

AGENDA

COUNTY OF OXFORD COUNCIL

Wednesday, September 13, 2023, 9:30 a.m.

21 Reeve Street, Woodstock and online

www.oxfordcounty.ca/livestream

1. **CALL TO ORDER**
2. **APPROVAL OF AGENDA**
3. **DISCLOSURES OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF**
4. **ADOPTION OF COUNCIL MINUTES OF PREVIOUS MEETING**
 - 4.1 August 9, 2023
5. **PUBLIC MEETINGS**
6. **DELEGATIONS, PRESENTATIONS AND CONSIDERATION THEREOF**
 - 6.1 Big Brothers Big Sisters of Oxford County
Kristen Ralph, Executive Director
Re: Big Brothers Big Sisters Month in Oxford County
7. **CONSIDERATION OF CORRESPONDENCE**
 - 7.1 Township of Blandford-Blenheim
August 3, 2023
Re: 2024 Oxford County Water and Wastewater Master Plan Study
 - 7.2 Safe and Well Oxford Communities
Minutes of June 19, 2023
 - 7.3 Minister of Infrastructure
August 17, 2023
Re: Asset Management Support Tools and Programs for Municipalities
8. **REPORTS FROM DEPARTMENTS**
 - 8.1 **COMMUNITY PLANNING**
 - 8.1.1 CP 2023-259 - Application for Draft Plan of Condominium and Exemption from Draft Plan Approval CD 22-02-6 – Reeves Land Corporation

RECOMMENDATIONS

1. That Oxford County grant draft plan approval to a proposed condominium submitted by Reeves Land Corporation (File No. CD 22-02-6), prepared by Brooks Lise Surveying Limited, dated July 13, 2023, for lands described as Block 85, Registered Plan 41M-342, in the Town of Ingersoll;
2. And further, that Oxford County Council approve the application for exemption from the draft plan of condominium approval process submitted by Reeves Land Corporation (File No. CD 22-02-6), prepared by Brooks Lise Surveying Limited, dated July 13, 2023, for lands described as Block 85, Registered Plan 41M-342, in the Town of Ingersoll.

8.2 CAO

8.2.1 CAO 2023-03 - 2023-2026 Strategic Plan

RECOMMENDATIONS

1. That Report No. CAO 2023-03 entitled “2023 – 2026 Strategic Plan” be received;
2. And further, that Council approves the final version of the 2023 – 2026 Strategic Plan as attached in Attachment 1.

8.3 PUBLIC WORKS

8.3.1 PW 2023-36 - Request for Project Approval and Transfer of Funds – Lansdowne Avenue Trunk Sanitary Sewer Design, Woodstock

RECOMMENDATIONS

1. That County Council approve the Lansdowne Avenue Trunk Sanitary Sewer Design (Woodstock) as part of the 2023 Capital Budget;
2. And further, that County Council authorize the transfer of \$100,000 from the Wastewater - Woodstock Reserve to fund the planned design costs.

8.3.2 PW 2023-37 - Construction Staging and Traffic Control Options for Rehabilitation of Bridge on Oxford Road 59/Vansittart Avenue, Woodstock

RECOMMENDATION

1. That Oxford County Council support Alternative 3 for traffic and construction staging ahead of the anticipated rehabilitation of bridge 59755 located at Oxford Road 59 and Vansittart Avenue in Woodstock to begin in early 2024, as described in Report No. PW 2023-37.

8.4 HUMAN SERVICES

8.4.1 HS 2023-14 - 24/7 Shelter Model Update and Strategy for Pathways Out of Homelessness

RECOMMENDATIONS

1. That County Council receive Report No. HS 2023-14, entitled “24/7 Shelter Model Update and Strategy for Pathways out of Homelessness” as information;

2. And further, that County Council authorize up to \$125,000 from the Affordable Housing Reserve to be used for the purposes of retaining a consultant for the development of a Strategy in support of pathways out of homelessness to work alongside the 24/7 Shelter Model;
3. And further, that Council authorize the Chief Administrative Officer and the Director of Human Services to sign all necessary documents related thereto.

