, interest and ability. Residents and visitors also seek programming and entertainment to animate these spaces through activities and events
- Environmental design and conservation are a growing trend. Some examples of environmental facility design include green roofs, solar panels, energy conservation, waste reduction, etc.
- Technology is increasingly being used by municipal parks and recreation service providers to assist with administrative tasks such as registration and scheduling as well as for communication and programming.
- Many municipalities are faced with aging recreation infrastructure and must prioritize renewal and reinvestment projects alongside other civic works. Some are combatting this issue through adaptive re-use of existing facilities (e.g., convert an underutilized ice pad to a recreation centre or gymnasium)
- Maximizing existing assets and planning for multi-use designs are growing trends in the industry. Municipalities are exploring non-traditional ways to maximize available space and accommodate multiple civic uses



Libraries

Municipalities Providing Library Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
✓							✓	

General Description

Public libraries offer residents access to a wide variety of materials, resources and services. Libraries encourage literacy in communities, offer employment resources, provide tech help, foster social interaction and support lifelong learning.

Depending on the scope and size of the facility, services offered may include: traditional collections (e.g., books, audio, video, etc.), access to and lending of technologies (e.g., computer access, early literacy stations, printing and copying, wireless internet to connect personal devices, etc.), and non-traditional equipment lending (e.g., board games, toys, tools, seeds, etc.). Libraries also offer programming, events, workshops and opportunities for social interaction such as movie nights or “learn-to” series. Many modern libraries have taken this a step further to provide users with “maker spaces” or studios where they are encouraged to explore creativity and are supported in use of facilities and amenities such as recording studios, 3D printing labs and design rooms.

Public libraries have also established a larger online presence through offerings such as databases and digital subscriptions (Overdrive for eBooks or eAudio books, Hoopla for digital movies, television shows, music, etc.) as well as eLearning opportunities such as Universal Class and more.

Oxford County Library is responsible for library services in seven of the eight area municipalities (Blandford-Blenheim, East Zorra-Tavistock, Ingersoll, Norwich, South-West Oxford, Tillsonburg and Zorra) while Woodstock Public Library operates independently. There are 15 physical library locations within the County (14) and Woodstock (1) library systems. In the case of Oxford County and area municipalities, the majority of library services provided fall within the traditional service delivery model of lending and information support, although the Library also offers unique lending collections such as hiking kits, kitchen utensils, small appliances and handheld tech devices (launchpads, Chromebooks, etc.).



Library services are an essential public service traditionally provided by Ontario municipalities. These pieces of social infrastructure improve community wellbeing and support community resilience through reduction of social isolation, employment and volunteer support, and provision of affordable access to education and literacy.

Legislative Framework

Libraries must conform to provisions of the Municipal Act, the Public Libraries Act, Accessibility for Ontarians with Disabilities Act, and other relevant legislation and are accountable to the communities they serve.

Public Libraries Act

The Public Libraries Act (R.S.O. 1990, CHAPTER P.44) is the legislative framework that guides library services in Ontario. The Act supports provision of equal and universal access to information and establishes free public library services in Ontario through governance and regulations.

Key components of the Ontario Public Libraries Act (PLA) have been summarized below. Specific discussion of relevance in Oxford County and Area Municipalities is provided throughout the Service Delivery Review where applicable.

- **Library Boards:** under the Act, Ontario Public Libraries are required to be operated under the management and control of a public library board. The Act dictates board powers and duties as well as member eligibility and CEO appointments.
- **Public, Union and County Library Boards:** the PLA describes situations where one of three different types of library boards may be appropriate, depending on the number of municipalities in agreement regarding creation of a board. In the case of Oxford County, seven of eight area municipalities have established a County Library Board while the City of Woodstock operates under a separate Public Library Board.
- **Library Fees and Finances:** the requirements for appointment of a treasurer and financial responsibilities of the library board are outlined by the PLA. The Act also describes library materials and services which cannot be charged a borrowing fee or service fee.



Accessibility for Ontarians with Disabilities Act (2005)

Libraries are subject to additional requirements under AODA. Public libraries must provide accessible materials upon request, where they exist. Public libraries must also make information available to the public about the availability of accessible materials, upon request. Public libraries are not required to provide accessible format for special collections, archival materials, rare books or donated materials.

Making libraries barrier-free has an impact on space requirements as well. Some examples of accessibility accommodations include wider aisles, lower stacks, accessible washrooms, barrier-free entrances and lower customer service or self-service counters.

Non-Legislative Guiding Documents:

Two resource documents; Guidelines for Rural / Urban Public Library Systems, 3rd edition (2017) and Ontario Public Library Guidelines, 7th edition (2017), are also commonly used to guide library services. The intent of the guidelines are to assure that regardless of geographic location or size, a public library is equipped to contribute to the Ontario-wide public library infrastructure, to the greater benefit of its users and community.

Ontario Public Library Guidelines

The Ontario Public Library Guidelines represent community-based, voluntary standards for public libraries and public library services and public library development opportunities in Ontario. The Ontario Public Library Guidelines Monitoring and Accreditation Council is responsible for the development, monitoring and revision of the guidelines and their scope covers the entire public library community.

The Oxford County Library is an accredited library through the Ontario Public Library Guidelines. Accreditation is valid for five years and benefits the library system in many ways including: enhancing the library's profile, credibility and reputation; demonstrating efficient and effective spending of public funds; demonstrating that the library is meeting province-wide norms and providing quality services; and providing and realistic and beneficial set of goals for staff and the public library board to work toward.



Guidelines for Rural / Urban Public Library Systems

The guidelines are a developmental tool for rural / urban and county libraries expressed as targets for a library to provide an appropriate level of service for its community. The guidelines provide recommendations as to how library services should be provided based on best practices and quantifiable, benchmarked guides.

These guidelines build upon and are supplementary to the previously described Ontario Public Library Guidelines. They are to be used to evaluate and plan future library services and are most applicable to the multi-branch rural / urban nature of many library systems in Ontario.

Expenditure (Operating) Information

Expenses for Library Services (2018)

Schedule 40 - Expenses												
	Salaries, Wages and Employee Benefits	Interest on Long Term Debt	Materials	Contracted Services	Rents and Financial Expenses	External Transfers	Amortization	Total Expenses Before Adjustments	Interfunctional Adjustments	Allocation of Program Support	Total Expenses After Adjustments	Total Expenses Before Adjustments Per Capita
County	\$2,244,025	\$25,332	\$375,621	\$23,394	\$129,213	\$0	\$442,282	\$3,239,867	\$807,581	\$0	\$4,047,448	\$47
Blandford-Blenheim	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
East Zorra-Tavistock	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ingersoll	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Norwich	\$2,029	\$0	\$9,146	\$0	\$0	\$0	\$617	\$11,792	\$0	\$1,233	\$13,025	\$1
South-West Oxford	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Tillsonburg	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Zorra	\$0	\$0	\$16,252	\$0	\$0	\$0	\$0	\$16,252	\$0	\$0	\$16,252	\$2
Total County Library	\$2,246,054	\$25,332	\$401,019	\$23,394	\$129,213	\$0	\$442,899	\$3,267,911	\$807,581	\$1,233	\$4,076,725	
Woodstock	\$1,868,736	\$0	\$504,083	\$13,082	\$0	\$0	\$306,071	\$2,691,972	\$0	\$156,343	\$2,848,315	\$66

Source: 2018 FIR Schedule 40

Note: variations in F.I.R. data between municipalities are discussed in section 1.2

Note: The Burgessville Library is owned by Norwich Township, but leased to the County of Oxford.

Norwich branch is on Township property, with the building operated by the County of Oxford. Otterville

Library is owned and operated by the County of Oxford; however, Norwich Township helps pay the lease.



Revenue (Operating) Information

Revenues for Library Services (2018)

Schedule 12 - Revenues									
	Ontario Conditional Grants	Canada Conditional Grants	Other Municipalities	User Fees and Service Charges	Ontario Grants - Tangible Capital Assets	Canada Grants - Tangible Capital Assets	Other Municipalities - Tangible Capital Assets	Revenues per Capita	Percentage of Expense Recovery from User Fees and Service Charges
County	\$161,654	\$0	\$0	\$44,086	\$0	\$0	\$0	\$2	1%
Blandford-Blenheim	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
East Zorra-Tavistock	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Ingersoll	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Norwich	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
South-West Oxford	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Tillsonburg	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Zorra	\$0	\$0	\$3,500	\$0	\$0	\$0	\$0	\$0	n/a
Total County Library	\$161,654	\$0	\$3,500	\$44,086	\$0	\$0	\$0	\$0	
Woodstock	\$64,943	\$0	\$0	\$40,556	\$0	\$0	\$0	\$3	2%

Source: 2018 FIR Schedule 40

Note: variations in F.I.R. data between municipalities are discussed in section 1.2

Per the Fees section of the PLA, public libraries are limited in their ability to impose fees for programs, services or materials and modify existing revenue sources. As a result, libraries rely heavily on grants and municipal support to fund their operations. The funding formula for public libraries consists of a mixture of provincial and municipal funding based on population sizes. This calculation has not been modified to meet changing demographics and current demands since the 1990s.

As can be seen in the expenditure and revenue tables provided above, public libraries in Oxford County recoup 1.8% of their operating expenses through revenues, excluding provincial and federal grants. This figure emphasizes the limitations imposed on revenue sources by the Public Libraries Act and the heavy reliance upon external funding sources and grants.

Many libraries have also been experiencing loss of revenue from overdue fines as a result of digital collections. In 2018, the Oxford County Library eliminated fines altogether.

Staffing / Resources

As a low-to-no cost public service, libraries rely heavily on operating efficiencies within their staff complement as well as support from dedicated volunteers. Many in-branch



programs offered at both the Oxford County Library and Woodstock Public Library are facilitated by staff members and volunteers or community groups.

If possible, operating efficiencies may be realized if part-time or full-time employees could be scheduled to work at multiple sites. For example, one library staff member may be scheduled to work Monday and Wednesday at one branch and Tuesday and Thursday at a second branch in close proximity with complementary operating requirements. It is noted that services required at each branch of Oxford Public Library may vary and therefore it may be necessary to retain a larger complement of part-time employees to maintain service levels. Operating hours and facility locations may pose a barrier to consolidation of employees. Further review of community needs, demand and operating hours may be required.

The table below summarizes the staffing levels suggested for branch libraries depending on the library classification estimates. Library branch classifications have been estimated using the measurement tools provided within the Ontario Public Library Guidelines, Seventh Edition.

Oxford County Library and Woodstock Public Library Staffing Level Summary

Classification	Municipality (<i>Library</i>)	Current Staff Levels	Recommended Staff Levels
Small	Blandford-Blenheim (<i>Plattsville, Princeton</i>) East Zorra-Tavistock (<i>Innerkip, Tavistock</i>) Norwich (<i>Burgessville, Otterville</i>) South-West Oxford (<i>Brownsville, Mount Elgin</i>) Zorra (<i>Embro, Harrington, Thamesford</i>)	No data on how the Oxford County Library staff responsibilities are divided among the area municipalities 16.0 FT, 44.0 PT Approximately 38 FTE	1.0 – 2.5 FTE (with library competency)
Medium	Norwich (<i>Norwich</i>) Tillsonburg (<i>Tillsonburg</i>)	Same as small above	2.5 – 5.0 FTE (professional librarian or library competency + other staff with library competency)
Large	Ingersoll (<i>Ingersoll</i>)	Same as small above	5.0 – 17.5 FTE (professional librarian + 2 additional professional librarians)
Urban	Woodstock (<i>Woodstock</i>)	13 FT, 19 PT, 3 S Approximately 23.5 FTE	17.5 FTE or more (professional librarian + 2 additional professional librarians)



Review of current staff levels finds that both Oxford County Library and Woodstock Public Library are properly staffed. Using an estimate of one part-time employee as a 0.5 full-time equivalent; the Oxford County Libraries currently employ approximately 38.0 full-time equivalents (FTE). This is on par (38.0 FTE) with the guideline recommendations for branch library systems when applied to the Oxford County Library inventory. Woodstock Public Library is well-staffed when compared against recommended guidelines for urban library branches, employing approximately 23.5 FTE compared to the recommended 17.5 FTE.

The table below summarizes the median wage or salary rate per position type in each of the library systems. As can be derived from the table, salaries and wages for library employees between the two systems are comparable at all levels except for part-time staff. This indicates that employees are compensated fairly and consistently within Oxford County.

Median Salaries and Wages for Library Staff in Oxford County

	Oxford County Library	Woodstock Public Library	% Deviation from Median
Part-Time	\$26.34	\$33.54	+/- 12%
Full-Time	\$34.04	\$36.06	+/- 3%
Specialized Librarian	\$37.65	\$38.36	+/- 1%
Director / CEO	\$113,235	\$117,814	+/- 2%

The significant variation between the hourly wages for part-time and casual employees across the two systems may partly be explained by the fact that all Woodstock Public Library employees are unionized whereas employees of Oxford County Libraries are non-union.

Contracted Services

No contracted services were found for Library Services.

Union Contracts

All employees of the Woodstock Public Library are unionized members of CUPE Local 1146 – Library Unit.



Assets

The Oxford County Library system includes 14 branch libraries distributed throughout seven area municipalities; some buildings are owned by the Library, some by the local municipalities (including shared use arrangements), and some are leased from other sectors. Woodstock Public Library includes one main branch facility in the City of Woodstock. The Oxford County Library is also responsible for one additional building that serves as the library headquarters (but does not function as a public library branch).

Generally, the local Area Municipalities are responsible for the provision of space and are responsible for capital infrastructure (i.e., library buildings), while the Oxford County Library and Woodstock Public Library are responsible for staffing, programs and collections within, under the governance of library boards.

The table below provides a summary of assets for each branch library (summarized by Local municipality) including the square footage, collection size and weekly operating hours available at each.

Oxford County Library and Woodstock Public Library Asset Summary (by branch library location)

Municipality	Library Branches	Floor Area (sf)	Floor Area (sf per capita)	Operating Hours (weekly)
Blandford-Blenheim	Plattsville	3,000	0.55 (total)	25
Blandford-Blenheim	Princeton	1,100	Same as above	15
East Zorra-Tavistock	Innerkip	1,038	0.71 (total)	12
East Zorra-Tavistock	Tavistock	4,300	Same as above	35
Ingersoll	Ingersoll	12,160	0.97	59.5
Norwich	Burgessville	800	0.75 (total)	15
Norwich	Norwich	5,400	Same as above	35
Norwich	Oterville	2,080	Same as above	12
South-West Oxford	Brownsville	700	0.18 (total)	12
South-West Oxford	Mount Elgin	676	Same as above	12
Tillsonburg	Tillsonburg	8,714	0.54	60
Zorra	Embros	800	0.67 (total)	12



Municipality	Library Branches	Floor Area (sf)	Floor Area (sf per capita)	Operating Hours (weekly)
Zorra	Harrington	1,200	Same as above	9
Zorra	Thamesford	3,217	Same as above	35
Oxford County	Headquarters (OCAB)	1,450	N/A	N/A
Oxford County	Storage in Otterville	820	N/A	N/A
Oxford County	Storage in OCAB	500	N/A	N/A
TOTAL		47,955	0.65	349
Woodstock	Woodstock	23,606	0.58	63.5

Note: total collection size is as follows: 128,796 for Woodstock and 246,115 print and digital items in County library collection (shared resource among all branch libraries)

The amount of space required by a public library depends on the unique needs of the individual community. The assessment of local needs may be assisted by documents such as the Ontario Public Library Guidelines and Guidelines for Rural/Urban Public Library Systems, which provide several measures to assist libraries in future planning in areas such as staffing, space, collection size, collection use and hours. A metric of 0.6 to 1.0 square feet per capita has been promoted within the sector. These traditional benchmarks do not convey quality, convenience, or user satisfaction.

Library collections have changed significantly within the last ten years, as user demands have partially shifted from hard copy borrowing to electronic access such as eBooks and online subscriptions. This is reflected in the Development Charges Background Study which identifies a 32% decrease in print materials such as books, newspapers and magazines over the last ten years while digital collections such as eBooks and Audiobooks have increased from 67 to 88,000 titles in the same timeframe.

Similar to the shift in collection demands, libraries have also experienced a shift in demand for space and services. Although digital collections do not require space among library stacks, members of the public rely upon libraries to provide accessible space for social interaction, self-guided education and continuous learning opportunities such as workshops and programs. Public libraries have done well to reimagine themselves during the growth of new technology and shifting service demands to offer collections, programs and services that meet community needs.



Asset Management Plan / Practices

Summary of Asset Management Plans / Practices (Library)

Municipality	Asset Management Plan / Practices
Oxford County Library	Oxford County 2017 Asset Management Plan. SWOX Library Collections have a single asset capitalization threshold of \$2,500.
Woodstock Public Library	City of Woodstock Asset Management Plan (2016). Library collections estimated to have a useful life of 7 years with a 2015-unit replacement cost based on the Ontario Consumer Price Index, equating to an overall replacement cost of \$1,530,073. Woodstock Public Library 2015 Total Replacement cost estimated at \$9,312,189.

Capital Budget Policies / Practices

The Oxford County Development Charge Background Study identifies a number of capital investments in library infrastructure within the next 10 years. Capital investment in libraries generally plans for expanded space in response to anticipated population growth and capital repair / replacement, as necessary. An example of planned capital budget expenses includes purchase of collection materials.

As was mentioned previously, a common provision standard for public libraries is 0.6 – 1.0 square feet per capita of net library space. Average library space provision among the seven Oxford County Library area municipalities is 0.63 square feet per capita, falling within the recommended range. Provision at the Woodstock Public Library falls just below the industry target, providing 0.58 square feet of library space per capita. These numbers indicate that both the Oxford County Libraries and Woodstock Public Library should plan to expand their spaces and / or services in response to population growth to ensure they remain within the recommended provision target.

Trends & Best Practices

- External service delivery is emerging as a trend in many municipalities. Bookmobiles, literacy outreach and “pop-up libraries” are becoming popular alternatives to traditional bricks-and-mortar libraries
- Co-location of facilities and services (e.g., library, recreation, culture, civic space, etc.)



- Resource-sharing and coordinated schedules between branches, as well as consortium purchasing and interlibrary loans
- Facility booking / community use / expanded programming
- Public library services benefit from emerging and shared technologies
- Libraries as spaces for social services (e.g., blurring of lines of responsibility for mental health, homelessness, additional issues)
- Community librarianship model allows libraries to tailor their services and delivery to meet the unique needs of the community



Cultural Services (museums, arts galleries, and performing arts centres)

Municipalities Providing Cultural Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
			✓	✓	✓	✓	✓	✓
Archives	Indirect	Indirect	Mixed	Indirect	Indirect	Mixed	Mixed	Indirect

General Description

Direct cultural services in Oxford County and area municipalities are largely supplied by private operators, service organizations and volunteers with the exception of a few municipally owned and operated arts and cultural assets (i.e., museums and art centres).

Indirect cultural services are present in each of the eight area municipalities, most commonly through community celebrations and festivals such as Canada Day celebrations, Christmas parades and art programs. Cultural services are also closely linked with parks, recreation, tourism and other community services. Many of the local area municipalities rely solely on support from external cultural service providers and use community calendars and publications to promote available opportunities to participate. The table below summarizes arts and cultural service provision by each of the eight area municipalities, highlighting those with direct service.

Summary of Cultural Programs and Services in Oxford County and Area Municipalities

Municipality	Service Delivery Model	Cultural Programs / Services / Assets
Blandford-Blenheim	Indirect	N/A
East Zorra-Tavistock	Indirect	N/A
Ingersoll	Mixed (Indirect / Direct)	Operate museum and offer museum programs, historic tours, school programs (through Clerks Department).



Municipality	Service Delivery Model	Cultural Programs / Services / Assets
Norwich	Indirect	Operated by the Norwich and District Historical Society (also responsible for archives), Town provides grant support
South-West Oxford	Indirect	Restored Victorian-era building with local artifacts and exhibits
Tillsonburg	Mixed (Indirect / Direct)	Offer programs such as lunch and learn, workshops, Theatre Tillsonburg productions, theatre camps for children and youth, art programs, studio space, exhibitions, farmers market, Town special events, and community organized events. The Town also has an MOU with the Station Arts Centre / Craft Guild.
Woodstock	Mixed (Indirect / Direct)	Operate a museum and art gallery. Theatre Woodstock (formerly Woodstock Little theatre) is operated by a third-party but administered by the City through a cost-sharing agreement. Offer community events, day camps, general interest art programs, rentals, art shows, collections and school tours
Zorra	Indirect	Embroidery Town Hall (Thistle Theatre) is booked for community theatre performances, hosts a summer day camp and can be rented by user groups. Beachville District Museum (board operated, shared with SWOX) is a restored Victorian-era building which offers education programs and curated historical collections.
Oxford County	Indirect	Supports and promotes cultural services in area municipalities

General cultural services are not required public services, except in cases where significant natural, cultural or heritage features should be preserved, maintained and promoted for community wellbeing. Arts and culture services are often provided and supported by local arts communities and are able to thrive with promotional and in-kind support from municipalities.



Legislative Framework:

Ontario Heritage Act

The Ontario Heritage Act came into force in 1975 and gives municipalities and the provincial government powers to preserve the heritage of Ontario. Its primary focus is to protect heritage properties and archaeological sites.