8.5 CORPORATE SERVICES

8.5.1 CS 2023-27 - Fees and Charges By-law Update

RECOMMENDATION

1. That Schedule “A” to By-law No. 4889-2007, being a by-law to impose fees and charges for services provided by the County of Oxford that are not covered through direct taxation, be amended effective January 1, 2024, with the exception of haircare fees which will no longer apply as of October 13, 2023, as set out in Report No. CS 2023-27 entitled “Fees and Charges By-law Update”.

8.5.2 CS 2023-28 - Lansdowne Ave Watermain Extension Project – Internal Long-term Debt Issue

RECOMMENDATION

1. That By-law No. 6568-2023, being a by-law to authorize the borrowing of funds from the Landfill and Waste Diversion Reserve Fund in the amount of \$15,960 to be used for the purposes of financing property owners’ charges for capital costs related to the Lansdowne Ave Watermain Extension Project, be presented to Council for enactment.

8.5.3 CS 2023-29 - Economic Development Group Recommendations

RECOMMENDATIONS

1. That Report No. CS 2023-29 entitled “Economic Development Group Recommendations” be received;
2. And further, that staff be directed to facilitate annual Economic Development forums to advance collaboration and seek enhanced service delivery as it relates to local economic development that will encourage participation from the following:
 - Local Economic Development Offices
 - The Small Business Centre
 - Community Futures Oxford
 - SCOR EDC
 - Community Employment Services/Multi-Service Centre
 - Tourism Oxford
 - Director or designate from Oxford County, including
 - CAO

- Human Services
- Community Planning
- Public Works
- Corporate Services.

9. UNFINISHED BUSINESS

9.1 Pending Items

10. MOTIONS

11. NOTICE OF MOTIONS

12. ENQUIRIES

13. CLOSED SESSION

To consider Report No. PW (CS) 2023-39, Report No. HS (CS) 2023-15 and Report No. HS (CS) 2023-16 regarding a proposed or pending acquisition or disposition of lands by the County or local board and positions, plans, procedures, criteria or instructions to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

13.1 Closed Session Begins

Time _____

13.1.1 PW (CS) 2023-39

13.1.2 HS (CS) 2023-15

13.1.3 HS (CS) 2023-16

13.2 Closed Session Ends

Time _____

14. CONSIDERATION OF MATTERS ARISING FROM THE CLOSED SESSION

14.1 PW (CS) 2023-39

14.2 HS (CS) 2023-15

14.3 HS (CS) 2023-16

15. BY-LAWS

15.1 By-law No. 6568-2023

Being a by-law to authorize the borrowing of funds from the Landfill and Waste Diversion Reserve Fund in the amount of \$15,960 to be used for the purposes of financing property owners' charges for capital costs related to water services provided under the Lansdowne Ave Watermain Extension Project (the "Services").

15.2 By-law No. 6569-2023

Being a By-law to confirm all actions and proceedings of the Council of the County of

Oxford at the meeting at which this By-law is passed.

16. ADJOURNMENT

OXFORD COUNTY COUNCIL MINUTES

August 9, 2023

Council Present Warden Marcus Ryan
 Deputy Warden Jerry Acchione
 Councillor Deb Gilvesy (arrives at 10:02 a.m.)
 Councillor David Mayberry
 Councillor Jim Palmer
 Councillor Mark Peterson
 Councillor Brian Petrie
 Councillor Phil Schaefer
 Councillor Deborah Tait
 Councillor Bernia Wheaton

Council Absent N/A

Staff Present B. Addley, Chief Administrative Officer
 K. Black, Director of Human Services
 L. Buchner, Director of Corporate Services
 M. Cowan, Manager of Information Services
 M. Dager, Director of Woodingford Lodge
 R. Hall, Director of Paramedic Services
 G. Hough, Director of Community Planning
 C. Senior, Clerk
 D. Simpson, Director of Public Works
 A. Smith, Director of Human Resources

1. CALL TO ORDER

Oxford County Council meets in regular session this ninth day of August, 2023, in the Council Chamber, County Administration Building, Woodstock at 9:30 a.m. with Warden Ryan in the chair.

2. APPROVAL OF AGENDA

RESOLUTION NO. 1

Moved By: Jim Palmer
Seconded By: Brian Petrie

Resolved that agenda be approved as amended to consider Motion No. 10.1 along with Report No. CS 2023-23, titled "Procedure By-law Amendments".

DISPOSITION: Motion Carried

3. DISCLOSURES OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

- 3.1 Deputy Warden Acchione discloses a Pecuniary Interest regarding Items 5.1.2 and 5.2.2 - Application for Draft Plan of Subdivision SB 22-05-8 – Reeves Land Corporation on the Open meeting agenda of August 9, 2023, as he owns a home in the immediate neighborhood.

4. ADOPTION OF COUNCIL MINUTES OF PREVIOUS MEETING

- 4.1 July 12, 2023

RESOLUTION NO. 2

Moved By: Jim Palmer

Seconded By: Brian Petrie

Resolved that the Council Minutes of July 12, 2023, be adopted.

DISPOSITION: Motion Carried

- 4.2 August 3, 2023 Strategic Planning Workshop

RESOLUTION NO. 3

Moved By: Jim Palmer

Seconded By: Brian Petrie

Resolved that the Minutes of the Strategic Planning Workshop held August 3, 2023, be adopted.

DISPOSITION: Motion Carried

5. PUBLIC MEETINGS

- 5.1 Resolution to go into a Public Meeting pursuant to the Planning Act and the Disposal of Lands Policy

RESOLUTION NO. 4

Moved By: David Mayberry

Seconded By: Mark Peterson

Resolved that Council rise and go into a Public Meeting pursuant to the Planning Act and the Disposal of Lands Policy, and that the Warden chair the Public Meeting.

DISPOSITION: Motion Carried at 9:32 a.m.

5.1.1 Application for Official Plan Amendment OP 22-23-8 – 1666144 Ontario Ltd. and 5034133 Ontario Ltd.

The Chair asks Gord Hough, Director of Community Planning to present the Application. G. Hough, through use of a map indicates that the proposal is to re-designate the lands from Traditional Industrial to Service Commercial with special provisions to facilitate the development of a mixed use commercial and residential development comprising potentially of two buildings located on separate parcels containing first floor commercial units and a maximum of 30 dwelling units per building on lands located at the northeast corner of Henry Street and Victoria Street North in the City of Woodstock, immediately south of the CN rail line. G. Hough indicates that due to its proximity to the rail line, that extensive environmental, noise, vibration and safety studies will need to be undertaken through the zoning process. In closing, G. Hough indicates that staff are satisfied that the application can be given favourable consideration, adding that City of Woodstock Council adopted resolutions supporting the Official Plan Amendment.

The Chair opens the meeting to comments and questions from members of Council. G. Hough responds to comments and questions from Councillors Mayberry, Palmer and Petrie.

Jay McGuffin from Monteith Brown Planning joins the meeting via WebEx. The Chair opens the meeting to comments and questions from members of Council. There are none.

No members of the public express interest in speaking to the matter.

5.1.2 Application for Draft Plan of Subdivision SB 22-05-8 – Reeves Land Corporation

Deputy Warden Acchione leaves the Council Chamber at 9:39 a.m.

The Chair asks Gord Hough, Director of Community Planning to present the Application. G. Hough, through use of a map indicates that the proposal is to facilitate the development of a residential plan of subdivision comprised of 23 single detached dwellings and 44 townhouse dwellings, served by existing streets and one new local street. The subject lands are bound by Riddell Street to the west, Vincent Street to the north, Wellington Street to the east and Brant Street to the south, in the City of Woodstock on the former Woodstock General Hospital site. In closing, G. Hough indicates that staff are satisfied that the application can be given favourable consideration, adding that City of Woodstock Council recommended support of the proposed draft plan of subdivision at its meeting held June 15, 2023.