The Ontario Heritage Act (s. 28) defines a heritage committee's statutory roles as follows: To advise and assist the council on all matters relating to Part IV (Conservation of Properties of Cultural Heritage Value or Interest) and on the identification of a potential Heritage Conservation District under Part V. Municipalities are also required to develop a Municipal Heritage Committee By-Law prior to establishment of a municipal heritage committee.

County of Oxford Official Plan

The County of Oxford Official Plan Section 3.3 outlines Natural and Cultural Resource Management Policies. This document includes an overview of goals for cultural resource policies; heritage resources; and human-made constraints.

Non-Legislative Guiding Documents

Ontario Culture Strategy

In 2016, the Ontario Ministry of Tourism, Culture and Sport released Ontario's first Culture Strategy: Telling our stories, growing our economy. The Culture Strategy is informed by and based on a comprehensive review of background information, a thorough consultation program, and consideration of trends in cultural understanding, programs and participation.

The four key goals of Ontario's Culture Strategy are as follows: promote cultural engagement and inclusion; strengthen culture in communities; fuel the creative economy; and promote the value of the arts throughout government.

With many municipalities developing cultural plans, the Ontario Culture Strategy provides a lens through which communities can understand provincial priorities and work together to achieve broader priorities.



Municipal Master Plans

Often done in concert with parks and / or recreation master plans, many municipalities in Ontario have developed Arts and Cultural Master Plans to help guide support for and investment in arts and cultural services. The purpose of arts and culture planning is to prioritize and contribute resources that support local art, artists, vendors and all creative workers. Although sometimes intangible, cultural stories and experiences help to improve quality of life and connect communities. Successful cultural hubs can serve as economic generators and revitalize areas of cultural significance. These master plans offer recommendations on how to implement best practices and foster relationships with the local arts and culture sector.

Within Oxford County, the Township of Zorra Recreation, Arts and Culture Master Plan (2018) is the only dedicated cultural master plan that has been developed to date. The Town of Tillsonburg has proposed funds in the 2020 budget for a Culture Master Plan.

Expenditure (Operating) Information

Expenses for Cultural Services (2018)

Schedule 40 - Expenses												
	Salaries, Wages and Employee Benefits	Interest on Long Term Debt	Materials	Contracted Services	Rents and Financial Expenses	External Transfers	Amortization	Total Expenses Before Adjustments	Interfunctional Adjustments	Allocation of Program Support	Total Expenses After Adjustments	Total Expenses Before Adjustments Per Capita
County	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blandford-Blenheim	\$0	\$0	\$0	\$0	\$0	\$7,859	\$0	\$7,859	\$0	\$0	\$7,859	\$1
East Zorra-Tavistock	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ingersoll	\$146,339	\$0	\$45,399	\$3,900	\$1,019	\$53,036	\$0	\$249,693	\$0	\$13,277	\$262,970	\$20
Norwich	\$0	\$0	\$27,179	\$0	\$0	\$0	\$2,030	\$29,209	\$0	\$797	\$30,006	\$3
South-West Oxford	\$0	\$0	\$0	\$448	\$0	\$0	\$3,895	\$4,343	\$0	\$0	\$4,343	\$1
Tillsonburg	\$267,291	\$0	\$93,401	\$12,610	\$0	\$0	\$12,834	\$386,136	\$18,444	\$0	\$404,580	\$24
Woodstock	\$856,107	\$6,086	\$520,295	\$140,470	\$0	\$127,398	\$305,014	\$1,955,370	\$0	\$99,335	\$2,054,705	\$48
Zorra	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$1,269,737	\$6,086	\$686,274	\$157,428	\$1,019	\$188,293	\$323,773	\$2,632,610	\$18,444	\$113,409	\$2,764,463	

Source: 2018 FIR Schedule 40

Note: costs above include Museum and Cultural Services

Note: variations in F.I.R. data between municipalities are discussed in section 1.2

Note: Additional funding or culture grants in Tillsonburg (\$10,000 in 2018) and the Tillsonburg District Craft Guild MOU (\$35,000 in 2018) are reported elsewhere in the F.I.R. data.

Revenue (Operating) Information

Rates and fees for municipal cultural services are typically set below cost recovery due to community benefits associated with participation.



Revenues for Cultural Services (2018)

Schedule 12 - Revenues									
	Ontario Conditional Grants	Canada Conditional Grants	Other Municipalities	User Fees and Service Charges	Ontario Grants - Tangible Capital Assets	Canada Grants - Tangible Capital Assets	Other Municipalities - Tangible Capital Assets	Revenues per Capita	Percentage of Expense Recovery from User Fees and Service Charges
County	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Blandford-Blenheim	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
East Zorra-Tavistock	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Ingersoll	\$7,976	\$5,002	\$0	\$15,880	\$0	\$0	\$0	\$2	6%
Norwich	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
South-West Oxford	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
Tillsonburg	\$17,899	\$0	\$150	\$29,123	\$0	\$0	\$0	\$3	8%
Woodstock	\$43,106	\$64,640	\$0	\$149,663	\$0	\$0	\$0	\$6	8%
Zorra	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	n/a
Total	\$68,981	\$69,642	\$150	\$194,666	\$0	\$0	\$0		

Source: 2018 FIR Schedule 12

Note: Revenues above include Museum and Cultural Services

Note: variations in F.I.R. data between municipalities are discussed in section 1.2

Staffing/Resources

The municipalities of Ingersoll, Tillsonburg and Woodstock have employees dedicated to cultural services. Many municipalities have employees within Parks and Recreation, Tourism or Economic Development Departments that have a shared portfolio and job descriptions (see Parks and Recreation Service Profile for more information).

Summary of Cultural Staffing in Oxford County and Area Municipalities

Municipality	Full Time Employees	Part Time Employees	Seasonal Employees
Blandford-Blenheim	N/A	N/A	N/A
East Zorra-Tavistock	N/A	N/A	N/A
Ingersoll	1.0 FTE	3.0 Part-time	
Norwich	N/A	N/A	N/A
South-West Oxford	N/A	N/A	N/A
Tillsonburg	3.0 FTE	0.25 FTE (permanent PT)	0.5 FTE summer students
Woodstock	11.0	3.0	6-8 summer students
Zorra	N/A	N/A	N/A

Municipal culture staff are commonly responsible for acting as a liaison between the municipality and local service organizations, historical societies or volunteer groups. They are able to support community festivals and events through provision of space,



assistance with promotion and coordination of permits, etc. Some are employed through municipal museums, galleries or theatres.

Contracted Services

No contracted services were found for Cultural Services.

Several municipal cultural facilities are leased to community organizations for the delivery of cultural services (e.g., Norwich, Tillsonburg, etc.).

Union Contracts

City of Woodstock cultural employees (summarized in Table 4) are all unionized. No union contracts were found for Cultural Services in the seven remaining area municipalities.

In Norwich unionized staff from Community Development Services are relied upon for minor maintenance.

Assets

Not all Oxford County municipalities own and / or operate built cultural assets and some are co-located with other municipal services such as the Embro Town Hall, which is home to the Thistle Theatre but also includes a library branch and community space.

Summary of Major Cultural Assets Owned by Area Municipalities

Municipality	Major Cultural Assets
Blandford-Blenheim	N/A
East Zorra-Tavistock	N/A
Ingersoll	Ingersoll Cheese & Agricultural Museum (10:00 am – 5:00 pm Monday to Friday, all year long)
Norwich	Norwich Museum (capital and grant responsibility, CDS administrative staff); Otterville Mill (lease agreement with the South Norwich Historical Society); Woodlawn Community Centre (operated by a Council-appointed Board). Outdoor facilities are seasonal from May to October; indoor facilities are year-round and available for rentals scheduled by community groups.
South-West Oxford	Beachville District Museum (board-operated; partnership with Zorra)
Tillsonburg	Annandale National Historic Site (Museum) is open from 9:00 – 4:00 Monday through Friday and 1:00 – 4:00 on Sundays.



Municipality	Major Cultural Assets
	Station Arts Centre (Board-operated) is open from 9:00 – 4:00 Monday through Saturday.
Woodstock	Woodstock Art Gallery (10:00 am – 5:00 pm Tuesday to Saturday, all year long) Woodstock Museum, National Historic Site (10:00 am – 5:00 pm Tuesday to Saturday, all year long) Theatre Woodstock (third-party operated)
Zorra	Beachville District Museum (board-operated; partnership with SWOX) Embryo Town Hall (Thistle Theatre)

Board Operated Facilities:

A number of Oxford County area municipalities have agreements in place for Board-Operation of municipal facilities. The details of these Boards and Committees as well as their governance structures have been reviewed and summarized in the table below.

Summary of Board Operated Facilities and Agreements in Oxford County Area Municipalities

Municipality	Facility	Details of Agreement
Blandford-Blenheim	N/A	N/A
East Zorra-Tavistock	N/A	N/A
Ingersoll	N/A	N/A
Norwich	Norwich Museum	Operated by Norwich and District Historical Society through fundraising, provincial grant support and a Township grant.
Norwich	Otterville Mill	Lease agreement with the South Norwich Historical Society.
Norwich	Woodlawn Community Centre	Operated by a Council-appointed Board.
South-West Oxford	Beachville District Museum	Beachville District Museum Society (partnership with Zorra)
Tillsonburg	Station Arts Building, Art Gallery	The Town has a Memorandum of Understanding with the Tillsonburg District Craft Guild for tourism and visitor services, which provides \$40,000 annually. The Town is responsible for repairs and maintenance to the building envelope and mechanical systems (HVAC / plumbing / electrical / life safety).



Municipality	Facility	Details of Agreement
Tillsonburg	Theatre Tillsonburg (in Norwich)	Theatre Tillsonburg owns and operates a playground just outside of Tillsonburg but received no support from the Town of Tillsonburg.
Woodstock	Theatre Woodstock	MOU for Theatre to pay half of utilities in lieu of rent
Zorra	Beachville District Museum	Zorra Heritage Committee (partnership with SWOX)

Asset Management Plan/Practices

Summary of Asset Management Plan / Practices (Culture)

Municipality	Asset Management Plan / Practices
Blandford-Blenheim	N/A
East Zorra-Tavistock	N/A
Ingersoll	Comprehensive Asset Management Strategy & Plan (2014). Museum not included in report because component details were lacking, resulting in less than usable asset management data. Building assessments will be completed to collect the missing information.
Norwich	Comprehensive Asset Management Plan (2016).
South-West Oxford	None
Tillsonburg	Annandale National Historic Site is included in the Town's Asset Management Plan as a Town Facility (priority 2).
Woodstock	City of Woodstock Asset Management Plan (2016) includes 2015 total replacement costs for the Woodstock Art Gallery and the Woodstock Museum, both under the responsibility of Recreation and Cultural Services.
Zorra	Comprehensive Asset Management Plan (2013), Strategic Asset management Policy (2019)

Capital Budget Policies/Practices

Capital budget policies and practices relating to municipal culture assets are typically guided by asset management reports, community input, etc. In Tillsonburg there is a Trust in place (managed by the Town) to receive funds for capital maintenance on the historic portion of the Annandale Site.



Trends & Best Practices

- Blended system with municipalities responsible for maintaining major cultural assets (often in partnership with stewardship organizations)
- Responsibilities for special events and programming are typically shared with volunteers and non-profit organizations
- Municipalities provide space and support (e.g., public facilities and administration), not direct service delivery (i.e., many municipalities do not employ dedicated arts and cultural staff)
- Multi-use facilities that support multiple functions (e.g., library, community stage, meeting space, etc.)
- Support local art and artists through public art installations, heritage tours / walks, in-kind use of space for exhibitions or art creation
- Offer space for external (non-traditional) use such as farmers markets, yoga classes, paint nights, etc.
- Increasing interest in local special events



Trails

Municipalities Providing Trails Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
Support	✓	✓	✓	✓	✓	✓	✓	✓

General Description

At their discretion, each municipality is responsible for the design, approval, development and/or implementation of off-road recreational trails on lands within their jurisdiction, including local municipal parks and open spaces. In some cases, a municipality may also engage in an agreement with others to help manage or maintain trails in parks and open spaces, including those owned by the County or Conservation Authority (e.g. City of Woodstock and Pittock Lake Conservation Area).

Trail networks in Oxford County are a complex combination of public and private facilities, collectively supporting active transportation within and among area municipalities. Each of the eight area municipalities provides public trails within their parks and outdoor recreation sites, but some also contribute to large sections of dedicated off-road trail routes, signed on-road routes, or natural paths and linear parks.

The County is not currently responsible for the design, development and/or maintenance of any trails found within its boundaries. The majority of the trails are maintained by representatives from the Oxford County Trails Council, area Conservation Authorities, or local municipalities.

Recreational trails are an essential part of complete communities and a strong active transportation network. A well-designed trails system provides residents and visitors with a variety of avenues for travel for leisure and between community destinations

Legislative Framework

Ontario Trails Act

The purpose of the Ontario Trails Act (2016) is to: increase awareness about and encourage the use of trails; enhance trails and the trail experience; protect trails for



today's generation and future generations; and recognize the contribution that trails make to quality of life in Ontario. Specifically, the Act allows for the granting of easements for trail purposes,

Use of trails may also be subject to legislation such as the Motorized Snow Vehicles Act, Off-Road Vehicles Act, Occupiers' Liability Act, Public Lands Act or Trespass to Property Act. Trail design must be in accordance with the Accessibility for Ontarians with Disabilities Act (2005) and in compliance with accompanying regulations such as the Design of Public Spaces Standards.

Non-legislative Guiding Documents:

Ontario Trails Strategy

The Strategy (2005) is a long-term plan that establishes strategic directions for planning, managing, promoting and using trails in Ontario. Core values outlined in the strategy include:

- Respecting private and public lands, including agricultural lands, Crown lands and the traditional land-use areas of Indigenous communities
- Protecting, conserving and appreciating the environment including cultural heritage and natural heritage features
- Providing a variety of trail opportunities in keeping with the diverse nature of Ontario's population and visitors
- Valuing regional differences and supporting local decision-making
- Adopting good planning principles and approaches.

Oxford County Trails Master Plan

Each of the eight area municipalities support the Oxford County Trails Master Plan (2014), which includes recommendations for planning, developing, designing, maintaining, monitoring and promoting trail facilities in Oxford County over the next 20 years. The Trails Master Plan includes a series of maps to illustrate existing and proposed facilities and routes to guide trail development throughout the County and Area Municipalities. Trails illustrated on the maps which are under the jurisdiction of the local municipalities include:

- Existing multi-use trails including those in parks and open spaces;



- Existing on-road cycling facilities (e.g. bike lanes, signed-routes and paved shoulders) on local municipal roadways; and
- Previously proposed on and off-road routes identified in local municipal plans and policies adopted by local municipal Councils (e.g. City of Woodstock Cycling Master Plan, Draft Innerkip Trail Map, etc.).

Supporting and Complementary Guiding Documents

Active transportation and recreational trails opportunities apply to a wide range of uses such as walking, cycling, hiking, jogging, cross-country skiing and more. The facilities required to support this form an integrated network of trails, pathways and routes all thoughtfully designed to support active transportation and promote physical activity and connections with nature. Municipalities may choose to develop additional plans and studies to support active transportation and encourage connectivity. Some examples of additional documents that may guide or influence trail development include transportation master plans, cycling master plans, and municipality-specific trails master plans (i.e., Tillsonburg Trails Master Plan, 2015).

Expenditure (Operating) Information

Operating expenses for recreational trails are not separate from Parks expenses in local municipality Financial Information Returns (2018).

Revenue (Operating) Information

Operating revenue from recreational trails is not separate from Parks expenses in local municipality Financial Information Returns (2018). Rates and fees are not typically applied for use of recreational trails due to community benefits associated with participation.

Staffing / Resource

Municipal trails are often overseen by the parks, recreation and / or public works department, depending on the municipality and trail ownership / operating agreements. In the case of Oxford County and Area Municipalities, staffing / resources and wage data is not separated from parks in the municipal Financial Information Returns and local municipality Development Charge Background Studies do not consistently address



trails throughout the County. Staffing resources may be influenced by the Maintenance Plan for Oxford Trails as outlined in the Oxford County Trails Master Plan.

Many area municipalities benefit from the support of dedicated volunteers. For example, the Town of Ingersoll has struck a Recreational Trails Committee and trail development throughout the County is supported by the Oxford County Trails Council. The Hickson Trail in East-Zorra Tavistock is also proudly supported by a dedicated group of community volunteers committed to expanding, maintaining and promoting trail use throughout the County. The local Norwich group would also serve as a sub-committee under the Oxford County Trails Council and would be responsible for trail construction, operation and maintenance with support from the County and municipality.

Oxford County Trails Council

The Oxford County Trails Council is a community-based non-profit organization working for the development, coordination, linking, preservation and use of trails in Oxford County. The Council is a registered charity and serves as an umbrella organization to support community trail groups in Oxford County as a member of the Ontario Trails Council.

Contracted Services

Agreements for trail maintenance exist between municipalities. For example, Oxford County owned trails are operated and maintained by the Area Municipalities, who may utilize a third-party organization for the same. For the Trans Canada Trail, Tillsonburg maintains a portion of the trail owned by the County and shares costs with the County. Another unique example involves the Upper Thames River Conservation Authority (UTRCA) which has a North / South shore agreement with the City of Woodstock. The City pays \$195,000 for UTRCA staff to maintain the trail around Pittock Reservoir and keep it open to the public. Further, there may be additional localized agreements, such as a trail in Tillsonburg that passes through a golf course (the golf club maintains the shared portion).

For further information, see details provided in Parks and Recreation service profile regarding contracted general services for parks and trails maintenance / operation.



Union Contracts

See details provided in Parks and Recreation service profile regarding union employees and responsibilities for parks and trails maintenance / operation.

Assets

Trails in Oxford County and area municipalities are comprised of a mixture of municipal assets, trails in conservation areas, the Trans Canada Trail and trails / pathways on privately-owned lands.

Summary of notable trails and distances in Oxford County (municipal and non-municipal)

Municipality	Notable Trails and Distances	Responsibility / Stewards
Blandford-Blenheim	Chesney Conservation Area Trails (<2.0 km)	Community Services
East Zorra-Tavistock (1.5 km linear paths and trails)	Hickson Trail (5.5 km – over multiple municipalities)	Community Volunteers Hickson Trail Committee
Ingersoll	Thomas Ingersoll Scenic Trail (2.5 km), John Lawson Park Trail (2.75 km) Total of 7.14 km over 4 trails	Parks & Recreation Ingersoll Recreational Trails Committee
Norwich	Cedar Creek Wetland (Sweaburg Swamp), Rock Mill Conservation Area (0.37km). Both trails are located in the municipality, but not owned or maintained by Norwich Township.	Upper Thames River Conservation Authority (Cedar Creek) and Long Point Region Conservation Authority (Rock Mill)
South-West Oxford	Oxford Thames River Trail (2.0 km), Trillium Woods Trail (1.0 km), Foldens Reforestation Area, Lawson Tract / McBeth Tract (>2.0 km), Hugh's Tract, Dereham Wetlands Conservation Area, Hawkins Tract, Sediment Ponds	Public Works and Local Committees
Tillsonburg	A total of 14.6 km of trails, including McLaughlin Way (0.5 km), Trans Canada Trail. A portion of the Carroll Trail is on land owned by the Bridges at Tillsonburg Golf Course with a shared maintenance agreement in place.	Recreation, Culture & Parks
Woodstock	Vansittart Woods Trail (permits required TVDSB), Husky Trail Pittock Conservation Area (5.0km), Existing Trails in Roth Park (6.75 km) and Millennium Trail System: [Rotary Trail (5.9	City of Woodstock



Municipality	Notable Trails and Distances	Responsibility / Stewards
	km), Lions Trail (1.72 km), Youth Start Trail (1.4 km)], Hickson Trail (5.5 km – over multiple municipalities) South Shore (6.75 km). The Pines – Woodstock Cycling Club (23.0 km) Homestead (2.3 km), Shanna Larson (1.9 km), Meadow (1.9 km), Patullo (1.4 km). Total 27.76 km	
Zorra	<i>Wildwood Conservation Area Trails</i> , Avon Trail (19.0 km), Embro Pond Conservation Area Trails (2.4km)	Upper Thames River Conservation Area, Avon Trail Hiking Association
Oxford County	Trails in County-owned Forests (various) and former railway corridors owned by the County Norwich to Tillsonburg Trail (proposed 15 km) Trans Canada Trail (~20 km from Tillsonburg to Brant County border) Douglas Carr Trail (1.5 km multi use path, Ingersoll)	Public Works & Tourism Oxford

Asset Management Plan / Practices

The Oxford County Trails Master Plan outlines an eight-step process for developing and designing the trails network in Oxford County. This document details a summary of existing conditions at the time of plan development (2014), establishes a set of candidate routes, selects preferred routes for future development, defines the trails network in Oxford County, discusses a County-wide trails network, identifies future priorities and provides comment on using and adapting the Master Plan over the course of the 20 year implementation period.

Capital Budget Policies / Practices

Planning for Trails in Oxford County over the next 20 years has been described in detail through the County Trails Master Plan. The key priorities contained with the plan include:

- Creating new trails in established neighbourhoods
- Trails in new development areas
- Trails in utility corridors and abandoned railway rights of way and unopened road allowances



- Trails in the official plan
- Trails and the Development Charges By-law
- Risk management and liability
- Land acquisition and securement strategies

The Master Plan also discusses implementation of a hierarchy of trails (level 1 through 4) and recommended amenities to be contained within each. For example, provision targets for amenities such as parking, rest areas, washrooms, garbage, signage, water, etc. are described and should be used to guide future trail development.

Trends & Best Practices

- Work in coordination with stewardship organizations, conservation authorities and private developers to establish or promote trail linkages
- Implement planning documents such as Trails Master Plans to guide development of different classes of trails over time
- Use signage, wayfinding, and promotion to encourage use of trails
- Balance prioritization and offer a variety of trail and pathway experiences (e.g., hard surface, naturalized, etc.)
- With an aging population and increasing interest in active living, trail demand is increasing



Land-use Planning

Municipalities Providing Land-use Planning								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
✓								

General Description

The County provides full range of municipal planning services (including GIS-based planning information) for the County and Area Municipalities via a single harmonized service. Some planning functions are carried out the local level and the County's planning staff/services are utilized (similar to contracting out the service). The County deploys staff to each local municipality based on the demand/need for planning services.

Decision making regarding zoning and site plans is a local responsibility which is administered to a large extent through the County service: e.g. notice of complete application, circulations for agency comment and public notices for all zoning applications is undertaken by County admin staff while the notice of passing of a by-law is forwarded via the Local Municipality. Similarly, the processing of applications for site plan is currently undertaken at the County level for Woodstock and Ingersoll, while the remaining municipalities do their own administration. Administration for all subdivision, consent and Official Plan related applications is also administered by County staff. The decision-making process related to these latter applications is integrated with the Local Municipalities.

The County Official Plan (O.P.) serves as the O.P. for the County and area municipalities, providing County-wide and local municipality specific policy direction in a single, integrated document. There are no local municipal O.P.'s.

Site plans are approved at the Local Municipal level. Subdivisions and consents (where requested by the Local Municipality) are presented to the municipality for consideration/recommendation, however, both these applications are approved at the County level. With respect to the prescribed consultation requirements of the Planning Act in regard to planning applications, in Oxford County, public meetings are being held at both the local and the County level for any applications requiring County Approvals.



Policy development, growth management and related studies, and special projects (natural heritage studies, source protection planning, etc.) are undertaken at the County level; the County also provides planning support for local municipality planning-related studies/projects (Community Improvement Plans, Urban Design Guidelines, etc.). Note that although professional planning services are primarily provided by the County, the responsibilities remain at the local level, excepting land division (subdivision/condo approval, land division). The details may vary by municipality, however the local municipalities, through their administrative staff, produce and administer much of the development process, such as Site Plan Agreements, Subdivision Agreements, etc.

Legislative Framework

The Planning Act is the provincial legislation that sets out the ground rules for land-use planning in Ontario. The Planning Act describes how land uses may be controlled and who may control them. This act provides for a land-use planning system led by provincial policy and recognizes the decision-making authority and accountability of municipal councils in planning. The act provides the basis for a variety of tools that municipalities can use to facilitate planning for the future and emphasizes local autonomy in decision making.

Section 77 sets out the Approval Authority at the County. This section, specific to Oxford County, notes the following:

The County of Oxford may exercise all the powers of a lower-tier municipality under this Act, and no lower-tier municipality in the County of Oxford shall, except as provided in this section, exercise any powers under this Act;

The council of each lower-tier municipality in the County of Oxford shall be deemed to be a committee of adjustment;

A lower-tier municipality in the County of Oxford, with some exceptions, may exercise powers under Part IV (Community Improvement) and Part V (Land Use Controls and Related Administration) of the Act. The County is responsible for Part VI (Subdivision of Land);

A lower-tier municipality may pass a by-law constituting and appointing a committee of adjustment other than their Council;



If there is a conflict between a by-law passed by the County of Oxford and a by-law passed by a lower-tier municipality in the exercise of power of a local municipality, the by-law of the County of Oxford prevails; and

Subsection 54 (1) (Delegation of authority to give consents) does not apply to the County of Oxford and the County of Oxford may be or may constitute and appoint a land division committee for the purpose of giving consents under the Act.

Level of Service

Total Applications Processed

Municipality	2016 Actual	2017 Actual	2018 Actual	2019 Actual
Blandford-Blenheim	18	35	33	41
East Zorra-Tavistock	23	30	41	44
Ingersoll	53	38	37	41
Norwich	48	74	88	62
South-West Oxford	23	41	38	40
Tillsonburg	36	42	66	51
Woodstock	110	131	110	149
Zorra	24	32	54	46
Oxford County Total	335	423	467	474

Expenditure and Revenue (Operating) Information

Expenditure and revenue information related to planning services in the F.I.R. have not been presented here as the information in the F.I.R. under planning relates to numerous other services identified in this service review. As a result, the following provides a summary of the County's 2018 budget information:



2018 Budget Category	2018 Budget Amounts
Revenues	\$199,488
Expenses	\$2,142,290
Contributions from Reserve	\$412,340
Net Impact on Taxes	\$1,530,462

Staffing/Resources

County Planning staff are under the department “Community Planning”. These are all non-union staff:

- 1 FT Admin Assistant/Secretary-Treasurer of the Land Division Committee
- 1 PT Casual Clerk
- 6 FT Development Planners
- 1 FT Director of Community Planning
- 1 FT Manager of Planning Policy
- 1 FT Planning Secretary
- 2 FT Senior Planners
- 1 FT Technical Planner

Woodstock provides one full-time staff person in the City’s Engineering Department to manage and administer development projects.

Contracted Services

The County provides Planning services to all area municipalities which is funded primarily on the County tax levy. Some contract work is provided by consultants with respect to preparation of secondary plans and master plans. These are contracted out on an as-needed basis.

Union Contracts

County Planning staff are not under union contracts.



Assets

Planning staff have space at the County Administration Building and local space is provided by Area Municipalities.

Asset Management Plan/Practices

N/A

Capital Budget Policies/Practices

Capital budget items for Planning services are mainly related to studies undertaken by staff and/or consultants. Some studies are included in the budget on an as-needed basis and some studies are included in the budget on a recurring basis (e.g. O.P. reviews, zoning by-law reviews, etc.). Funding for studies is often shared between the County and the Local Municipality, depending upon the scope and nature of the work being undertaken.

Best Practices

- Woodstock utilizes a staff member to manage and administer development projects. This may be beneficial for other municipalities to consider as this has been successful in nearby municipalities such as Bayham and Malahide.
- The process at the County has been streamlined over time, as the Director of Community Planning is now able to sign-off on draft plans of subdivision and any amendments. Previously, the Warden was required to sign draft plans, which could impose delays.
- With most of the planning functions at the County level, this provides one place for any planning-related inquiry for all residents of the County. Additionally, there is one single web-based GIS mapping service and web portal to provide public access to planning related documents, data, notices, etc. for both the County and the area municipalities. Further, this provides centralized development and maintenance of all planning related data and information.
- The County undertakes and coordinates all County-wide planning related studies in consultation and/or partnership with the area municipalities and assists with and/or project manages local planning related studies.



Economic Development

Municipalities Providing Economic Development Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
√*	√	√	√	√	√	√	√	√

*Provides funding only

General Description

The main role of the economic development function is to bring economic prosperity to their municipality (and County). This may be accomplished using varying metrics for different municipalities, depending on their goals (e.g. increasing development, increasing employment, increasing population, etc.). These goals are accomplished through a network of partnerships, both public and private, to use all tools at their disposal to improve economic conditions in their municipality. Some tools municipalities may employ include the use of Community Improvement Plans (C.I.P.s) to provide a number of development and rehabilitation incentives, grant programs, and marketing campaigns to attract persons and jobs. In some cases, municipalities (e.g. Woodstock) may purchase and develop industrial lands to incentivize potential employers that may not be able to afford to service these lands. The cost to purchase and develop the lands are then recouped through sale of the property.

The following provides a high-level summary of the way each municipality delivers economic development services, however, within the County and surrounding area there is a vast network of relationships and partnerships that assist each municipality in their endeavours.

Municipality	Economic Development Delivery
Oxford County	Provides funding for memberships, partnerships, programs, projects, and initiatives. The County operates Tourism program/services
Blandford-Blenheim	Funding partner for Rural Oxford Economic Development Corporation
East-Zorra Tavistock	Funding partner for Rural Oxford Economic Development Corporation
Ingersoll	Economic Development personnel on staff
Norwich	Funding partner for Rural Oxford Economic Development Corporation
South-west Oxford	Funding partner for Rural Oxford Economic Development Corporation
Tillsonburg	Economic Development personnel on staff
Woodstock	Economic Development personnel on staff



Zorra	Funding partner for Rural Oxford Economic Development Corporation
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In addition to the municipal service delivery, there are a number of organizations and partnerships in Oxford that contribute to providing economic development services to the municipalities in the County. The following provides a list of some of these organizations and partnerships as well as a brief description of the role they play:

Organization/ Partnership	Description
Oxford Connections	<ul style="list-style-type: none"> Oxford Connections is an economic development partnership between the communities of Ingersoll, Rural Oxford Economic Development Corporation, Tillsonburg and Woodstock. Its partners offer many support services to new and existing businesses and industries located in Oxford County. County provides \$35,000 per year. This investment is used, in general, for space at trade events Operates mainly in Canada with largest markets being Toronto and Montreal
Oxford Workforce Development Partnership (OWDP)	<ul style="list-style-type: none"> The Oxford Workforce Development Partnership is a strategic collaboration that supports their community around issues of common concern by assuming a leadership role in helping in the identification and validation process of local labour market needs, issues, gaps, trends and opportunities. This partnership includes all economic development departments (including the ROEDC) in the County as well as local colleges, Employment Ontario Offices, Community Futures, The Small Business Centre – City of Woodstock, Ministry of Economic Development, Job Creation and Trade and Ontario Ministry Agriculture and Rural Affairs and the Elgin, Middlesex, Oxford Workforce Development Planning Board – Local Employment Planning Council a regional collaboration to address economic and labour market issues across the London management area This partnership is the primary contact with employers on the ground and coordinates strategies to address the needs of the business community <u>Tools</u> “Work in Oxford” is a platform that connects job seekers to employers but also connects both to programs and services that can support a myriad of needs. The site averages 20,000 visits per month. The site is maintained and supported by Community Employment Services and the County of Oxford OWDP through its partnership with the Elgin, Middlesex, Oxford Local Employment Planning Council (LEPC) aggregates job boards to one



Organization/ Partnership	Description
	central website to streamline the process and expand the reach of Oxford Employers throughout the Economic Region
Local Employment Planning Council	<ul style="list-style-type: none"> The LEPC is a workforce planning partnership that is a catalyst for economic and labour market development, building solutions and engaging multi-stakeholder alliances. The LEPC is a place-based, local approach to workforce development and the planning/delivery of employment and training programs and services.
Oxford Local Immigration Partnership (OLIP) Council	<ul style="list-style-type: none"> The mechanism through which immigration, refugees, and citizenship Canada supports the development of local partnerships and community-based planning around the needs of newcomers. OLIP exists under the umbrella of the Community Employment Services organization and it supports the development of a long-term sustainable welcoming community in which newcomers feel valued and their needs are served. OLIP engages in actions that facilitate the integration of newcomers and build the capacity to meet the needs and promote inclusion of newcomers to Oxford County.
South Central Ontario Regional Economic Development Corporation (SCOR EDC)	<ul style="list-style-type: none"> SCOR EDC is a regional partnership comprised of the Counties of Brant, Elgin, Middlesex, Norfolk and Oxford. SCOR provides planning and coordination for regional issues implementation of regional economic development priorities, identifies funding sources, partners with other levels of government, and acts as a regional catalyst for investment.
Western Ontario Wardens' Caucus (WOWC) Economic Development	<ul style="list-style-type: none"> The Western Ontario Wardens' Caucus is championing a regional Economic Development Strategic Plan for Western Ontario to identify opportunities to advance the economy of Southwestern Ontario that also leverages the ongoing efforts of WOWC; improves the underlying conditions for economic development throughout the region; generates a series of actions at the regional level that enables the creation of jobs, wealth and investment across the region.
SouthWestern Integrated Fibre Technology (SWIFT)	<ul style="list-style-type: none"> SWIFT was established by the WOWC to develop and administer \$209 Million capital investment to expand broadband into small urban and rural Southwestern Ontario. (Oxford contribution \$740,368 to 2019). The project is funded in partnership with Federal and Provincial governments, 20 Southwestern Ontario partner municipalities and the Private Sector 2019 and 2020 additional monies approved by Oxford totaling \$2,456,323 for small urban/rural broadband expansion



Organization/ Partnership	Description
The Small Business Centre –City of Woodstock	<ul style="list-style-type: none"> The Small Business Centre, is an on-going economic development partnership between the Province of Ontario, the City of Woodstock and Oxford County serving small business and entrepreneurs in the community.
Community Futures Oxford	<ul style="list-style-type: none"> Oxford Small Business Support Centre Inc., operating as Community Futures Oxford, contributes to sustainable communities supported by economic stability, growth and job creation in Oxford County, enabled through diversified and competitive local economies. Funded by Federal Economic Development funds. Administers the Future Oxford Fund under contract with and funded by Oxford County. Community Futures Oxford is one of 60 Community Futures Development Corporations in Ontario. With financial assistance from the Government of Canada through the Federal Economic Development Agency for Southern Ontario Community Futures Oxford: <ul style="list-style-type: none"> Provides access to capital Delivers programs and services to assist small businesses Supports community economic development in Oxford County
Community Employment Services (Oxford)	<ul style="list-style-type: none"> CES Oxford, through Employment Ontario, provides support, incentives and resources to both employer and job seekers to ensure a vibrant economy. Given the current skill and labour shortages Community Employment Services is actively addressing attraction and retention by providing settlement services for new residents to the County and actively recruits through strategic alliances with newcomer services in larger urban centers particularly Peel Region. CES host the Local Immigration Partnership and with the County of Oxford Maintains and supports Welcometooxford.ca platform.
Southwestern Ontario Marketing Alliance (SOMA)	<ul style="list-style-type: none"> SOMA is a partnership of Southwestern Ontario communities grown out of natural economic ties. SOMA works with all levels of government and the private sector to promote the advantages of locating within the region. This region, known as Canada’s Industrial Heartland, encompasses the municipalities of Ingersoll, North Middlesex, Perth County, Stratford, St. Thomas, Tillsonburg and Woodstock. It stretches across Elgin, Middlesex, Oxford and Perth counties. SOMA and its partners offer a number of services to companies looking to grow within the region.



Organization/ Partnership	Description
	<ul style="list-style-type: none">• No politicians are on the board for the organization. The board is made up of Economic Development representatives from the individual municipalities that are members.• From Oxford; Ingersoll, Tillsonburg, and Woodstock are members.• SOMA organizes shows to allow for municipalities to attract Foreign Direct Investment• SOMA has an annual fee based on population. Fees range from \$12,500 for Ingersoll to \$20,000 for Tillsonburg, and \$30,000 for Woodstock.• ROEDC not in SOMA as it is cost-prohibitive, and they are not focused on Foreign Direct Investment.

Legislative Framework

- The legislative framework for Economic Development Services is provided in sections 106 to 114 of the Municipal Act.
- This area of the Municipal Act provides municipalities powers to incentivize development through grants and loans, however, provides a caveat to ensure the incentives are fair (i.e. do not constitute bonusing – see section 109 of the Municipal Act).
- The Ontario Planning and Development Act (Part IV) provides municipalities with the authority to development C.I.P.s to incentivize development in a particular area of a municipality.

Level of Service

Not applicable

Operating Information

FIR information does not categorize economic development separately. The following expenditure and revenue information has been collected from the municipalities' budgets.



Economic Development Budgets for Area Municipalities

2018 Approved Budget			
Municipality	Expenses	Revenue	Total
Oxford County	\$500,000		\$500,000
* South-West Oxford	\$33,300		\$33,300
* East-Zorra Tavistock	\$33,300		\$33,300
* Zorra	\$33,300		\$33,300
* Norwich	\$33,300		\$33,300
* Blandford-Blenheim	\$33,000		\$33,000
Woodstock	\$638,495	\$45,000	\$593,495
Ingersoll	\$274,675	\$5,000	\$269,675
Tillsonburg	\$390,000		\$390,000

*Contribute to ROEDC.

The County provides grant and/or membership funding for the following programs and/or organizations (Approximately \$500,000 in annual contributions, with larger contributions in 2019 and 2020):

- Oxford Connections
- Oxford Workforce Development Partnership
- Local Employment Planning Council
- Oxford Immigration Partnership Council
- South Central Ontario Regional Economic Development Corporation
- Western Ontario Wardens' Caucus Economic Development
- South Western Integrated Fibre Technology (S.W.I.F.T.)
- Future Oxford Legacy Fund and Administration through Community Futures Oxford
- Woodstock and Area Small Business Enterprise Centre
- Ec. Dev General

In addition, the County delivers a Tourism program/service with a 2018 gross expenditure of \$487,318.



Staffing/Resources

Municipality/Corporation	Position
Woodstock	Development Commissioner Development Officer Small Business Enterprise Manager (2) Administrative Assistant Physician Recruiter
Ingersoll	Economic Development Officer Economic Development & Tourism Assistant
Tillsonburg	Development Commissioner Marketing and Communications Officer Marketing Coordinator
Blandford-Blenheim, South-West Oxford, Norwich, East Zorra-Tavistock, and Zorra	<u>ROEDC</u> Economic Development Officer
Oxford	<p><u>Tourism (County staff)</u> Tourism Specialist Tourism Officer Tourism Clerk Student (0.66 FTE)</p> <p><u>OWDP (Partner)</u> Program Director (LEPC) – (Oxford) Program Manager Employment Ontario Sites Settlement Services Manager Settlement Councilor Employment Counsellors 15 Employment Consultants (Job Developer) Community Development Coordinator / Public Relations</p> <p><u>WOWC Economic Development (Partner)</u> Executive Director</p> <p><u>SWIFT (Partner)</u> Executive Director Office Administrator Communications and Stakeholder Relations Manager Senior Network Architect GIS and Operations Manager Project Manager</p>

Contracted Services

No contracted services



Union Contracts

No union contracts for any municipalities

Assets

- Ingersoll: Staff are located at Town Hall. Ingersoll owns industrial lands, but these are provided under another budget line
- Woodstock: staff are located in City hall. Woodstock owns industrial lands, but these are provided under another department budget
- Tillsonburg: owns approximately 60 acres of unserviced land and is working on opening a 37-acre innovation park in 2020.
- Community Employment Services – Employer Division houses, ROEDC, OWDP, Community Futures Oxford and Employment Ontario Job Developers
- CES utilizes Oxford County Libraries to provide seamless access to services for both the job seekers and employers within rural communities

Asset Management Plan/Practices

Not applicable

Capital Budget Policies/Practices

Not applicable

Best Practices

- Ingersoll, Woodstock and Tillsonburg own industrial land that they develop and sell.
- Oxford Connection partners together to secure grant funding from the County for trade shows, etc. Area municipalities share leads and contacts.
- Southwest Ontario Marketing Alliance partners with municipalities outside of the County for Foreign Direct Investment Initiatives. Nearly all of SOMA's budget goes towards investment attraction initiatives versus of wages/salaries. Members of SOMA share leads from trade shows.
- Oxford Workforce Development Partnership
 - OWDP, through its partnership with the Elgin, Middlesex, Oxford Local Employment Planning Council (L.E.P.C.), aggregates job boards to



one central website to streamline the process and expand the reach of Oxford Employers throughout the Economic Region.

- “Work in Oxford” is a platform that connects job seekers to employers but also connects both to programs and services that can support a myriad of needs. This site is administered through the OWDP.
- OWDP (Oxford funded) and Community Employment Services, Ontario Government funded), also provides settlement services for new residents to the County through a formalized Local Immigration Partnership. Additionally, they actively recruit through strategic alliances with newcomer services in larger urban centres particularly Peel Region.
- Employee retention and expansion services
- Oxford Workforce Development Partnership works closely with the Employment Ontario Network, with a primary focus on collaborating with and supporting employers during the hiring, training and retention process. A key component is to work with employers and mobilize community partners and resources to ensure they can secure and retain the talent you require. Additionally, as hiring ramps up, there are a number of incentive programs through Employment Ontario to offset costs associated with hiring and training employees. The integrated strategy is customized to meet individual employer needs but may also include posting on workinoxford.ca platform where they would be seen by an average of 20 000 job seekers per month. Depending on the scale opportunities are shared with the Job Developer network across the London Economic region but also can be shared with over 300 employment offices and partners cross the province to help secure labour required to maintain the economic vibrancy of the business. This holistic strategy has been recognized across the province as an innovative and best practice.
- SouthWestern Integrated Fibre Technology (SWIFT)
 - Established through the Western Ontario Wardens’ Caucus, SWIFT is in process of leveraging ~\$18M in municipal partner funding to deliver ~\$209 Million in direct capital infrastructure investment in broadband service small urban/rural Southwestern Ontario. The SWIFT project delivery model is a best practice funded through a funding partnership between Federal, Provincial, Municipal (20) and the Private Sector



partners. To date, Oxford has committed in excess of \$3, 1 Million to this initiative.