The Chair opens the meeting to comments and questions from members of Council. G. Hough responds to comments and questions from Councilors Mayberry, Petrie and Schaefer.

No members of the public express interest in speaking to the matter.

Deputy Warden Acchione returns to the Council Chamber at 9:45 a.m.

5.1.3 Application for Official Plan Amendment - OP 22-08-6 – Royal King Management Corp.

The Chair asks Gord Hough, Director of Community Planning to present the Application. G. Hough, through use of a map indicates that the proposal is to establish a site specific policy on the subject lands, which are currently designated 'Open Space' and 'Residential', to allow for the conversion of a former elementary school to an apartment dwelling house containing 20 residential dwelling units on lands municipally known as 37 William Street in the Town of Ingersoll. In closing G. Hough indicates that staff are satisfied that the application can be given favourable consideration, adding that the Town of Ingersoll Council are also recommending support.

The Chair opens the meeting to comments and questions from members of Council. There are none.

No members of the public express interest in speaking to the matter.

5.1.4 Declaration of Surplus Lands

The Chair asks David Simpson, Director of Public Works to come forward. D. Simpson indicates that staff are recommending that the property located at 71 Cowan Street, in the Village of Princeton be declared as surplus as the subject property is not required for current or future County operational purposes and has value only to the adjacent landowner for whom the remaining well equipment provides the adjacent building fire protection in the event of an emergency.

The Chair opens the meeting to comments and questions from members of Council. D. Simpson responds to comments and questions from Councilors Mayberry and Petrie.

No members of the public express interest in speaking to the matter.

5.2 Resolution to adjourn the Public Meeting

RESOLUTION NO. 5

Moved By: David Mayberry

Seconded By: Mark Peterson

Resolved that Council adjourn the Public Meeting and reconvene as Oxford County Council with the Warden in the chair.

DISPOSITION: Motion Carried at 9:52 a.m.

- 5.2.1 Consideration of Report No. CP 2023-215 - Application for Official Plan Amendment OP 22-23-8 – 1666144 Ontario Ltd. and 5034133 Ontario Ltd.

RESOLUTION NO. 6

Moved By: David Mayberry

Seconded By: Mark Peterson

Resolved that the recommendations contained in Report No. CP 2023-215, titled "Application for Official Plan Amendment OP 22-23-8 – 1666144 Ontario Ltd. and 5034133 Ontario Ltd.", be adopted.

DISPOSITION: Motion Carried

Deputy Warden Acchione leaves the Council Chamber at 9:53 a.m.
He returns at 9:54 a.m.

- 5.2.2 Consideration of Report No. CP 2023-226 - Application for Draft Plan of Subdivision SB 22-05-8 – Reeves Land Corporation

RESOLUTION NO. 7

Moved By: Mark Peterson

Seconded By: Deborah Tait

Resolved that the recommendation contained in Report No. CP 2023-226, titled "Application for Draft Plan of Subdivision SB 22-05-8 – Reeves Land Corporation", be adopted.

DISPOSITION: Motion Carried

- 5.2.3 Consideration of Report No. CP 2023-233 - Application for Official Plan Amendment - OP 22-08-6 – Royal King Management Corp.

RESOLUTION NO. 8

Moved By: Mark Peterson

Seconded By: Deborah Tait

Resolved that the recommendations contained in Report No. CP 2023-233, titled "Application for Official Plan Amendment - OP 22-08-6 – Royal King Management Corp.", be adopted.

DISPOSITION: Motion Carried

- 5.2.4 Consideration of Report No. PW 2023-35 - Declaration of Surplus Land –
71 Cowan Street, Princeton

RESOLUTION NO. 9

Moved By: Mark Peterson

Seconded By: Deborah Tait

Resolved that the recommendation contained in Report No. PW 2023-35,
titled "Declaration of Surplus Land – 71 Cowan Street, Princeton", be
adopted.