- Future Oxford Legacy Fund
 - Administered through Community Futures Oxford, the Legacy Fund \$175,000 in loans (leveraged to ~\$2.1 Million) and \$7,000 grants (Leveraged to \$55,000)
- Trust is essential to working together and this is true for the Economic Development field as well. While there is a competitive aspect to attracting investment, each municipality is not worried about others in the County stealing investment and this is best described as “co-opetition”. In Ingersoll it is built into the Economic Development Officer’s job description to share investment opportunities with other municipalities in the County if it is not suitable for Ingersoll. Other municipalities share investment leads when not able to accommodate within their own municipality, although it is not included in a formal agreement



Forestry, and Woodlands Conservation

Municipalities Providing Forestry and Woodlands Conservation Services								
Oxford County	Blandford-Blenheim	East Zorra-Tavistock	Ingersoll	Norwich	South-West Oxford	Tillsonburg	Woodstock	Zorra
✓	✓	✓	✓	✓	✓	✓	✓	✓

General Description

Woodlands

Woodlands Conservation allows for the management of the lands and forests in Oxford County in order to protect the natural environment, public health, water sources, and natural resources of the County.

The County administers the Woodlands Conservation By-law. This identifies woodlands and sets out definitions for the purpose of protecting trees. It also identifies tree species to be protected, sets out the requirements for obtaining permits to harvest trees and outlines the provisions regarding enforcement and penalties.

Woodstock is responsible for woodlands in their municipality, whereas all other woodlands are the responsibility of the County.

Forestry

The County's managed forests and other forested lands (including restoration of wetland complexes, tree replanting, and invasive species control) (approximately 774 hectares) are operated and managed by the County, in addition to trees within the County road Right-Of-Way.

Area municipalities manage woodlots, park trees, and street trees within their ownership. The following provides a summary of the departments responsible for street trees, parks trees, and woodlots in each respective municipality:

Municipality	Street Trees	Park Trees	Woodlands
Oxford County	Public Works	N/A	Public Works
Blandford-Blenheim	Public Works	Parks	N/A



Municipality	Street Trees	Park Trees	Woodlands
East Zorra-Tavistock	Public Works	Public Works	N/A
Ingersoll	Public Works	Parks	N/A
Norwich	Public Works	Parks	N/A
South-West Oxford	Public Works	Parks	N/A
Tillsonburg	Public Works/ Hydro	Parks	N/A
Woodstock	Parks	Parks	Parks
Zorra	Public Works	Parks	N/A

Noxious Weeds

The County also provides invasive species management through weed control via a by-law appointed weed inspector. This inspector's duties are to inspect properties and order the destruction of noxious weeds. The County has appointed one Weed Inspector to carry out these duties. In 2014, the County provided public notice of noxious weeds and requested residents to destroy all noxious weeds on their property. In 2019, the County initiated a multi-year plan to manage phragmites within County roadsides through a phased cut-and-spray approach

Legislative Framework

Woodlands

The Municipal Act permits the enactment of a by-law to prohibit or regulate the harvest, injury or destruction of trees in woodlands. The Act also provides for the requirement of a permit to harvest, injure or destroy trees and that a municipality may impose conditions on a permit. The relevant by-law for the County and area municipalities is the Woodlands Conservation By-law, which is administered by the County.



Forestry

County-managed forest properties consist of parcels of land acquired as Agreement Forests in accordance with the provisions of the Forestry Act, 1990, and to meet standards required for the Ontario Managed Forest Tax Incentive Program.

Strategic objectives and directions established through Oxford County's 20-year Managed Forest Plan (2018 - 2027) which details active forest management practices, wetland restoration activities and opportunities for wildlife habitat improvements.

Also, the Future Oxford Community Sustainability Plan provides over-arching environmental goals to protect and enhance land, air and water resources throughout the County (i.e. protect and restore the ecosystem). The Plan supports woodlands management, re-forestation, and wetland restoration.

Noxious Weeds

Weed Control Act provides the authority for upper-tier and single-tier municipalities to designate what is considered a noxious weed. Additionally, the Act allows municipalities to appoint a Weed Inspector. This inspector has the following powers, as per Section 12 of the Weed Control Act

For the purpose of searching for noxious weeds or weed seeds, an inspector may at any time between sunrise and sunset enter upon any land and buildings, except a dwelling house, in the area within his or her jurisdiction and inspect the land, buildings and any implements, machinery, vehicles and crops or other plants.

Level of Service

Woodlands

Maintenance and protection of woodlands is provided by the County (including wetland restoration) and Woodstock as required.

Forestry

Forestry needs, i.e. street tree and park tree plantings and maintenance is completed on an as needed basis in all municipalities. Calls from residents regarding issues with trees are addressed in a timely manner.



Noxious Weeds

The County Woodlands Conservation Municipal Law Enforcement Officer/ Weed Inspector inspects properties on an as-needed basis (i.e. when concerns are brought to the attention of the weed inspector).

Expenditure (Operating) Information

2018 Budgeted Expenditures for Forestry, and Woodlands Conservation

Municipality	Forestry	Woodlands Conservation
Oxford County	\$166,070 (in total for forestry and woodlands conservation)	Same as forestry
Blandford-Blenheim	\$80,000	N/A
East Zorra-Tavistock	\$153,100	N/A
Ingersoll	\$90,030	N/A
Norwich	*	N/A
South-West Oxford	\$5,600	N/A
Tillsonburg	\$56,000	N/A
Woodstock	\$360,000	N/A
Zorra	\$55,000	N/A

*Included within roads budget and not separately identified

Source: 2018 Budget Documents

Revenue (Operating) Information

- Oxford County Revenues: \$15,000 to \$20,000 of annual revenue derived through commercial tree harvesting.
- Tillsonburg: Occasional sale of wood from any harvest. Does not occur every year. The most recent sale was between \$15,000-\$20,000.
- Blandford-Blenheim, East Zorra-Tavistock, Ingersoll, Norwich, South-West Oxford, Woodstock, and Zorra: No revenues



Staffing/Resources

- Woodstock – Urban Forester & Horticultural Technician – Union Workers
- Oxford County Public Works (non-union): Woodlands Conservation Municipal Law Enforcement Officer/Weed Inspector (1 FTE); Manager of Water and Wastewater Services (0.03 FTE), Divisional Assistant – Water and Wastewater Services (0.03 FTE)
- All other area municipalities: no designated staff; captured under either Public Works or Parks departments.

Contracted Services

Municipality	Contracted Services
Oxford County	Roadside Phragmites cutting and spraying is provided by a third-party contractor. A portion of tree planting is contracted out to third parties. Wetland restoration partnerships - Ducks Unlimited Canada, Upper Thames River Conservation Authority, Stewardship Oxford, etc.
Blandford-Blenheim	None
East Zorra-Tavistock	None
Ingersoll	A portion of tree work is contracted out to private companies.
Norwich	Contracts out approximately 75% of forestry related work to private companies.
South-West Oxford	Certain specialized work will be contracted out.



Municipality	Contracted Services
Tillsonburg	All Forestry services are contracted out and include arborists, tree and stump removal, storm clean up, and tree trimming for parks, streets and hydro (although hydro pays their own share). All three departments tend to use separate contractors for work required
Woodstock	Any trees above 12 inches in diameter is handled by outside contractors, any smaller trees will be managed by City staff.
Zorra	Certain specialized work will be contracted out.

Union Contracts

- No union contracts for all municipalities except Woodstock
- Woodstock – CUPE Local 1146 outside unit union workers

Assets

Vehicle and Equipment assets for all municipalities are included under public works and parks departments as applicable.

Asset Management Plan/Practices

Included under public works and parks departments as applicable.

Capital Budget Policies/Practices

Included under public works and parks departments as applicable.

Best Practices

- Tree planting in many parts of the County is provided by County staff and Stewardship Oxford, which is a non-profit organization in the County. Through the FutureOxford partnership, a goal of planting 10,000 each year has been set. Additionally, some tree planting is undertaken by the local



Conservation Authorities. By utilizing non-profit organizations in the community to plant trees, this is an efficient way to grow the forest in Oxford.

- The County is in the process of restoring 600 acres of wetlands (i.e. Hodges Pond and Upper Thames (Beachville)) through various partnerships with Ducks Unlimited Canada, Upper Thames River Conservation Authority, Stewardship Oxford, Ministry of Natural Resources and Forestry, etc.
- Woodstock and Zorra offer memorial tree planting programs which are administered through local funeral homes. Residents may pay to have a tree planted which includes a plaque dedication.

Appendix B

Results of the Triple Majority Process on the 11 Services

Appendix B: Results of the Triple Majority Process on the 11 Services

Text



Department: Administration

Report Number: A-017-20

Council Meeting Date: June 8, 2020

Title: Chief Building Official Recruitment

Objective

The report is to provide information and make recommendations on the utilization of external recruiting assistance in conduction the search and selection of a new Chief Building Official (CBO).

Background

As Council is aware that the current CBO has provided notice that she will be leaving her employment with the Town on June 19th 2020, there is a need to conduct a recruitment to fill the role.

Municipalities are required to appoint a CBO to administer and implement the Ontario Building Code and Act.

Reports from peers have indicated to the writer that recruitment of a CBO in today's environment can be challenging. When the Town last recruited, five years ago, the number of applications was limited with only three candidates meeting the qualification requirements to assume the task.

Administration believe it would be advantageous to utilize external assistance to ensure a comprehensive recruitment that attracts as many qualified applicants as possible for consideration.

Analysis

The role of a CBO can be challenging, the qualifications significant and the pool of candidates willing to consider a job change appears to be shrinking.

Utilizing specialized consultants that are able to assist in the recruitment would be beneficial. Not only would they bring their specialized expertise to bare, but would also provide the committed resources to ensure Ingersoll attracts and selects a candidate to best meet the needs of the community.

With the current environment and demands on staff's time having this additional resource would be welcomed support.

Pursuant to the procurement policy, Staff solicited three quotes for the services required. Two quotes have been received, the third firm contacted was unable to supply a quote for the services needed.

Other larger consultants, were not contacted as they have more elaborate packages for either higher level positions or serve larger municipalities at significantly higher costs. However the two quotes received are from reputable firms who conduct regular business within South Western Ontario.

The firms were asked to prepare quotes on the delivery of the following as part of their retention:

1. Review the job ad if requested after it is drafted by the Town, advise on where to advertise, and work out a detailed schedule for the process. Act as the contact for resume receipt.
2. Review of applications as they are received and undertake a preliminary consultation with perspective applicants.
3. Shortlist the best candidates in consultation with CAO. (Draft interview questions).
4. Lead interviews to provide consistency and objectivity.
5. Assist with selecting candidates for an additional interview if required and participate in same.
6. After step 5 or 6, as the process plays out, assist CAO and selection committee with selection of preferred candidate(s).
7. Check formal and informal references.
8. Conduct employment agreement negotiations.
9. Report back to CAO that a formal offer can be tendered and accepted for appropriate approval by the Town.

The quotes are attached for Council information.

Additionally, since the position is a Department Head the selection committee, by the approved policy, is made up of by the CAO, Mayor and one other member of council. Council needs to appoint a member of council to sit as a member of the committee.

There is also unknowns on how interviews will be conducted, but they may not be face to face depending on the pandemic situation.

Interdepartmental Implications

The CBO position is also responsible in Ingersoll for Town Hall facility maintenance, is the municipalities zoning administrator, By-law enforcement and a member of the senior management team.

It is critical that the Town recruit and hire a candidate that can work well across the municipal organization, work within the public sphere and communicate well with all stakeholders.

Financial Implications

Although not specifically identified within the approved 2020 budget, the CAO does budget for the use of consultants annually for situations that arise throughout the year. Staff are confident that utilizing the consultant in this situation will not significantly impact the CAO budget in a negative manner.

When understanding the financial investment, along with risks of retaining a good candidate, the costs of using the consulting services of an expert represent 1 – 2 percent of the five year cost of a staff position. Making a wrong hiring decision potentially generates higher costs for the Municipality.

Based on the quotations, and the anticipated requirements of only half a day for interviews, the Bellchamber quote would be lower. However if the committee wished to interview more than 3 – 4 candidates or feels that more than one interview is necessary the Uptigrove quote may be lower. There are a number of variables at play to categorically say one quote is cheaper than the other as they have both suggested a range.

Recommendation

That the Council of the Corporation of the Town of Ingersoll receives report numbered A –017-20 as information.

Further that the Council approve the hiring of _____ at a price of _____ for assistance in the recruitment and hiring of a Chief Building Official.

And further that Council appoint _____ as the council member on the selection committee for CBO.

Attachments

1. Ward Uptigrove – Quotation on recruitment services
2. Nigel Bellchamber – Quotation on recruitment services

Prepared by: William Tigert, Chief Administrative Officer

Good morning Bill,

Ward and Uptigrove HR Solutions is pleased to provide this informal quote for services to support the Town of Ingersoll with the recruitment of a new CBO. Please find attached the recruitment workplan based on your expectations listed below which fit very well with our established recruitment process. I anticipate the associated fees for our involvement to be somewhere in the range of \$6,500 to \$8,500 plus HST. This range is based on whether or not we would be involved in the in person (or virtual) interviews. As you'll see in the attached workplan, I've noted that it is recommended that Ward and Uptigrove would be involved in the interviews for consistency and objectivity purposes, but of course that decision rests with yourself and the selection committee/council.

Also, as you've highlighted, we are generally aware that the CBO position can be a challenging role to fill and so I should mention that the fee estimate and timeline proposed is based on running through this process once and securing a candidate. If the Town hasn't done so already, it may be valuable to spend some time with W&U initially discussing if there are any barriers to success in attracting candidates to this position and addressing these as best we can prior to posting the role.

I've also attached our HR and H&S services brochure for your interest.

We look forward to hearing from you,

Emily MacRobbie, CHRL
HR Professional



From: Nigel Bellchamber [mailto:bellchamber@sympatico.ca]

Sent: May 29, 2020 3:56 PM

To: wtigert <wtigert@ingersoll.ca>

Subject: Recruitment assistance CBO

Good afternoon!

Sir, I assume the municipality will take on the administrative tasks in CBO recruitment, so I offer the following:

1. Assistance with the job ad if requested, advise on where to advertise, and work out a detailed schedule for the process.
2. Review of applications as they are received. That way good candidates (from a resumes scan) can be engaged early in the process and ensure that they aren't on the list elsewhere, requiring a schedule change..
3. Shortlist the best candidates in consultation with CAO
4. Draft interview questions.
5. Lead interviews to provide consistency and objectivity.
6. Assist with selecting candidates for an additional interview if required and participate in same.
7. After step 5 or 6, as the process plays out, assist CAO with selection of preferred candidate(s).
8. Check formal and informal references.
9. Conduct employment agreement negotiations.
10. Report back to CAO sop that a formal offer can be tendered and accepted for appropriate approval by the Town.

I estimate steps 1-4 would take up to 8 hours of my time. No more, perhaps less.

Steps 5 and 6 would take between 8 and 12 hours.

Steps 7-10 would take nor more than 8 to 12 hours.

I calculate a day at 8 hours and \$2500.00.

Thus, I'll expect my fees on this project could likely be between 24 and 32 hours (or 3 and 4 days), equating to \$7500.00 to \$10,000.00 at the absolute maximum.

But, should interviews be conducted in half a day, at step 5 and step 6 not be needed, I would only charge that amount, bringing the likely fee to somewhere between \$5000.00 and \$7500.00.

Hope this is helpful.

Nigel



Department: Administration

Report NumberA-019-20

Council Meeting Date: June 8th, 2020

Title: Appointment of Interim Chief Building Official (CBO)

Objective

To provide Council information and make a recommendation on the appointment of an Interim Chief Building Official (CBO)

Background

With the announcement of the Town's current CBO to resign effective June 19th, 2020, to take up a new role in another municipality, the Town will require the services of an interim CBO while it conducts a recruitment campaign.

As Council is aware the CBO is authorized by the Ontario Building Code Act to issue and inspect all construction permits within a Municipality's jurisdiction. A CBO is also required to meet specified qualifications in order to be appointed.

A CBO must be appointed by its respective Council by by-law.

Analysis

Staff considered a number of options.

The preferred option, after consultation with the CAO and CBO in Zorra Township, is to appoint the current CBO in Zorra Township, Mike Hughes, to act as interim CBO in Ingersoll.

Zorra and its CBO are quite generous in this offer and it is truly appreciated by the Administration in Ingersoll.

The interim CBO would have all the powers and responsibilities as CBO in Ingersoll, once appointed, until such time as Ingersoll is able to recruit a permanent replacement for its incumbent.

Zorra will only expect compensation based on their employees hourly rate while acting on behalf of the Town. This is more than generous.

Mr. Hughes will only act in capacity for the CBO, other duties normally assigned to this role, will be transferred within the organization on a temporary basis.

Interdepartmental Implications

N/A

Financial Implications

As noted above the cost associated with this interim solution would be only the reimbursement of Mr. Hughes wages while conducting business on the Town's behalf.

Recommendation

That the Council of the Corporation receives report numbered A-019-20 as information;

And further that Council appoint by by-law Mr. Mike Hughes as Interim CBO with all the duties, responsibilities and authority for the Town while serving in that capacity.

Attachments

None

Prepared by: William Tigert, Chief Administrative Officer



Department: Clerk's Department

Report Number: C-018-20

Council Meeting Date: June 8, 2020

Title: ERTH ANNUAL GENERAL MEETING 2020

Objective

The purpose of this report is to consider an extension to the regular date of the ERTH AGM.

Background

The ERTH annual general meeting with shareholders is typically held in May each year. The purpose the AGM includes items such as receipt of the annual Financial Statements, consideration of shareholder policies, amendments to Corporate Articles of Incorporation (if proposed), etc.

Given the issues regarding meetings during the current provincial emergency, ERTH shareholders have received the following request:

ERTH customarily holds its annual general meetings with municipal shareholders before the end of May each year. However, given the current state of emergency and restrictions on public gatherings related to COVID19, the ERTH board and management have decided that it is prudent to delay the 2019 AGM to September 10, 2020.

Without consent from its shareholders, ERTH is required to hold its AGM within fifteen months of our previous AGM (May 2019), which would be no later than August 30, 2020. As this deadline would fall in the summer months, ERTH has respectfully requested shareholders' consent to holding the AGM in September to ensure full participation.

ERTH has indicated that they will continue to monitor the state of emergency and its implications on the ability of ERTH and its shareholder representatives to meet in person for the purposes of the 2019 AGM. If large gatherings are still restricted at that time, ERTH may propose proceeding with a virtual AGM, which would avoid the need for a physical meeting location and business would be conducted via electronic means over the internet.

Analysis

Though some potential impacts with finalizing the Township financial statements were initially identified (respecting the availability and release of ERTH statements) some discussion with ERTH staff appears to have resolved the matter.

Staff understand the limitations on the ability to hold an in-person AGM under the current restrictions, and with the resolution respecting the financial statements, staff have no concerns with the proposal to defer the AGM.

Interdepartmental Implications

N/A.

Financial Implications

N/A.

Recommendation

THAT the Council of the Town of Ingersoll Oxford receive report C 018-20: ERTH Annual General Meeting as information;

AND FURTHER THAT Council approve the extension of the ERTH AGM until September 10, 2020.

Attachments

Prepared by: Michael Graves, Director of Corporate Services/Clerk-Deputy CAO

Approved by: William Tigert, Chief Administrative Officer



Department: Community Services

Report Number: CS-011-20

Council Meeting Date: June 8th, 2020

Title: Ingersoll Municipal Recreational Services – Feasibility of resumption of Services

Objective

The objective of this report is to provide information to Council and seek direction on the resumption of municipal services that have been curtailed by the pandemic

Background

As Council is fully aware the Covid-19 pandemic and the resulting Provincial declared Emergency has significantly impacted the delivery of municipal services in Ingersoll.

All services have been impacted, most significantly those within Community Services.

With the Province easing some of the restrictions that were in place to flatten the rate of infection, there is now an expectation that municipal services be reintroduced. Rates of implementation and procedures to do so vary from municipality to municipality, even within Oxford County.

Staff are providing information and making recommendations on the resumption of services, based on the following considerations, financial impact, employee and public safety and public demand.

To this point, the public has been responsive to the needs for social distancing and the safety of the community. However it is anticipated that with the relaxing of the restrictions and the potential for the lifting of the Provincial Emergency at writing in force until June 9th, there could be public expectations that services also return to pre-pandemic levels.

Department Report CS-011-20
Regular Meeting of Council
June 8, 2020

This Report will look at the various services where public access has been cancelled and make recommendations on short term (next 3 – 4 months) service delivery levels.

Analysis

Ingersoll Community Services facilities closed to the public on March 16th 2020 in response to the COVID-19 global pandemic. As the province continues exploring a phased in approach to reopening they have shared various guidance's documents with staff to outline what a potential reopening of recreation facilities could look like. Staff have reviewed these documents and have developed detailed reopening plans for each facility in accordance with provincial guidelines.

Re-opening Plan Splash Pad

This potential re-opening plan outlines what would be required to open the splash pad to the public if municipalities are given the OK to do so from the Province and Public Health Officials. Based on the review of the guidance documents, Council has three options in regards to the splash pad:

- 1) That the splash pad is opened to the public and staff install required signage, equipment, etc. The splash pad would get opened in the morning and get closed in the evening. The Town would not meet disinfection requirements and would have to sign appropriately to say so. The splash pad would not be monitored by staff other than to do Southwestern Public Health Board water testing. If adherence to physical/social distancing and any Public Health guidelines are not maintained by the public, then the town would be forced to close it.
- 2) That the pad be opened to the public and install required signage, equipment, etc. Staff would have to install a temporary fence around the splash pad and create entry and exit points. The Town would hire staff to monitor entry and limit patrons in the splash pad at one time. These staff would also ensure patrons keep their physical distance, etc. This would be a *significant and unbudgeted* staffing expense.
- 3) Close Splash Pad for the season and complete splash pad capital work, depending on contractor availability.

Fusion Reopening Plan

This potential reopening plan outlines what would be required to open the facility to the public if given the okay to do so from the Province and Public Health Officials. This document was created based on reviewing various guidance documents provided to us by the Province and Public Health Officials.

a. Timeline for potential reopening

If the Province were to provide communication that recreational facilities could open in accordance with guidelines, staff would need about approximately one month to get

everything in order. The Department would need bring back staff, train them, run a registration, etc. The department would also need to get all signage, equipment etc. up to meet guidelines.

b. Screening

In accordance with the guidelines provided by the Province, the Town would be required to screen all patrons entering the facility. In the event that a patron were to answer **YES** to any of the ministry approved questions, staff would deny them entry and use of the facility.

Screening can be accomplished by staff in the evening during youth centre hours, but the department would not have staff to complete screenings during the day for community partners that use the facility. As a result, the department would have to hire staff to perform this screening which would be a significant and unbudgeted staffing expense.

A hand sanitizing station would also be placed at the screening station and patrons would be required to sanitize their hands as they enter and when they leave the facility.

c. Potential Facility Schedule

According to ministry guideline documents, we would be required to limit the amount of patrons entering the facility to ensure physical and social distancing.

Below is a sample of what the youth program schedule could look like and outlines how many patrons could fit in each room of the facility to be able to ensure physical/social distance.

Fusion Youth Centre Programs Schedule					
Program	Monday	Tuesday	Wednesday	Thursday	Friday
Lounge & Leisure 6 youth +1 staff					
Lounge (All Ages)	5:00-7:00	5:00-7:00	5:00-7:00	5:00-7:00pm	5:00-7:00
Big Screen Movie Night					5:00-7:00 (In the gym)
Music & Recording – 2 youth +1 staff					
Music Lessons Individual (All Ages)		2:30-6:00	2:30-7:00		
Jam Session (All Ages)	2:30-4:00				2:30-5:00
Technology Centre – 6 youth +1 staff (Internet& Gaming Zone & IMAC Studio)					
Internet & Gaming	2:30-7:00	2:30-5:00&	2:30-4:00 &	2:30-7:00	5:00-7:00

(All Ages)		6:00-7:00	6:00-7:00		
Create & Animate (All Ages)			4:00-6:00		
Art Room (Social Distancing Guidelines (7 youth +1 staff)					
Makeshift Monday's (All Ages)	5:00-6:00			2:30-5:00	2:30-5:00
Creative Curiosity(All Ages)		5:00-7:00			
Gymnasium - Sports, Fitness, Recreation 5 – youth +1 staff					
Badminton (All Ages)	2:30-4:00	4:00-5:00		2:30-4:00	
Open Gym (Grades 6-8)	4:00-5:00			4:00-5:00	
Open Gym (Grades 9-12)			4:00-5:00	6:00-7:00	
Basketball Shooting Drills (Grades 6-8)			5:00-6:00		2:30-4:00
Basketball (Grades 9-12) Shooting Drills	6:00-7:00	2:30-4:00		5:00-6:00	4:00-5:00

Program Schedule with Modified Hours 2:30-7:00pm

d. User groups affected

Community Partners- VON, ISSI, Wellkin, Pats Driving School, Cross Roads Alliance, private kitchen rentals and Girl Guides all use the facility for their programming and activities. In accordance with provincial guidance documents all community partners would be required to submit pandemic plans to be able to use our facilities. Staff will need to review these plans ensure adherence to public guidelines and failure to comply with guidelines would result in the loss of rental time.

	Monthly Revenue
Von	\$750.00
ISSI	\$600.00
Pat's Driving School	\$600.00
WELLKIN	\$833.00
	\$235.00
WELLKIN Cleaning	
Girl Guides	\$66.00
Cross Roads Alliance Breakfast Club	\$150.00
	TOTAL: \$3234.00

Starting in September WELLKIN was planning on renting the classroom for \$1,245.00 per month. Due to the uncertainties of the Pandemic WELLKIN is no longer able to rent the classroom.

e. Signage Requirements

In accordance with provincial guidance documents, various signs in regards to screening, hand washing, keeping your distance, etc. would have to be installed throughout the facility before it could open to the public.

- Signs are approximately \$30 per sign. We will need approximately 50 signs throughout the facility for a total of \$1500.
- Floor Decals are approximately \$20 each and would need at least 5 of them for a total of \$100
- It would take approximately two weeks to get signs ordered printed and installed. Signage would need to up before we could open.

f. Protective Barrier Installation

In accordance with provincial guidance documents, we would be required to install plexi-glass at the reception desk for the safety and protection of staff and patrons. Reception Desk quote is for approximately \$705.

g. Increased PPE

Universal masking: if we were to open the facility, would patrons be required to wear a mask? Will the municipality provide masks for those who do not have ones so that they are not denied entry? The department currently has a stockpile of 2500 masks at Fusion.

The Town will also have to order face shields for staff at an approximate cost of \$ 10 per shield. They are currently on backorder from our supplier.

Gloves and other PPE already included in regular budget.

h. Additional Training for staff

- Ontario Recreation Facilities Association cleaning and sanitization online training. Money in budget for staff training would be reallocated for this purpose.
- HR Downloads training in regards to COVID 19 requirements.

i. Cleaning and Disinfection

In accordance with provincial guidance documents, high touchpoints areas must be cleaned and sanitized at least twice daily. Maintenance staff exceed this requirement by cleaning and sanitizing high touch point areas on a 2 hour cycle, based upon use of space

The department currently has staff on to meet this requirement from 7:00am to 3:30pm, but would need additional maintenance staff in the evenings to clean and sanitize touch

points. Fusion would need staff from 3:30 until 8:00pm daily, Monday to Friday, which is an added cost of \$450 per week. This could be accomplished by hiring new or redeploying current part time staff.

Fusion is likely to have budget overage in order to meet cleaning and disinfecting requirements as staff would use more product.

The department is currently looking to get automatic dispensers for hand soap hand sanitizer to reduce touchpoints. These automatic dispensers may come at a cost and they are currently not available.

j. Questions/challenges reopening presents?

- a. Ensuring youth maintain physical distance. What happens when they don't comply?
- b. Limiting the amount of patrons that can be in the building at one time. Managing potential waiting lines into the facility, as youth would have to wait to enter the facility if full.
- c. Reduced program schedule than what was normal in the past.
- d. Community Partners- will need to submit pandemic plans for staff to review and approve before entering our facilities
- e. Reduced staffing compliment to accommodate limiting number of patrons could lead to staffing challenges.
- f. Will have to ban bringing of all personal belongs into facility.
- g. Staffing issues with bringing back staff. Some staff may have found other jobs

k. Recommendation

If the Province were to give the go ahead based on what provincial guidance documents state today, the Town could open Fusion to accommodate drop in programming with reduced staff, a reduced program schedule and limited youth but believe that it does not make sense operationally or financially to do so.

As a result, staff recommend the facility remain closed until restrictions are lifted to a point at which it makes sense to open from both an operational and financial perspective.

Staff also recommend that if community partners are able to submit satisfactory pandemic plans that they be able to access the facility.

Reopening of Outdoor Amenities

This potential reopening plan outlines what would be required to open outdoor tennis and basketball courts to the public if given the okay to do so from the Province and Public Health officials. Based on the review of the guidance documents, Council has two options in regards to opening outdoor amenities (tennis/basketball courts):

1) That it open outdoor amenities to the public and install required signage, equipment etc. The department would not meet disinfection requirements and would have to sign appropriately to say so. Amenities would not be monitored by staff. If adherence to physical/social distancing and any Public Health guidelines are not maintained by the public, then the Town would be forced to close them.

2) Keep outdoor amenities closed.

Staff are recommending that outdoor basketball courts reopen in accordance with guidelines and if physical/social distancing and public health guidelines are not maintained by the public, then it close them.

Staff are recommending that the Outdoor Tennis courts at Westfield remain closed to allow for the capital budget court resurfacing project to be completed before reopening.

Reopening Plan Skateboard Park

This potential reopening plan outlines what would be required to open the facility to the public if given the OK to do so from the Province and Public Health Officials. Based on the review of the guidance documents, Council has three options in regards to the skate park:

1) That it open to park to public and install required signage, equipment, etc. the Park would get opened in the morning and closed in the evening. The department would not meet disinfection requirements and would have to sign appropriately to say so. Park would not be monitored by staff. If adherence to physical/social distancing and any Public Health guidelines are not maintained by the public, then the department would be forced to close it.

2) That it open to park to public and install required signage, equipment, etc. The department hire staff to control entry and limit patrons that can be in the park at one time. This staff would also ensure patrons keep their physical distance. This would be a *significant and unbudgeted* additional staffing expense.

3) Park remains closed until restrictions are lifted to a point in which it makes financial and operational sense to reopen.

Arena Reopening Plan

This potential reopening plan outlines what would be required to open the facility to the public if given the okay to do so from the Province and Public Health Officials. This document was created based on reviewing various guidance documents provided to us by the Province and Public Health Officials.

Arena Usage

The arena is used in the off season for shuffleboard, special events and occasionally day camp. Typically we would start putting ice in at the end of August for the start of the

season after Labor Day. Things will likely change drastically between now and then but some things to consider as we get closer to ice season.

- 2) No staff at arena to perform screenings. Would have to hire/redeploy staff to be screening patrons as they enter the facility.
- 3) Will likely have to limit numbers of patrons allowed in the facility at one time
- 4) Will likely have to limit the number of patrons per town program, i.e. public skating
- 5) Will likely have to build in cleaning and disinfection times between uses which will reduce amount of available ice time.
- 6) All arena user groups will need to submit pandemic plans to be able to use our facilities. Staff will need to review these plans ensure public guidelines are adhered to and failure to meet guidelines would result in the loss of their ice time.

a. Timeline for potential reopening

If the Province were to provide communication that arenas and recreational facilities could open in accordance with guidelines the department would need about a week to get everything in order to actually open for summer operations. Staff would need approximately a month to get summer camp up and running as it would have to hire staff, train them, run a registration etc. So as it stands now the department would be looking at potential July start at the earliest for camp. There is a separate reopening plan document that is specific to summer camp.

b. Screening

The Town would be required to screen all patrons entering the facility in accordance with the guidelines provided by the Province. In the event that a patron were to answer **YES** to any of the ministry approved questions, this would exclude the patron from entering or using the facility.

For summer operations the department could redeploy one staff to do the screening for shuffleboard. During the ice season the department would not have staff at the arena available to screen patrons and as a result the Town would have to hire a staff to perform the screening which would be a significant increased staffing expense.

A hand sanitizing station would also be placed at the screening station and patrons would be required to sanitize their hands as they enter and when they leave the facility.

c. Potential Facility Schedule

According to ministry guideline documents we would be required to limit the amount of patrons entering the facility to ensure physical and social distancing.

As it stands now, all special events that had planned to use the arena have either cancelled or will likely cancel in the near future which has resulted in \$3300 of lost revenue to date. Shuffleboard typically would use the facility on Mondays and Wednesday from 1-4. Other than shuffleboard there is no other planned uses of the facility, aside from special events. The arena auditorium and arena floor could be a

potential location for summer camp to be able to ensure physical distancing. So only two potential uses for the arena this summer would be for shuffleboard and summer camp. Something to note, The Town receives approximately \$1500 per year in shuffleboard program fees.

For winter operations staff would have to develop schedule and work with user groups to limit the amount of patrons in the facility at one time.

d. User groups effected

In accordance with provincial guidance documents, all arena user groups would be required to submit pandemic plans to be able to use our facilities. Staff will need to review these plans ensure adherence to public guidelines and failure to meet guidelines would result in the loss of their ice time.

- Monthly craft show in auditorium would be the only summer user groups affected. Shuffleboard is a Town run program.
- Minor Hockey, Girls Hockey, Skating Club, Rec Hockey Leagues would be affected when we get to ice season. Canteen contract would also be affected.
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e. Signage Requirements

In accordance with provincial guidance documents, various signage in regards to screening (hand washing, keeping your distance, etc.) would need to be installed throughout the facility before it could open to the public.

- Signs are approximately \$30 per sign. We will need approximately 50 signs throughout the facility for a total of \$1500.
- Floor Decals are approximately \$20 each. We would need at least 10 of them for a total of \$200
- It would take approximately two weeks to get signs ordered printed and installed

f. Protective Barrier Installation.

In accordance with provincial guidance documents, we would be required to install plexi glass in the arena office for the safety and protection of staff and patrons. Arena Office quote is for approximately \$500.

g. Increased PPE

Universal masking: if the Town were to open the facility, would patrons be required to wear a mask? Will the municipality provide them for those who do not have one so that they are not denied entry? The department currently has a stockpile of 2500 masks at the arena.

The department also have to order face shields for staff at approximate cost of \$10 per shield. They are currently on backorder from our supplier.

Gloves and other PPE required already included in regular budget and thus are not an additional expense.

h. Additional Training for staff

Ontario Recreation Facilities Association cleaning and sanitization online training. Money in budget for staff training would be reallocated for this purpose.

i. Cleaning and Disinfection.

In accordance with provincial guidance documents, high touchpoints areas must be cleaned and sanitized at least twice daily. Maintenance staff exceed this requirement by cleaning and sanitizing high touch point areas in 2 hour cycles, based upon use of space.

When the time gets closer towards ice season, staff will likely build in cleaning/sanitization between each use which will reduce the amount of rentable hours.

Likely to have budget overage in order to meet cleaning and disinfecting requirements as it will require the use more product.

The department is currently looking to get automatic dispensers for hand soap hand sanitizer to reduce touchpoints. These automatic dispensers may come at an additional cost and they are currently not available.

j. Recommendation:

If the Province were to give the go ahead based on what provincial guidance documents state today, the department *could* open the facility to accommodate shuffleboard and potentially summer camp (separate reopening plan document) but staff believe that it does not make sense operationally or financially to do so.

As a result, staff are recommending the facility remain closed until restrictions are lifted to a point at which it makes sense to open from both an operational and financial perspective.

VPCC Reopening Plan

This potential reopening plan outlines what would be required to open the facility to the public if given the okay to do so from the Province and Public Health Officials. This document was created based on reviewing various guidance documents provided by the Province and Public Health Officials.

k. Timeline for potential reopening

If the Province were to provide communication that recreational facilities could open in accordance with guidelines, the department would need approximately one month to get everything in order. Staff would need to bring back employees, train them, run a registration, etc. In addition, the department would also need to get all signage and decals up to meet the current guidelines.

There is the potential that the Town will have to post and hire staff for a reopen. There is a possibility that the Town may not get back all previous staff as they may have found other jobs.

The department could open to drop in programs only, prior to doing a full program session launch. The number of patrons in the program/facility would be limited and patrons could reserve spots online.

If the Town was given the okay to open today, the gym would *not* open as staff are waiting for contractor to spray the steel beam as part of the roof repair from last year. Staff also need time to re-configure the gym to be able to ensure physical and social distancing requirements can be met.

I. Screening

The department would be required to screen all patrons entering the facility in accordance with the guidelines provided by the Province. In the event that a patron were to answer **YES** to any of the ministry approved questions, staff would deny them entrance or use to the facility.

Screening can be done by VPCC front desk reception staff.

A hand sanitizing station would also be placed at the screening station and patrons would be required to sanitize their hands as they enter and again when they leave the facility.

m. Potential Facility Schedule

According to Ministry guideline documents, we would be required to limit the amount of patrons entering the facility to ensure physical and social distancing.

Below is a sample of what the VPCC schedule could look like and outlines how many patrons could fit in each room of the facility to be able to ensure physical/social distance.

	Monday	Tuesday	Wednesday	Thursday	Friday
Aquatics					
Length Swim \$4.50	9:00-9:30 - 4 max	9:00-9:30 - 4 max	9:00-9:30 - 4 max	9:00-9:30 - 4 max	9:00-9:30 - 4 max
Re-Fit Water Fit \$8.00	10-10:30 - 15 max	10-10:30 - 15 max	10-10:30 - 15 max	10-10:30 - 15 max	10-10:30 - 15 max
Private Lessons \$20.00	10:45-11-15 - 4 max	10:45-11-15 - 4 max	10:45-11-15 - 4 max	10:45-11-15 - 4 max	10:45-11-15 - 4 max
	11:45-12:15 - 4 max	11:45-12:15 - 4 max	11:45-12:15 - 4 max	11:45-12:15 - 4 max	11:45-12:15 - 4 max
	12:30-1:00 - 4 max	12:30-1:00 - 4 max	12:30-1:00 - 4 max	12:30-1:00 - 4 max	12:30-1:00 - 4 max
Family Lesson \$10.00	10:45-11-15 - 1 family	10:45-11-15 - 1 family	10:45-11-15 - 1 family	10:45-11-15 - 1 family	10:45-11-15 - 1 family
	11:45-12:15 - 1 family	11:45-12:15 - 1 family	11:45-12:15 - 1 family	11:45-12:15 - 1 family	11:45-12:15 - 1 family
	12:30 - 1:00 - 1 family	12:30 - 1:00 - 1 family	12:30 - 1:00 - 1 family	12:30 - 1:00 - 1 family	12:30 - 1:00 - 1 family
Length Swim \$4.50	1:15-1:45pm - 4 max	1:15-1:45pm - 4 max	1:15-1:45pm - 4 max	1:15-1:45pm - 4 max	1:15-1:45pm - 4 max
Open Swim	2:00-2:45pm - 25 max	2:00-2:45pm - 25 max	2:00-2:45pm - 25 max	2:00-2:45pm - 25 max	2:00-2:45pm - 25 max
Fitness Centre					
Gym time \$8.00	6:00-7:30am - 8 max	6:00-7:30am - 8 max	6:00-7:30am - 8 max	6:00-7:30am - 8 max	6:00-7:30am - 8 max
Gym time \$8.00	8:00-9:30am - 8 max	8:00-9:30am - 8 max	8:00-9:30am - 8 max	8:00-9:30am - 8 max	8:00-9:30am - 8 max
Gym time \$8.00	10:00-11:30 - 8 max	10:00-11:30 - 8 max	10:00-11:30 - 8 max	10:00-11:30 - 8 max	10:00-11:30 - 8 max
Gym time \$8.00	12:00-1:30pm - 8 max	12:00-1:30pm - 8 max	12:00-1:30pm - 8 max	12:00-1:30pm - 8 max	12:00-1:30pm - 8 max
Gym time \$8.00	2:00-3:30pm - 8 max	2:00-3:30pm - 8 max	2:00-3:30pm - 8 max	2:00-3:30pm - 8 max	2:00-3:30pm - 8 max
Gym time \$8.00	4:00-5:30pm - 8 max	4:00-5:30pm - 8 max	4:00-5:30pm - 8 max	4:00-5:30pm - 8 max	4:00-5:30pm - 8 max
Fitness Classes					
Cycle	6:15-6:45am	12:15-12:45 pm 5:00-5:30pm	6:15-6:45	12:15-12:45 pm 5:00-5:30pm	6:15-6:45am
Group Fitness	9-9:30am		9-9:30am		9-9:30am
Group Fitness	5-5:30pm		5-5:30pm		5-5:30pm

As you will note, to ensure physical/social distancing and to comply with guidance documents, a very limited number of patrons could use the facility at one time. The facility schedule also varies significantly from what it would normally look like. Most programs would require online and pre-registration to reserve a spot. The department would not be able to offer deep water aqua fit because the deep end is too small to allow for physical distancing.

The land fitness classes could have a maximum of 10 participants. A maximum of 8 patrons could use the gym at one time and would be required to disinfect equipment before and after each use. Fitness classes and gym patrons would not be able to access change rooms. Change rooms would be for aquatic programming only. Length swim could be increased from 4 to 8 patrons, as long as proper social distancing and lane etiquette was followed.

n. User Groups Affected

Speed Sharks Swim Team: In accordance with provincial guidance documents, the speed sharks would be required to submit a pandemic plan to be able to use our facilities. Staff will need to review these plans to ensure adherence to public guidelines. Failure to meet guidelines would result in the loss of their rental privileges.

o. Signage Requirements

In accordance with provincial guidance documents, various signs with reference to screening, hand washing, keeping your distance etc., would have to be installed throughout the facility before it could open to the public.

- Signs are approximately \$30 each and we will need approximately 50 signs throughout the facility for a total of \$1500.
- Floor Decals are approximately \$20 each and we would need at least 10 of them for a total of \$200
- It would take approximately two weeks to get signs ordered printed and installed. Signage would need to be up before we could open.

p. Protective Barrier Installation

In accordance with provincial guidance documents, the Town would be required to install plexi glass at the front desk and gym reception desk for the safety and protection of staff and patrons. Quote for both:

Front Desk- \$1544

Gym Reception- \$842

Poly carbonate is becoming harder to get, but as of right now, we would be looking at two week for installation.

q. Increased PPE

Universal masking: if it was decided to open the facility, would patrons be required to wear a mask? Will the municipality provide them for those who do not have one so that they are not denied entry? Currently the department has a stockpile of 2500 masks at VPCC.

The department will also have to order face shields for staff at an approximate cost of \$10 per shield. They are currently on backorder from our supplier.

Gloves and other PPE are already included in regular budget.

In accordance with Lifesaving Society guidelines, aquatics staff would require additional PPE to perform lifesaving and first aid measures.

Each lifeguard will need their own:

- Eye Protection = face shields or safety glasses.
- Hand Protection: Non-latex medical exam gloves.
- Body Protection: Where possible, long-sleeved water-resistant gowns should be used to prevent body contamination. If water-resistant gowns are not available, remove and launder all clothing once. We will need gowns for the first aid focal point kits.
- Respiratory Protection: Aquatic staff who cannot maintain physical distancing should wear at least a non-medical mask or cloth face covering. Aquatic staff responding to a first aid situation should wear at least a surgical mask. Surgical Mask (3-layered): reduces transmission of aerosol by 50% and protects from contracting aerosol route infection from others by 75%-80%. Surgical masks must be dry to be effective.

Also it will be required to use disinfectant wipes of 60% or higher alcohol content for each dry storage bucket.

HEPA filters will be required, at least one per staff, to have in their fanny pack and two or more in each dry storage container.

The department will require a Bag Value Masks (BVM) for each storage container. The department will need to purchase one that resizes for child respirations.

Also it will require two storage containers, minimum, for aquatics personnel. One located near the first aid room the other located near the spinal board.

r. Additional Training for staff

- Ontario Recreation Facilities Association cleaning and sanitization online training. Money in budget for staff training would be reallocated for this purpose.
- HR Downloads training in regards to COVID 19 requirements.
- Aquatics staff should all be certified to use BVM to reduced potential exposure while responding to first aid events. Certification costs \$15 per person and BVM is approximately \$50 each.
- Updating first aid training to include COVID precautions.

s. Cleaning and Disinfection

In accordance with provincial guidance documents, high touchpoint areas must be cleaned and sanitized at least twice daily. Maintenance staff will clean and sanitize in two (2) hour cycles, based upon use of space

It is likely to have budget overages in order to meet cleaning and disinfecting requirements, as we would use more product.

The department is currently looking to get automatic dispensers for hand soap and hand sanitizer to reduce touchpoints. These automatic dispensers may come at a cost and they are currently not available.

t. Questions/challenges reopening presents?

- i. Screening and limiting the amount patrons in the facility at one time.
- ii. Reduced staffing compliment to accommodate limiting number of patrons could lead to staffing challenges (i.e. sick time, etc.), having to cancel programs, etc.
- iii. Reduction in programs and building hours than what was normal in the past
- iv. That we could open but will people come?

Recommendation:

If the Province were to give the go ahead based on what provincial guidance documents state today, we *could* open the facility to accommodate drop in programming with reduced staff, a reduced program schedule and limited patrons but believe that it does not make sense operationally or finically to do so.

As a result, staff recommend the facility remain closed until restrictions are lifted to a point at which it makes sense to open from both and operational and financial perspective.

Potential Summer Camp Outline

This potential summer camp plan outlines what summer camp could look like based on guidance documents provided by the Province and Public Health Officials. Staff would need approximately a month to get summer camp up and running as it would have to hire staff, train them, run a registration, etc.

As it stands now, a potential July start as the earliest for camp. However, the Town requires the okay from the Province in the very near future. If the Town does not receive direction from the province until the end of June, then camp would only be 3 or 4 weeks long which would not be worth it from a staffing or patron perspective.

Draft Overview of Camp

- Offer camp spots to ages 6-12 years only (omit 4 and 5 year olds)
- Run camp daily at arena. This is the largest space to be able to ensure physical and social distancing.
- 3 groups (2 groups on the ice surface, each getting half and 1 group in the auditorium)
- Camp can only run if grouping numbers are increased to a minimum of 30
- One location minimizes potential exposure/transmission of the virus and should an outbreak occur, requires minimal steps for a facility shut down

Concerns for Camp at Arena:

- There is no green space at the arena for campers to use.

- Walking to parks or greenspace will be challenging and potentially a safety concern for staff. They must monitor and maintain social distancing while crossing streets, walking on sidewalks close to roadways etc.
- No natural light in arena should it contain camp 100% of the time indoors.
- Cement floor on ice pad could be a safety concern if campers are playing active games in space.
- Space may get very hot on the arena floor should we have a hot summer, above average is predicted for 2020. Staff will not be able to use fans for extra circulation

Camp hours:

- 9:00am-4:00pm only (no am or pm extended care)
- 8:30-9:00 drop off and 4:00 -4:30pm pick up
- Shortened program time allows for extra sign in and out time
- Camp staff have working lunch breaks and eat with kids and will be paid during this time

Registration:

- One camp for all ages
- Limit spots to 30 max
- 2:10 ratio for staff to campers
- Siblings will be placed in same group.
- Cleaning/sanitizing schedule will have to be worked into the day and between programs

General set up of camp:

- Groups will be broken down to 3 areas at the arena as a “home space”
 - **group A** in Auditorium
 - **groups B and C** on ice surface
- Will be separate sign in/sign out and entrance/exit doors for each group, all identified as for either groups **A, B, and C** use for parents to know where to go.
- Will require our “**keep distance**” markers on **pylons** in front of each access points so parents and campers know where to stand as they wait to sign in/out.
- Will require **portable sneeze guards** at each sign in table/entrance.

Entrances/exits/parking:

Groups	Entrance door	Exit door	Parking
Auditorium (group A)	Front doors	Back door on south/east side of building to parking lot	South side parking lot
Ice surface (group B) (side close to lobby)	North East door (by change rooms)	North/West Side door	Street side parking

Ice surface (group C) (side close to Olympia room)	South East door (by change rooms)	Side door on parking lot side	South side parking lot
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- Directional signage can be put up to identify where to go for “sign in/out” doors.
- **All additional planning information, policies, best practices etc. will be worked out and conveyed to parents via email ahead of time by camp co coordinator.**

COVID -19 Risk Mitigation:

Safety	<ul style="list-style-type: none"> • Day camp will operate in 3 groups of 10 campers maximum with a 2:10 staff/camper ratio • We also have 1 camp coordinator for camp • Staff members, parents/guardians and children must not attend the program if they are sick (i.e. fever, cough, shortness of breath, sore throat, runny nose, nasal congestion, headache, and a general feeling of being unwell). • Staff to ask parents/guardians to check the temperature of their children daily before coming to program. • Staff must conduct active symptom screening of each child each day with the parent /guardian as they drop off their child • Programs must keep daily records of anyone entering the day camp who stays for 15 minutes or longer (including staff, children). Records must be kept up to date and available to facilitate contact tracing in the event of an outbreak. • Any visitors/guests entering the facility will also be documented • Any program connected to a confirmed case or probable case of COVID 19 will required to close and adhere to recommendations from Southwestern Public Health. • We will have increased access to handwashing stations and hand sanitizer. • Staff will monitor all hand washing of campers • Items not easily cleaned will not be used (i.e. play dough, puzzles) • We will reinforce of “no sharing” policy • We will have a supply of community masks for children and staff who may become ill while at camp. Parents must supply masks for their child
Illness	<ul style="list-style-type: none"> • Corporate policies to be followed

	<ul style="list-style-type: none"> • Protocols to be laid out by Southwestern Public Health and followed • An outbreak management plan will be created to include control measures to follow when dealing with a suspected case of COVID 19.
Drop off and Pick up procedures	<ul style="list-style-type: none"> • Group Drop off and Pick Up will be identified at each entrance/exit doors. Safe distancing decals for parents and children to stand maintaining 2m (see general section of camp) • Non-essential visitors are not permitted at drop off or during the program. Parents/guardians are able to attend the program when needed, but should minimize time spent there. • Day camp staff are to use telephone or video conferencing when possible to meet with staff and parents/caregivers. • Alcohol based hand sanitizer placed at all entrances for staff, parents who are picking up/dropping off and other essential visitors. • Signage posted on codes of conduct/rules with reminders not to enter if they are sick (even if symptoms are mild)
Physical Distancing	<ul style="list-style-type: none"> • Campers will be put into groups ahead of time and a camp leader assigned • Groups will not mix with other groups and will not be within the same room/space at the same time. Including drop off and pick up, meal times, play time, outdoor activities, staff rooms etc. • 3 spaces will be used, one for each group **separate entrances (see above) • Each group will have their own set of equipment, all identical in contents • Physical distancing activities will be planned. If using green space (i.e. park), cohorts will be sectioned off to their own space and will stay within that designated area. • Each group will be reminded daily of physical distancing rules, how to wash hands, how to cover their sneezes properly, and the importance of not touching their face or touching others. • Each camper will have their own table set up to do crafts, eat lunches and snacks and as a place to keep their belongings.
Use of	<ul style="list-style-type: none"> • Play structures in green spaces will be omitted from

shared space	<p>planning and use.</p> <ul style="list-style-type: none"> • Each group will have their own designated equipment (balls, etc.). If sharing is required, the shared toys/equipment will be cleaned and disinfected between users. • Each camper will have their prepackaged craft supplies for their use only. There will be no sharing of craft supplies (i.e. glue, paint brushes, etc.) • Washrooms will be assigned to each group and used by only the campers/leader in that group. • Campers will be monitored to ensure they are washing their hands correctly.
Program Planning	<ul style="list-style-type: none"> • Will need more time for staff training to include all the health and safety concerns/protocols for COVID 19, and to plan modifications for activities due to COVID 19 • Trips and activities requiring group transportation are not allowed
Food, snacks	<ul style="list-style-type: none"> • No food sharing • No activities that involve children participating in food preparation • All lunches/snack/drinks kept with the campers belongings will be clearly marked • All belongings will be kept in an area designated for that child's group and will not be handled by other group's staff • Children will practice social distancing during eating periods • Hands washed before and after eating periods
Cleaning, sanitizing	<ul style="list-style-type: none"> • General cleaning/after activities accountability will be done by staff before their group enters and after they leave a space. A cleaning log will be created for documentation. • Camp coordinator will be responsible to monitor supplies of PPE to ensure stock is maintained during operating hours. • Campers will be asked to clean own work spaces as well • Hand washing built into program plans

Budget:

Camp staff would require 2 full weeks of training and then could offer up to 6 weeks of camp.

Expenses: \$38,500 (approximately)

Staffing- \$35,000
Supplies- \$1000
PPE- \$2500

Revenue: \$27,000

30 kids/week x \$150 x 6 weeks=\$27,000

This is based on filling all 30 available spots every week.

Total: -\$11,500

Staff we not successful in our Canada Summer Jobs grant application which would have either partially or fully covered staff wages.

Recommendation:

Staff recommend that even if the Province gives the go ahead to operate summer camps, the reduced staff and limited patrons served mean that summer day camp does not make operational or financial sense to run.

Interdepartmental Implications

The biggest impact will be the additional costs for staffing, equipment and safety requirements, while there is a decrease in revenues.

Financial Implications

Finances will be impacted the most, with budgetary ramifications that will have a negative impact on the year end costs.

Recommendation

That the Council for the Corporation of the Town of Ingersoll receives report CS-011-20 as information and

- 1) THAT council approves all Ingersoll Community Services facilities(Fusion, VPCC and Arena) remain closed until restrictions are lifted to a point at which it makes sense to open from both an operational and financial perspective and**
- 2) THAT council approves the cancelling of 2020 summer camp program and**
- 3) THAT council approves reopening Outdoor Basketball Courts in accordance with public health guidelines. If physical/social distancing and**

public health guidelines are not maintained by public then we would be forced to close them and

- 4) THAT council approves keeping the Westfield Tennis courts closed for the season in order to accommodate resurfacing of the courts as per the 2020 capital budget and
- 5) THAT council approves keeping the Skateboard Park closed until restrictions are lifted to a point at which it makes sense to reopen and
- 6) THAT council approves keeping the Splash Pad closed for the season to complete splash pad capital work this summer.

Attachments

None

Prepared by: Kyle Stefanovic, Director of Community Services

Approved by: William Tigert, Chief Administrative Officer

From: Dawn BRERETON-YOUNG <d.breretonyoung@tvdsb.ca>
Date: June 1, 2020 at 1:29:37 PM EDT
To: Undisclosed Recipients <undisclosedrecipients@tvdsb.ca>
Subject: 2020 Student Celebration

Greetings,

Our Thames Valley District School Board families have faced many challenges during the past few months balancing working from home and emergency learning at a distance. As a board, it was necessary for us to follow government and public health directives to keep students, staff and families safe and as a result, important graduation and commencement ceremonies have been postponed.

Though our ceremonies are postponed, we have a number of system-wide and school-level activities planned to celebrate and recognize the Class of 2020 in June.

We are reaching out to you today as a community partner to help us congratulate ALL our students and recognize this milestone in a special way.

During the week of June 22nd, the last week of school, we will celebrate the end of this school year for our students by asking for your support in championing your community by lighting yards and business with decorative lights.

We are asking for your support in sharing and encouraging your communities to participate in this kind endeavour.

If your community is able to join in this celebration, kindly please confirm with Dawn Brereton-Young at (d.breretonyoung@tvdsb.ca or 519-630-1249).

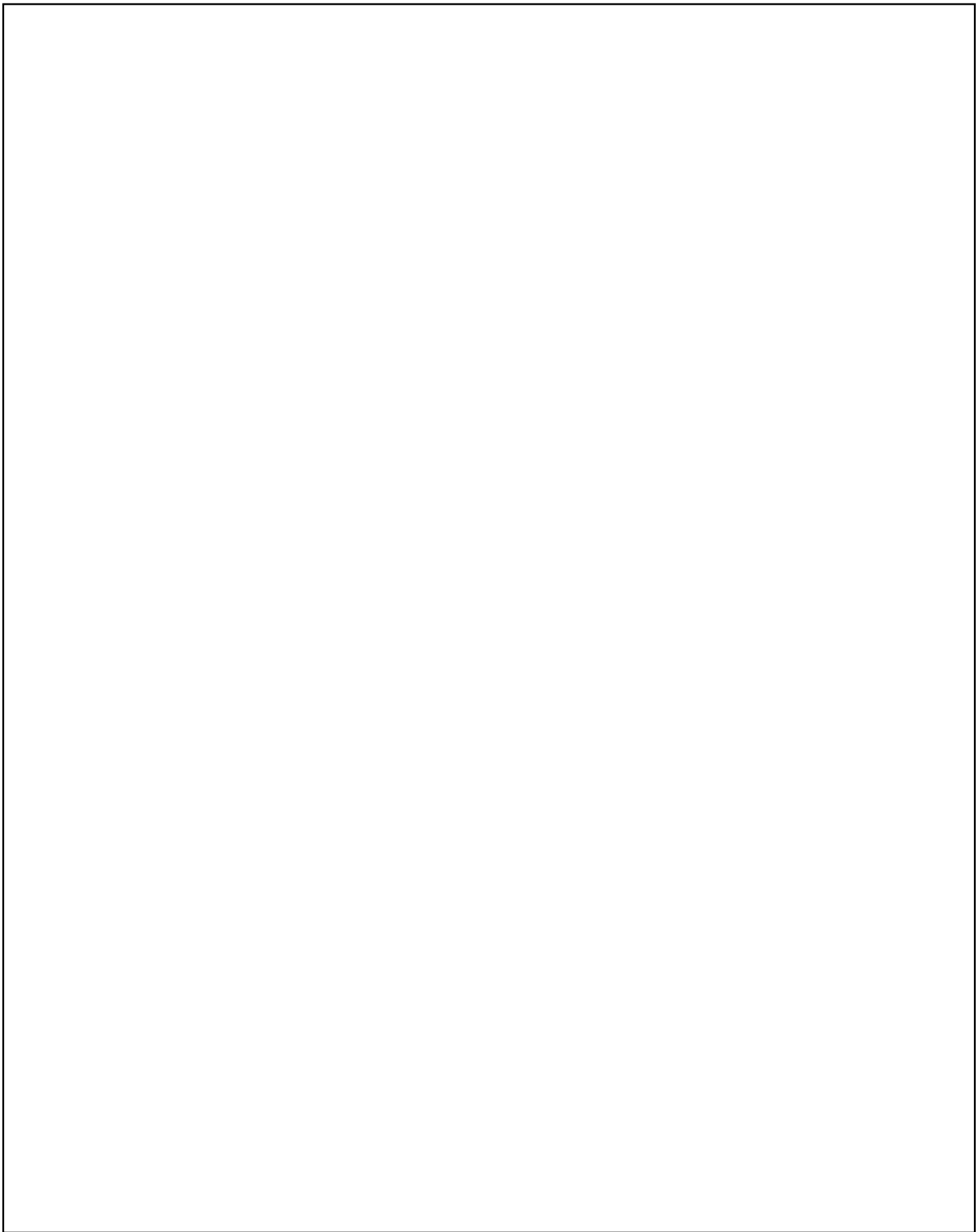
Our goal is to show our Thames Valley students how supported, celebrated and recognized they are for their achievements in the midst of an historic time.

Sincerely,

Mark Fisher
Director of Education

Arlene Morell
Chair of the Board

Dawn Brereton-Young
Communications and General Counsel Assistant to
Tania Testa, Communications Manager
Ali Chahbar, General Counsel
Director's Services
Thames Valley District School Board
1250 Dundas St. London, ON N5W 5P2
Phone: (519) 452-2000 ext. 20518
Fax: (519) 452-2201
Email: d.breretonyoung@tvdsb.ca





**Corporation of the Town of Ingersoll
By-Law 20-5095**

A By-law for the adoption of 2020 estimated current and capital expenditures for the Corporation of the Town of Ingersoll and the establishment of rates of taxation and collection of taxes for all assessment classes.

WHEREAS pursuant to Section 290 of the Municipal Act, 2001, S. O. 2001, c. 25, as amended (hereinafter referred to as the "Act") Town Council is required to prepare and adopt estimates of all sums required during the year;

AND WHEREAS all property assessment rolls on which 2020 taxes are to be levied have been returned and revised pursuant to the provisions of the Assessment Act;

AND WHEREAS it is necessary for the Council of the Corporation of the Town of Ingersoll pursuant to Section 312 of the Act, as amended, after the adoption of estimates for the year, pass a by-law to levy a separate tax rate on the assessment in each property class;

AND WHEREAS an interim levy was made upon all real property before the adoption of the estimates for the current year in accordance with By-law No. 20-5080;

AND WHEREAS certain regulations require reductions in certain tax rates for certain classes or subclasses of property;

AND WHEREAS the Council of the Corporation of the Town of Ingersoll had provided public notice of its intention to adopt the budget and provided public input at the December 12 and 18, 2019; January 23 and February 6, 2020 special meetings of Council;

NOW THEREFORE the Council of the Corporation of the Town of Ingersoll enacts as follows:

- (1) That the statement of estimated revenue and expenditures, Schedule "A" attached, in the amount \$37,437,425 including taxation levy of \$14,902,400 be adopted.
- (2) That the tax levy requirement of \$14,902,400 to be raised in accordance with the tax rates shown on Schedule "B".
- (3) Further to By-law No. 19-5080, the prescribed final tax notices for 2020 shall be due in two approximately equal installments on the 30th day of September and the 30th day of November.
- (4) That pursuant to Section 345(2) of the Act, as amended, a penalty of 1 ¼ percent shall be made on the first day of default. Such penalty charges shall be levied and collected in the same manner as if it had been originally imposed.
- (5) That pursuant to Section 345 (3) of the Act, as amended, interest shall be add to the amount of taxes due and unpaid, at the rate of 1 ¼ percent per month at the first of each month for each month or fraction thereof until the taxes are paid. Such interest charges shall be levied and collected in the same manner as if it had been originally imposed.

- (6) That payment of taxes shall be made into the office of the Director of Finance/Treasurer at 130 Oxford Street, 2nd Floor, Ingersoll Ontario or at various financial institutions or designated agents in the Town of Ingersoll as ratified by written agreement from time to time.
- (7) That the Director of Finance/Treasurer is not authorized to revise, reduce or cancel amounts billed and/or interest/penalty charges without the authorization of Council.
- (8) If any section or portion of this By-law and/or Schedule is found by a Court of competent jurisdiction to be invalid, it is the intent of the Council of the Corporation of the Town of Ingersoll that all remaining sections and portions of the By-law and all Schedules continue in force and effect.
- (9) Schedules attached hereto shall be and form a part of this By-law.

READ a first and second time in Open Council this 8th day of June, 2020.

READ a third time in Open Council and passed this 8th day of May, 2020.

Edward (Ted) Comiskey, Mayor

Michael Graves, Clerk

"SCHEDULE A"
BY-LAW 20-5095
CORPORATION OF THE TOWN OF INGERSOLL
2020 BUDGET

	<u>Revenue</u>	<u>Expenditures</u>	<u>Net Levy Requirement</u>
4000 - ADMINISTRATION	288,873	-	288,873
0100 MAYOR & COUNCIL	288,873	-	288,873
4000 - ADMINISTRATION	375,970	-	375,970
0900 CHIEF ADMINISTRATIVE OFFICER	375,970	-	375,970
4000 - ADMINISTRATION	589,240	155,615	744,855
4005 - COMMITTEE OF ADJUSTMENT	(6,000)	6,000	-
4007 - WEDDING CEREMONIES	(4,200)	4,500	300
4008 - HUMAN RESOURCES	3,500	-	3,500
4240 - PARKING ENFORCEMENT	22,500	15,300	37,800
1000 CLERKS	605,040	181,415	786,455
4000 - ADMINISTRATION	55,840	21,000	76,840
1001 PARATRANSIT	55,840	21,000	76,840
4000 - ADMINISTRATION	320,000	-	320,000
1002 INFORMATION TECHNOLOGY	320,000	-	320,000
4000 - ADMINISTRATION	(170,095)	1,047,100	877,005
4001 - OTHER	165,350	-	165,350
1300 TREASURY	(4,745)	1,047,100	1,042,355
9950 - COUNTY OF OXFORD	6,288,755	-	6,288,755
9960 - ENG PUBLIC EDUCATION	4,431,170	-	4,431,170
9961 - ENG CATHOLIC EDUCATION	807,693	-	807,693
9962 - FRENCH PUBLIC EDUCATION	21,440	-	21,440
9963 - FRENCH CATHOLIC EDUCATION	53,072	-	53,072
1400 - TAX REQUISITIONS	11,602,130	-	11,602,130
9940 - MUNICIPAL - TOWN OF INGERSOLL	(14,743,787)	461,387	158,613
9950 - COUNTY OF OXFORD	(6,288,755)	6,288,755	-
9960 - ENG PUBLIC EDUCATION	(4,431,170)	4,431,170	-
9961 - ENG CATHOLIC EDUCATION	(807,693)	807,693	-
9962 - FRENCH PUBLIC EDUCATION	(21,440)	21,440	-
9963 - FRENCH CATHOLIC EDUCATION	(53,072)	53,072	-
1401 - TAXATION	(26,345,917)	12,063,517	620,000
4000 - ADMINISTRATION	171,083	-	171,083
1500 - TRANSFERS TO LOCAL BOARDS	171,083	-	171,083
4000 - ADMINISTRATION	90,919	33,919	124,838
4090 - ENGINEERING DEBT CHARGES	583,856	-	583,856
1600 - DEBT CHARGES	674,775	33,919	708,694
4020 - MISC PUBLIC BUILDINGS	1,400	11,500	12,900
4025 - 130 OXFORD ST- SHARED EXPENSES	96,908	98,110	195,018
4030 - 130 OXFORD ST- NONSHARED EXP	70,900	-	70,900
2000 - PUBLIC BUILDINGS	169,208	109,610	278,818
4000 - ADMINISTRATION	1,084,258	26,550	1,110,808
4100 - FACILITY	20,746	82,984	103,730
3000 - FIRE	1,105,004	109,534	1,214,538
4000 - ADMINISTRATION	2,534,896	81,890	2,616,786
4100 - FACILITY	32,134	105,000	137,134
3200 - POLICE	2,567,030	186,890	2,753,920
4000 - ADMINISTRATION	55,370	-	55,370
3220 - CROSSING GUARDS	55,370	-	55,370
4000 - ADMINISTRATION	31,175	-	31,175
3230 - POLICE SERVICE BOARD	31,175	-	31,175
4000 - ADMINISTRATION	-	214,755	214,755
4006 - PROPERTY STDS & BY- LAW ENF	26,720	-	26,720
3400 - BUILDING INSPECTION	26,720	214,755	241,475
4000 - ADMINISTRATION	6,200	9,000	15,200
3600 - ANIMAL CONTROL	6,200	9,000	15,200
4000 - ADMINISTRATION	2,156,650	25,900	2,182,550
4400 - STREET LIGHTING	293,000	-	293,000
4410 - TRAFIC SIGNAL MAINTENANCE	15,200	-	15,200
5020 - STORM SEWER LOCATES	10,900	-	10,900
4000 - ENGINEERING	2,475,750	25,900	2,501,650
4000 - ADMINISTRATION	140,617	194,800	335,417
4100 - FACILITY	64,468	-	64,468
4110 - BRIDGES & CULVERTS	11,660	-	11,660
4120 - ROADSIDE M/A- MOWING WEED SPRAY	38,940	-	38,940
4121 - ROADSIDE M/A- BRUSH TREE TRIM	89,570	-	89,570
4122 - ROADSIDE M/A- DITCHING	3,000	-	3,000
4123 - ROADSIDE M/A- CATCHBASINS	130,370	-	130,370
4130 - HARDTOP M/A- PATCHING & SPRAY	227,140	-	227,140
4131 - HARDTOP M/A- SWEEP FLUSH CLEAN	49,100	-	49,100
4132 - HARDTOP M/A- SHOULDER ETC	7,620	-	7,620
4150 - W CONTROL- PLOWING SAND SALT	366,780	-	366,780
4151 - W CONTROL- SNOW REMOVAL	28,070	-	28,070
4152 - W CONTROL- SNOW FENCE CULVERT	7,290	-	7,290
4153 - W CONTROL- WINTER STANDBY	27,860	-	27,860
4160 - SAFETY DEV.- SIGNS, GUIDE RAILS	70,430	-	70,430
4161 - SAFETY DEV. RR CROSSING SIGNAL	53,190	-	53,190
4190 - SUPERVISORY COSTS	167,415	-	167,415
4200 - PAINT PARKING STALLS	24,650	-	24,650
4203 - PROMOTIONAL TREES	-	2,601	2,601
4205 - DETOURS	7,180	-	7,180
4220 - SIDEWALK REPAIRS	96,890	-	96,890

4221 - SIDEWALK SNOW, SAND, SALT	71,480	-	71,480	71,480
4222 - SIDEWALK SWEEPING	4,730	-	4,730	4,730
4230 - EQUIPMENT	-	373,760	373,760	-
5000 - ENVIRONMENTAL SERVICES	(1,018)	20,618	19,600	(1,018)
5010 - BRUSH/YARD WASTE DEPOT	(10)	15,240	15,230	(10)
5011 - TOWN EXPANDED COLLECTION SVC	0	0	0	0
5012 - DEBRIS & LITTER PICK UP	22,850	-	22,850	22,850
5013 - LEAF COLLECTION	84,250	-	84,250	84,250
4500 - PUBLIC WORKS	1,794,522	607,019	2,401,541	1,794,522
4000 - ADMINISTRATION	165,610	-	165,610	165,610
6020 - ARENA	409,123	297,152	706,275	409,123
6030 - CAMI FLYER SOCCER PARK	1,600	20,000	21,600	1,600
6040 - CAMI/SUZUKI HOUSE	231,292	10,608	241,900	231,292
6050 - PARKS	901,266	35,200	936,466	901,266
6100 - WINTER LIGHTS (SANTA VILLAGE)	27,590	2,000	29,590	27,590
6110 - FESTIVAL OF LIGHTS	47,550	5,100	52,650	47,550
5000 - PARKS AND ARENA	1,784,031	370,060	2,154,091	1,784,031
4000 - ADMINISTRATION	97,521	2,854	100,375	97,521
4100 - FACILITY	596,577	3,425	600,002	596,577
6060 - AQUATICS	167,225	242,046	409,271	167,225
6070 - FITNESS	169,853	62,185	232,038	169,853
6090 - GENERAL PROGRAMS	11,710	190,730	202,440	11,710
5100 - VICTORIA PARK COMMUNITY CENTRE	1,042,886	501,240	1,544,126	1,042,886
4100 - FACILITY	313,976	42,795	356,771	313,976
6090 - GENERAL PROGRAMS	388,392	180,023	568,415	388,392
5200 - YOUTH CENTRE	702,368	222,818	925,186	702,368
4000 - ADMINISTRATION	153,282	40,448	193,730	153,282
4100 - FACILITY	30,560	-	30,560	30,560
6810 - HARVESTFEST	16,480	1,550	18,030	16,480
6200 - MUSEUMS	200,322	41,998	242,320	200,322
4000 - ADMINISTRATION	296,365	7,750	304,115	296,365
7000 - ECONOMIC DEVELOPMENT	296,365	7,750	304,115	296,365
TOTAL - OPERATIONS			\$ 15,753,525	\$ 30,655,925
TOTAL - CAPITAL			6,781,500	6,781,500
GRAND TOTAL			22,535,025	37,437,425

"SCHEDULE A"
BY-LAW 20-5095
2020 CAPITAL BUDGET
CORPORATION OF THE TOWN OF INGERSOLL
\$,000

Pr #	PROJECT	Funding Source	2020
GENERAL GOVERNMENT			
INFORMATION TECHNOLOGY - IT			
3050	Hardware Upgrades	IT Reserve	25
TREASURY			
3071	Budgeting Software	Modernization Grant	35
TOTAL - GENERAL GOVERNMENT			60
PROTECTION TO PERSONS & PROPERTY			
PUBLIC BUILDINGS			
3142	Town Centre parking pavement replacement	Public Bldg Reserve	20
		Oxford County	20
3143	Town Centre - Council Chambers Upgrade	Oxford Fac Reserve	40
3144	Town Centre - Basement AC and air handler upgrades	Oxford Fac Reserve	25
3145	Town Centre - Blinds replacement 2nd Floor	Oxford Fac Reserve	10
BUILDING DEPARTMENT / BY-LAW REINFORCEMENT			
3072	Mobile software for building inspections	Building Reserve	13
TOTAL - PROTECTION TO PERSONS			128
TRANSPORTATION			
CONSTRUCTION - ROADS & BRIDGES			
Bridge and Culvert Rehab and/or Replacements			
3299	Centennial Lane Culvert Rehabilitation - Hall's Creek (C18)	Eng Misc Projects	105
Sidewalk / Retaining Wall Restoration Program			
3300	Town Centre Entrance	Public Bldg Reserve	22.5
		Oxford County	22.5
Top Coat Projects			
3284	North Town Line W (Thames to Shelton Drive)	DC Reserve Fund	113
	72% of the total cost funded from DC RF	Gas Tax	44
3256	North Town Line E (Pemberton to Mutual)	Gas Tax	96
3275	Dufferin St Reconstruction (Oxford St to West End)	Gas Tax	22
Reconstruction Projects			
3283	Hall's Creek Retaining Wall Replacement	Eng Misc Projects	110
3257	William St Reconstruction	Eng Misc Projects	735
3292	George St (William to Cathcart)	Eng Misc Projects	470
3293	George St (Carnegie to Catherine)	Eng Misc Projects	180
3301	Alma St Reconstruction - Thames to George	Eng Misc Projects	275
3294	Ann St. Reconstruction (Oxford - Thames St)	Eng Misc Projects	263
3297	Wonham St S Reconstruction -King to Charles	Eng Misc Projects	8
3302	Merritt St - King to Charles	Eng Misc Projects	8
3298	Charles St - Merritt to Wonham	Eng Misc Projects	2
3265 Pavement Preservation Program			
3265	Charles St E (Thames to Harris) (FD)	Gas Tax	327
		OCIF Grant	201
3265	North Town Line (Thames St to George St) (MP)	OCIF Grant	88
SUB-TOTAL - ROADS & BRIDGES			3,092
STREET LIGHTING			
3249	Street Light Replacement Program	Eng Misc Projects	30
SUB TOTAL - STREET LIGHTING			30
TOTAL - TRANSPORTATION			3,122
PUBLIC WORKS			
3423	PW22 Asphalt Roller	PW Equip	60
3424	PW29 Brush Chipper	PW Equip	90
3425	TRACKLESS SNOW BLOWER	PW Equip	18
3426	RIDE-ON WITH ZERO TURN MOWER	PW Equip	15
TOTAL - PUBLIC WORKS			183

"SCHEDULE A"
BY-LAW 20-5095
2020 CAPITAL BUDGET
CORPORATION OF THE TOWN OF INGERSOLL
\$,000

Pr #	PROJECT	Funding Source	2020
<u>PARKS AND RECREATION</u>			
ARENA			
3593	Parks & Recreation Master Plan	Rec Admin	30
	DC Reserve less non-residential = 60% funded	DC Reserve Fund	45
3594	Ice Edger	Ice Fee Reserve	10
Multi Use Rec Facility			
3703	Multi Use Facility Drawing & Specifications	Ice Fee Reserve	763
3701	Multi Use Facility Capital Campaign Coach	Ice Fee Reserve	90
SUB TOTAL - ARENA			938
PARKS & REC			
Sports Fields			
3521	Westfield Tennis Courts Reconstruction	Parks Fac Reserve	85
Parks & Trails			
3575	Installation of Fibar Systems- Playground Surfaces	Parks Fac Reserve	24
3584	Riverfront Park & Trail Development	Trail Reserve	10
3595	Butternut Trail	Parks Fac Reserve	15
3596	Replace Washrooms\New Change rooms- Vic Park	VPCC Fac	112
		DC Reserve Fund	14
3597	Splash pad retrofit (direct to drain)	Parks Fac Reserve	75
Equipment			
3598	Replace John Deere riding mower #3	Parks Equip	35
3599	Replace 2007 Flatbed	Parks Equip	50
SUB TOTAL - PARKS			420
VPCC FACILITY			
3590	Showers/ Change Room Reno	VPCC Fac	10
3590	Lobby Retrofit	VPCC Fac	10
SUB TOTAL - VPCC FACILITY			20
YOUTH CENTRE FACILITY			
3704	Roof Replacement	Parks Fac Reserve	225
SUB TOTAL - YOUTH CENTRE FACILITY			225
CAMI-SUZUKI SENIOR CENTRE			
3659	Electrical Updates	Parks Fac Reserve	15
3660	Automatic Door Openers	Parks Fac Reserve	15
3661	Flooring Replacement	Parks Fac Reserve	30
SUB TOTAL - VPCC FACILITY			60
MUSEUM			
3615	Roof - Blacksmith Shop	Museum Reserve	21
3616	Roof - School building	Museum Reserve	10
3617	Roof - Sherbrook Barn	Museum Reserve	5
3618	Facility Upgrades	Museum Reserve	10
SUB TOTAL - MUSEUM			46
TOTAL - PARKS AND RECREATION			1709
<u>ECONOMIC DEVELOPMENT</u>			
3652	Servicing Industrial Lands (Stormwater Management Pond) - Clark St	Industrial Land Res Fund	780
3651	Servicing Industrial Lands (Road) Clark St - Phase 1	Eng Misc Projects	750
3662	Downtown Directional Signage	Ec Dev	50
TOTAL - ECONOMIC DEVELOPMENT			1580
CAPITAL GRAND TOTAL			6,782

"SCHEDULE B"
BY-LAW 20-5095
CORPORATION OF THE TOWN OF INGERSOLL
2020 BUDGET
TAX RATES

		GENERAL
		2020
RESIDENTIAL	RT	0.00914500
RESIDENTIAL ONE	R1	0.00411525
FARMLAND	FT	0.00193600
MULTI RESIDENTIAL	MT	0.01829000
MULTI RESIDENTIAL NEW CONSTRUCTION	NT	0.00914500
COMMERCIAL	CT	0.01739196
NEW COMMERCIAL	XT	0.01739196
COMMERCIAL VACANT	CU	0.01217438
NEW COMMERCIAL VACANT	XU	0.01217438
COMMERCIAL EXCESS	CX	0.01217438
SHOPPING CENTER	ST	0.01739196
SHOPPING VACANT	SU	0.01217438
PARKING LOT TAXABLE	GT	0.01739196
INDUSTRIAL	IT	0.02405135
NEW INDUSTRIAL	JT	0.02405135
INDUSTRIAL VACANT	IU	0.01563338
INDUSTRIAL EXCESS	IX	0.01563338
LARGE INDUSTRIAL	LT	0.02405135
LARGE INDUSTRIAL VACANT	LU	0.01563338
PIPELINE	PT	0.01151630
COMMERICAL SHARED HYDRO	CH	0.01739196
INDUSTRIAL PIL	IH	0.02405135
COMM PIL FULL	CF	0.01739196

Town of Ingersoll 2020 Levy

		2020 CVA	* Levy, \$
RESIDENTIAL	RT	1,088,581,909	9,955,082
RESIDENTIAL ONE	R1	-	-
FARMLAND	FT	852,900	1,651
MULTI RESIDENTIAL	MT	27,688,600	506,424
MULTI RESIDENTIAL NEW CONSTRUCTION	NT	-	-
COMMERCIAL	CT	98,168,600	1,707,344
NEW COMMERCIAL	XT	31,158,800	541,913
COMMERCIAL VACANT	CU	1,133,400	13,798
NEW COMMERCIAL VACANT	XU	637,200	7,758
COMMERCIAL EXCESS	CX	1,490,500	18,146
SHOPPING CENTER	ST	1,688,700	29,370
SHOPPING VACANT	SU	13,400	163
PARKING LOT TAXABLE	GT	16,600	289
INDUSTRIAL	IT	21,850,300	525,529
NEW INDUSTRIAL	JT	1,615,100	38,845
INDUSTRIAL VACANT	IU	56,000	875
INDUSTRIAL EXCESS	IX	3,649,200	57,049
LARGE INDUSTRIAL	LT	56,236,400	1,352,561
LARGE INDUSTRIAL VACANT	LU	2,257,200	35,288
PIPELINE	PT	4,450,000	51,248
COMMERICAL SHARED HYDRO	CH	738,000	12,835
INDUSTRIAL PIL	IH	223,000	5,363
COMM PIL FULL	CF	2,349,700	40,866
		1,344,855,509	14,902,398 **

* Levy = 2020 CVA X General Tax Rates

** \$2.00 rounding variance



**Corporation of the Town of Ingersoll
By-Law 20-5096**

A bylaw to provide for the levy and collection of special charges in respect of the Business Improvement Area through taxation for the year 2020.

WHEREAS Section 208 (1) of the Municipal Act, Chapter, S.O. 2001, c.25 as amended, provides that the council of a municipality shall in each year levy a special charge upon rate-able property in a Business Improvement Area which has been designated under subsection 204 (1): by levy upon rate-able property in the improvement area that is in a prescribed business property class; or by levy upon rate-able property in the improvement area that is in a prescribed class and that, in council's opinion, derives benefit from the improvement area.

NOW THEREFORE, the Council of the Corporation of the Town of Ingersoll enacts as follows:

1. **THAT** for the purpose of the Board of Management of the Ingersoll Business Improvement Area, there be levied and collected the sum of **\$ 82,228**, as per Schedule A, attached on all rate-able Commercial, Shopping Centre and Industrial properties within the area defined B-law No. 87-3314. The above levy is comprised of a fixed, special non-refundable fee of **\$ 100** per annum per property, plus a taxation levy.
2. **THAT** Schedule "A" attached hereto forms part of this By-law.

READ a first and second time in Open Council this 8th day of June, 2020.

READ a third time in Open Council and passed this 8th day of June, 2020.

Edward (Ted) Comiskey, Mayor

Michael Graves, Clerk

**SCHEDULE A
BY-LAW 20-5096
TOWN OF INGERSOLL
BUSINESS IMPROVEMENT AREA
2020 BUDGET AND TAX RATES**

DESCRIPTION	2020 BUDGET	TAX CLASS	RATE
RECOVERIES	(3,000)	CT COMMERCIAL	0.00186592
MUNICIPAL TAX LEVY	(82,228)	CU COMMERCIAL EXCESS	0.00130615
INTEREST EARNED	(2,500)	CX COMMERCIAL VACANT	0.00130615
TRANSFER FROM FUNDS - RESERVES	(116,267)	GT COM.PARKING LOT	0.00186592
TOTAL REVENUE	(203,995)	XT NEW COMMERCIAL	0.00186592
ADMINISTRATION COSTS		XU NEW COMMERCIAL EX	0.00130615
SALARIES	10,700	ST SHOPPING CENTER	0.00186592
EMPLOYEE BENEFITS	120	SU SHOPPING EXCESS	0.00130615
CPP	740	IT INDUSTRIAL	0.00258039
OMERS	965	IU INDUSTRIAL EXCESS	0.00167725
EHT	210		
WSIB	340		
GROUP BENEFITS	1,870		
ADMINISTRATION/OPERATING COSTS	1,600		
TELEPHONE	250		
INSURANCE	700		
NEW EQUIPMENT (PPE)	12,650		
PROGRAM EXPENSE	300		
MEETINGS/CONFERENCES	5,000		
AUDIT FEES	2,200		
TAX REFUNDS/ADJUSTMENTS	2,000		
PROMOTIONS/MEALS	600		
COMMUNITY IMPROVEMENT GRANT	25,000		
TRANSFER TO OWN FUNDS - GEN	3,000		
SUBTOTAL ADMINISTRATION	68,245		
PROMOTIONAL COSTS			
PROGRAM EXPENSE (BIA BUCKS)	12,500		
ENTERTAINMENT	1,500		
MIDNIGHT MADNESS	4,500		
SOLLGOOD SOCIAL MARKET	1,200		
STUDIES AND SURVEYS	1,500		
ADVERTISING	4,500		
HONOURS & AWARDS	250		
COMPUTER SOFTWARE (E commerce)	25,000		
CHRISTMAS PARADE	3,000		
MISCELLANEOUS EXPENSE	600		
SUBTOTAL PROMOTIONAL	54,550		
BEAUTIFICATION COSTS			
TRANS FROM OWN FUNDS -RESERVE			
STREET DECORATIONS	70,000		
EQUIPMENT REPAIRS/MAINTENANCE	500		
FAÇADE FORGIVABLE LOAN	2,500		
TRANSFR TO OWN FUNDS - GENERAL	8,200		
SUBTOTAL BEAUTIFICATION COSTS	81,200		
TOTAL COSTS	203,995		



**Corporation of the Town of Ingersoll
By-law 20-5097**

A By-law to to appoint Mike Hughes as Chief Building Official.

WHEREAS pursuant to Chapter 23, Section 3(2), as amended, of the *Building Code Act, R.S.O. 1992*, a municipality shall appoint a chief building inspector for the purpose of the enforcement of the Act.

AND WHEREAS Section 5 of the *Municipal Act, S. O. 2001, c. 25*, as amended, states that the powers of the Municipal Council shall be exercised by By-law, unless the municipality is specifically authorized to do otherwise;

NOW THEREFORE, the Council of the Corporation of the Town of Ingersoll, enacts as follows:

- 1) That Mike Hughes is hereby appointed the Chief Building Official for the Town of Ingersoll to enforce the provisions of the *Building Code Act, R.S.O. 1992*, as amended;
- 2) That By-Law No. 15-4808 and all other by-laws or parts thereof inconsistent with this by-law are hereby repealed; and
- 3) This by-law shall come into force and effect on June 20, 2020.

READ a first and second time in Open Council this 8th day of June, 2020.

READ a third time and passed in Open Council this 8th day of June, 2020.

Edward (Ted) Comiskey, Mayor

Michael Graves, Clerk

SCHEDULE "A"
THE CORPORATION OF THE TOWN OF INGERSOLL
BY-LAW 18-5001

* Rates may be adjusted annually based on the CPI

** If no effective date is provided than this fee is effective on the day this by-law is passed

*** Applicable taxes apply. The Town reserves the right to review HST applicability for any regulatory or legislative changes.

Description of Service	Fee	Notes	Subject to HST
Administrative			
Freedom of Information Request	\$5.00 + photocopying fee and as applicable under the Act		No
Photocopying & Printing			
8 ½ x 11 & 8 ½ x 14	\$0.22		Yes
11 x17	\$0.44		Yes
Cut Sheets 2'x3'	\$3.67/sheet		Yes
Rolled Stock 24' or 36'	\$0.84 sq. ft. or \$8.76 sq. m.		Yes
Paratransit Ticket	\$3.00		No
Commissioner of Oaths			
Residents of Ingersoll	\$15.00		No
Non-Residents	\$20.00		No
Certified True Copy (Residents)	\$15.00		No
Certified True Copy (Non-Residents)	\$20.00		No
Lottery Licenses			
Bingo	\$3.00 per		No
Raffles	3%		
Nevada (Break Open)	3%		
Marriage Licence	\$110.00		No
Marriage Ceremony	\$250.00		Yes
Staff Witness	\$20.00/witness		Yes
Burial Permit			
In Town	\$5.00		No
Out of Town	\$5.00		No
Parking Permits			
Day Time Monthly (9:00 a.m. – 6:00 p.m.)	\$30.00		Yes
Overnight Monthly (Midnight -7:00 a.m.)	\$30.00		Yes
Day Time and Overnight Monthly	\$45.00		Yes
Transit Trader License (annual renewal)	\$50.00 / resident \$200.00 / non-resident	By-law #99-3874	No
Lunch Wagon (annual renewal)	\$300.00 / resident \$500.00 / non-resident	By-law #95-3668	No
Lunch Cart	\$75.00 / resident per 6 months \$125.00 / resident per 1 year \$125.00 / non-resident per 6 months \$250.00 / non-resident per 1 year	By-law #95-3668	No
Planning			
Minor Variances/Permission	\$1,400.00		No
Plan of Subdivision	\$1,000.00		No
Condominium	\$745.00		No
Subdivision Agreement	\$740.00		No
Consent	\$500.00		No
Development Agreement	\$270.00		No
Site Plan Control	\$1,160.00+ Cost of registration of Site Plan +Cost of Peer Reviews, if required		No
Site Plan Control Agreement	\$435.00		No
Site Plan Control Amendment	\$400.00		No
Part Lot Control Amendment	\$350.00		No
Zoning By-Law Amendment –Basic Amendment, Temporary Use, Interim Control	\$2,500.00		No
Zoning By-law Amendment –Remove Holding Symbol, By-law renewal	\$1,500.00		No
Lawyers Clearance Letters	\$70.00		Yes

Description of Service	Fee	Notes	Subject to HST
Property Standards Clearance Letters	\$150.00		Yes
Treasury			
Property Tax Fees			
Title Change	\$20.00		No
New Account	\$25.00		No
Additions to Roll	\$20.00		No
Tax Sale Collection Processing Fee	\$25.00		No
Tax Certificate	\$50.00		No
Reprint of Tax Bill	\$10.00		No
Tax Letter	\$25.00		No
Dog Licences - Valid January 1 st - December 31 st			
Kennel Licence Fee	\$100.00		No
Non Spayed/Non Neutered	\$25.00		No
Spayed/ Neutered	\$20.00		No
Replacement Tag	\$5.00		No
Guide Dogs	No Charge		
Late Fee	\$5.00	After February 1 st	No
Engineering/Public Works			
Blue Box	\$4.50 Paper Box \$5.50 Container Box		No No
Composter	\$10.00		No
Garbage Bag Tags	\$2.00		No
Firewood	\$55.00/cord \$65.00/cord delivered within 1 km town		Yes Yes
Road Allowance Excavation Fee (applies to Town assumed roads only)	\$100.00		Yes
Release of Easement If Reference Plan Required	\$1,100.00		Yes
Legal Fees Only	\$260.00		Yes
Subdivision Inspection	\$1,000.00		Yes
Site Plan Inspection	\$650.00		Yes
Entrance permits/ culverts/ signs	\$75.00		Yes
Traffic Counts	\$100.00		Yes
Construction Tender Documents: \$500,000 or less Over \$500,000	\$40.00 \$75.00		Yes Yes
Refundable Deposit: 1. Grading – Certificate Clearance 2. Damage to Roads	\$1,000 deposit		No
Fire Services			
Training Room Outside use of Training Room will be at the discretion of the Chief	\$15.00/hr./Evening \$60.00/ flat rate/Daytime		Yes
Training Grounds	\$100.00/hr. \$500.00/ flat rate per day		Yes
Home Inspections (Business Purposes)	\$75.00		Yes
Commercial Inspection/per unit	\$100.00		Yes
Industrial Inspection/per unit	\$200.00		Yes
File Search/Letters for Outstanding Work Orders etc	\$50.00		Yes
Fire Service Reports	\$50.00		Yes
Liquor Licence Letter (including inspection)	\$100.00		Yes
Residential Inspection			
Duplex/Semi	\$125.00		Yes
Multiple Dwellings/3 & 4 units	\$200.00		Yes
Multiple Dwellings/ 5 & 6 units	\$250.00		Yes
Multiple Dwellings 7 units +	\$300.00		Yes

Description of Service	Fee	Notes	Subject to HST
Fire Department Services			
1 st apparatus – first hour	\$459.45	Or the Ministry of Transportation (MTO) current rates.	No
Each additional apparatus – first hour	\$459.45		No
Each additional half hour or part thereof	\$229.73		No
Flat rate per hour where equipment is dispatched but not used (King's Hwy., non-residents, repeated false alarms in excess of 3 per year)	\$459.45		No
Flat rate per half hour where equipment is dispatched but not used (King's Hwy., non-residents, repeated false alarms in excess of 3 per year)	\$229.73		No
Air Fill – 2216 PSI (non-fire department)	\$8.00		Yes
Air Fill – 4500 PSI	\$12.00		Yes
Cylinders over 45 cu. ft.	\$30.00		Yes
Fire Department only yearly air fills flat rate if over \$300	\$300.00		Yes
Small Fuel Spills – less than 50 L. (i.e. leaking vehicle gas tank – fuel pump spills, etc.)	\$275.00 + cost of materials		No
Large Spills – greater than 50L.	\$410.00/per vehicle/per hour + cost of materials		No
Fire Watch as per SOG#29 – minimum 2 fire fighters	\$45.00/per hr./per fighter		No
Museum			
Day Camp	\$15.00/day/child		No
Guided Museum Tours	\$3.00/person		Yes
Student Programs	\$3/child, adults free		No
Bus Tours	\$5/person driver and escort free		Yes
Parks & Recreation			
Facility Rentals			
Arena			
Ice Rental *			
Prime Time – Adult	\$163.72		Yes
Non-Prime Time – Adult	\$110.62		Yes
Minor Sports Prime Time	\$125.66		Yes
Minor Sports Non-Prime Time	\$84.07		Yes
Arena Floor - Summer Months *			
Sunday to Thursday	\$508.85		Yes
Friday and Saturday	\$752.21		Yes
Hourly	\$48.67		Yes
Auditorium *			
Daily Rate			
Sunday to Thursday	\$234.51		Yes
Friday and Saturday	\$442.48		Yes
After 2am additional charge	\$35.40		Yes
Hourly rate	\$44.25		Yes
Hourly rate - Community groups	\$22.12		Yes
Dryland Training Auditorium *			
Minor Hockey	\$530.97	Minor and Non Profit eligible for 50% reduction for arena floor, auditorium (where Liquor Permit not attached) Rate reduction not eligible for ice rentals, dryland training or any town programs	Yes
West Oxford Inferno	\$221.24		Yes

Description of Service	Fee	Notes	Subject to HST
Possible Ticket Ice * During the day Monday-Friday from 8 am to 4:30 pm where ice is not used	\$10.00/person with a minimum of 6 people		Yes
Admissions			
Public Skate *			
Youth	\$3.50		No
Student/Senior	\$3.54		Yes
Adult	\$3.98		Yes
Family	\$8.85		Yes
Parents & Tots	\$3.98		Yes
Other Skates *			
Shinny	\$6.19		Yes
Huff and Puff	\$4.42		Yes
VPCC Memberships & Other Fees			
Multi-Purpose Room *			
Full Size / hr	\$37.17		Yes
Full Size / per day	\$183.19		Yes
Small half / per day	\$130.97		Yes
Small half / hr	\$26.55		Yes
VPCC Meeting Room *			
Per hour	\$26.55		Yes
Per day	\$130.97		Yes
VPCC Board Room *			
Weekday or evening – day	\$66.37		Yes
Weekday or evening – hourly	\$13.27		Yes
Weekend – day	\$132.74		Yes
Weekend – hourly	\$26.55		Yes
Pool Rental *			
Private (1 guard included)	\$95.58		Yes
Private (2 guards included)	\$121.24		Yes
Private (3 guards included)	\$141.59		Yes
Non-Profit (swim team)(1 guard)	\$58.41		Yes
All rentals extra guard	\$16.81		Yes
Schools (up to 38 students)(2 guards) per student	To be negotiated as per reciprocal agreement		No
Pool Admissions *			
Youth	\$3.50		No
Teen/Senior	\$3.54		Yes
Adult	\$3.98		Yes
Family	\$8.85		Yes
Kids 2 and under	FREE		
Drop In Programs *			
Visit Pass	\$7.08		Yes
Visit Pass Senior	\$6.19		Yes
Visit Pass Youth	\$6.00		No
Drop in Youth Programs *			
Flick 'N Dip	\$6.00		No
Pre-teen Dances	\$6.50		No
Programs *			
1 hr youth or preschool - per class	\$5.50		No
Adult Seasonal programs - per class	\$5.75		Yes
Time for Tot's 1/2 day program/per class	\$13.00		No
KinderKids 1/2 day program/per class	\$11.00		No
Babysitting Course	\$50.00		No
Stay Safe Course	\$40.00		No
Day Camp - 1st child – weekly	\$150.00		No
Day Camp - 1st child – daily	\$40.00		No
Day Camp - 2nd child – weekly	\$140.00		No
Day Camp - 2nd child – daily	\$35.00		No
Extended Care AM weekly	\$15.00		No
Extended Care PM weekly	\$10.00		No
Day Camp trips	\$20.00		No

Description of Service	Fee	Notes	Subject to HST
Tennis Lessons 1/2 hour	\$5.00		No
Tennis Lessons 1 hour	\$10.00		No
Tennis Camp (half day)	\$110.00		No
Coed Ball	\$450.00		Yes
Men's Basketball	\$130.00		Yes
Drop in Volleyball (recreational & competitive)	\$26.55		Yes
Swim Lessons - 1/2 hr. class per lesson	\$6.25		No
Swim Lessons - 1 hr. class per lesson	\$7.25		No
Adult swim lessons	\$6.19		Yes
Semi Private Lessons	\$10.00		No
Youth Private Lessons	\$20.00		No
Youth Bronze Star	\$74.00		No
Bronze Medallion	\$128.32		Yes
Bronze Cross	\$137.17		Yes
Lifesaving Assistant instructor	\$134.65		Yes
Lifesaving instructor plus swim instructor	\$203.54		Yes
Instructor Recertification	\$49.56		Yes
National Lifeguard Service	\$221.24		Yes
NLS Recertification	\$49.56		Yes
Synchro Club per hour per class	\$7.25		No
Pool Parties *			
Package A	\$110.00		No
Package B	\$140.00		No
Miscellaneous Fees			
Program Cancellation	\$20.00		No
N.S.F. cheque	\$25.00		No
Post-dated cheques	\$20.00		No
VPCC Membership – Yearly *			
Student / Senior	\$345.13		Yes
Adult	\$451.33		Yes
Aquatic/Fitness Family Membership *			
Family aquatic/fitness yearly	\$796.46		Yes
Personal Training – Member *			
1/2 hour session	\$26.55		Yes
5- ½ hour sessions	\$125.00		Yes
1 hr. session	\$35.40		Yes
5 -1hr. sessions	\$150.00		Yes
10 -1 hr. sessions	\$250.00		Yes
Personal Training - Non-Member *			
1 hr. Session	\$44.25		Yes
5 - 1hr. Sessions	\$205.00		Yes
10 - 1 hr. Sessions	\$360.00		Yes
Advertising *			
Arena – rink boards per year	\$398.23		Yes
Arena – 4 x 8 wall ads / per year	\$243.36		Yes
Arena – 4 x 4 wall ads / per year	\$132.74		Yes
VPCC 2 x 2 wall ads / per year	\$221.24		Yes
Main Vic 2 sided sign, visible from ball diamond & parking lot	\$243.36		Yes
Fusion Skate park 4 x 8 / per year	\$243.36		Yes
GE #1 Only sold once Main Vic is sold out 4 x 8 / per year	\$132.74		Yes
Parks			

Description of Service	Fee	Notes	Subject to HST
One time rental with lights	\$48.67		Yes
One time diamond rental without lights	\$39.82		Yes
Minor Soccer - per player	\$5.00		Yes
Centennial Park – Camping	\$14.60		Yes
Festival of Lights	\$26.55		Yes
Canterbury Stage – non profit	\$44.25		Yes
Canterbury Stage – private	\$88.50		Yes
Picnic tables – non-profit/Price per table *	\$5.31		Yes
Picnic tables – private/Price per table *	\$8.85		Yes
Tables/chairs & portable fencing – non-profit /Flat Delivery Fee *	\$22.12		Yes
Tables/chairs & portable fencing – private /Flat Delivery Fee *	\$44.25		Yes
Fusion Technology Centre			
Gym Rental *			
Weekday or Evening - day	\$130.09		Yes
Weekday or Evening - hour	\$45.13		Yes
Weekend - day	\$170.80		Yes
Weekend - hourly	\$75.22		Yes
Gym Equipment Rental	\$20.35		Yes
Special Set Up - flat fee	\$30.09		Yes
AV Equipment Rental internal	\$30.09		Yes
Lounge Rental *			
Weekday or evening - day	\$139.09		Yes
Weekday or evening - hourly	\$40.71		Yes
Weekend - day	\$130.09		Yes
Weekend - hourly	\$40.71		Yes
Art Room Rental *			
Weekday or evening - day	\$75.22		Yes
Weekday or evening - hourly	\$15.04		Yes
Weekend - day	\$75.22		Yes
Weekend - hourly	\$15.04		Yes
SureStart Training Room *			
Weekday or Evening - day	\$75.22		Yes
Weekday or Evening - hourly	\$20.35		Yes
Weekend - day	\$75.22		Yes
Weekend - hourly	\$20.35		Yes
Youth Technology Centre (The "YTLC")*			
Weekday or Evening - day	\$120.35		Yes
Weekday or Evening - hourly	\$30.09		Yes
Weekend - day	\$120.35		Yes
Weekend - hourly	\$30.09		Yes
I Mac Lab *			
Weekday or Evening - day	\$100.84		Yes
Weekday or Evening - hourly	\$20.35		Yes
Weekend - day	\$100.84		Yes
Weekend - hourly	\$20.35		Yes
Board Room *			
Weekday or Evening - day	\$66.37		Yes
Weekday or Evening - hourly	\$13.27		Yes
Weekend - day	\$186.73		Yes
Weekend - hourly	\$28.32		Yes
Kitchen *			
Weekday or Evening – day	\$150.44		Yes
Weekday or Evening – hourly	\$35.40		Yes
Weekday – day	\$150.44		Yes
Weekday - hourly	\$35.40		Yes

Description of Service	Fee	Notes	Subject to HST
PROGRAMS *			
Yearly Membership fee age 12-14	\$5.00		
Yearly Membership fee age 15-18	\$4.42		Yes
Replacement Card	\$1.76		Yes
Nutrition Prepared meals	\$2.85		
Staff planning time – hourly	\$26.55		Yes
Staff program time – hourly	\$26.55		Yes
Birthday Parties – based on 10 participants, birthday cake, chips, and balloons included			
<u>Art Birthday party</u> – includes art activity and 1 staff member, plus time in party room.	\$132.74		Yes
<u>Gym Birthday party</u> – includes sports activities and 1 staff member, plus time in party room.	\$132.74		Yes
<u>Technology Birthday party</u> – includes technology activity (multimedia, gaming tournaments, etc.) and 1 staff member, plus time in party room.	\$132.74		Yes
<u>Cooking Birthday party</u> – includes cooking activities and 1 staff member, plus time in party room.	\$132.74		Yes
Multi Media Services *			
AV Equipment External Rental *			
Sound System Rental: One 12-channel compact mixer, two speakers, and one wired microphone are included in the rental package			
1 Day			
2 Day	\$110.62		Yes
3 Day	\$198.23		Yes
Sound technician - hourly	\$247.79		Yes
Set up, delivery and take down	\$40.71		Yes
	\$40.71		Yes
Microphone, Sennheiser freeport			
*wireless handheld microphone			
1 Day			
2 Day	\$30.09		Yes
3 Day	\$54.87		Yes
	\$68.14		Yes
Microphone, Sennheiser freeport			
*wireless lapel microphone			
1 Day			
2 Day	\$30.09		Yes
3 Day	\$54.87		Yes
	\$68.14		Yes
Optoma EP758 DLP Projector *			
1 Day	\$85.84		Yes
2 Day	\$153.10		Yes
3 Day	\$192.04		Yes
Set up, delivery and take down fee applies to rentals without sound technician each way	\$40.71		Yes
Sound Equipment External Rental *			
Makie 1604-VLZ3 16-channel 4-Bus mixer with firewire			
1 Day	\$30.09		Yes
2 Day	\$54.87		Yes
3 Day	\$68.14		Yes

Description of Service	Fee	Notes	Subject to HST
Rapco 16-channel audio snake * 1 Day 2 Day 3 Day	\$20.35 \$34.51 \$47.79		Yes Yes Yes
Digital Recording & Audio Recording * Recording Five hours or less per hour Six hours or more per hour Mixing or Mastering – Minimum three hours – hourly	\$65.49 \$45.13 \$45.13		Yes Yes Yes



**Corporation of the Town of Ingersoll
By-Law 20-5098**

**A bylaw to adopt and confirm all actions and proceedings of the Council of the
Town of Ingersoll at the Council meeting held on
June 8, 2020**

WHEREAS Section 5 (3) of The Municipal Act, Chapter, S.O. 2001, c. M.25 as amended, states that a municipal power, including a municipality's capacity, rights, powers and privileges under section 9, shall be exercised by by-law unless the municipality is specifically authorized to do otherwise;

AND WHEREAS in many cases, action which is taken or authorized to be taken by Council or Committee of Council does not lend itself to or require an individual by-law

NOW THEREFORE, the Council of the Corporation of the Town of Ingersoll enacts as follows:

1. **THAT** all actions and proceedings of the Council of The Corporation of the Town of Ingersoll at the meetings held on June 8, 2020, are hereby adopted.
2. **THAT** the taking of any action authorized in or by the Council of The Corporation of the Town of Ingersoll are hereby adopted, ratified and confirmed.
3. **THAT** where no individual by-law has been or is passed with respect to the taking of any action authorized in or by the Council of The Corporation of the Town of Ingersoll, then this by-law shall be deemed for all purposes to be the by-law required for approving and authorizing the taking of the action.
4. **THAT** the Mayor and Officers of The Corporation of the Town of Ingersoll are hereby authorized and directed to do all things necessary to give effect to the recommendations, motions, resolutions, reports, action and other decisions of the Council and the Mayor and Clerk are hereby authorized and directed to execute all necessary documents in the name of The Corporation of the Town of Ingersoll and to affix the seal of the Corporation thereto.
5. **AND FURTHER THAT** this by-law shall become effective and shall come into force after third reading of the by-law.

READ a first and second time in Open Council this 8th day of June, 2020.

READ a third time in Open Council and passed this 8th day of June, 2020.

Edward (Ted) Comiskey, Mayor

Michael Graves, Clerk