DISPOSITION: Motion Carried

6. DELEGATIONS, PRESENTATIONS AND CONSIDERATION THEREOF

- 6.1 Oxford Community Foundation
Louise Wardrop, Executive Director
Re: What is the Oxford Community Foundation?

Louise Wardrop joins the meeting in the Council Chamber and proceeds through
a presentation which was included on Council's agenda. L. Wardrop responds to
comments and questions from Councillor Wheaton.

Councillor Gilvesy arrives at 10:02 a.m.

- 6.2 Valerie Hobbs
Hans Van Lith
Re: Land Use Planning to save Oxford County Farmland

Valerie Hobbs and Hans Van Lith join the meeting in the Council Chamber and
proceed through a presentation which was included as part of Council's agenda.
The presenters respond to comments and questions from Warden Ryan, Deputy
Warden Acchione and Councillors Gilvesy, Mayberry, Petrie, Schaefer, Tait and
Wheaton.

RESOLUTION NO. 10

Moved By: Bernia Wheaton

Seconded By: Phil Schaefer

Resolved that the information provided in delegations 6.1 and 6.2 on the Open
meeting Agenda of August 9, 2023 be received.

DISPOSITION: Motion Carried

Warden Ryan calls a recess at 10:43 a.m.

Council and staff return to the Council Chamber at 11:00 a.m.

7. CONSIDERATION OF CORRESPONDENCE

7.1 Minister of Municipal Affairs and Housing

July 7, 2023

Re: Official Plan Amendment 269

7.2 Thames Valley District School Board

July 14, 2023

Re: New North Woodstock Elementary School

RESOLUTION NO. 11

Moved By: Bernia Wheaton

Seconded By: Phil Schaefer

Resolved that Correspondence Items 7.1 and 7.2 on the Open meeting Agenda of August 9, 2023 be received as information;

And further, that Warden Ryan send a letter to the Ministry of Education and the Honourable Ernie Hardeman, MPP and copying the Thames Valley District School Board in support of an immediate approval of revised construction plans for the new north Woodstock school on behalf of County Council.

DISPOSITION: Motion Carried

8. REPORTS FROM DEPARTMENTS

8.1 COMMUNITY PLANNING

8.1.1 CP 2023-215 - Application for Official Plan Amendment OP 22-23-8 – 1666144 Ontario Ltd. and 5034133 Ontario Ltd.

RECOMMENDATIONS

1. That Oxford County Council approve Application OP 22-23-8, submitted by 1666144 Ontario Ltd. and 5034133 Ontario Ltd., for lands legally described as Pt. Block A, Plan 160, Concession 1 (East Oxford), Part Lots 7, 8, 11 and 12, north side of Henry Street, Plan 212, City of Woodstock, to designate the subject lands to Service Commercial with special provisions to facilitate the development of a mixed use commercial and residential development comprising potentially two buildings located on separate parcels containing first floor commercial units and a maximum of 30 dwelling units per building on the subject lands;
2. And further, that Council approve the attached Amendment No. 299 to the County of Oxford Official Plan and that the necessary by-law to approve Amendment No. 299 be raised.

The Report was dealt with under Public Meetings.

- 8.1.2 CP 2023-226 - Application for Draft Plan of Subdivision SB 22-05-8 – Reeves Land Corporation

RECOMMENDATION

1. That Oxford County Council grant draft approval to a proposed residential subdivision, File No. SB 22-05-8, as submitted by Reeves Land Corporation, as shown on Plate 3 of Report No. 2023-226 in the City of Woodstock for 23 lots for single detached dwellings and 44 townhouse dwellings, served partially by an internal local street subject to the conditions attached to this report as Schedule “A” being met prior to final approval.

The Report was dealt with under Public Meetings.

- 8.1.3 CP 2023-233 - Application for Official Plan Amendment OP 22-08-6 – Royal King Management Corp.

RECOMMENDATIONS

1. That Oxford County Council approve Application No. OP 22-08-6, submitted by Royal King Management Corp. for the lands described as Lots 1-8, South Side of Alma Street, Lots 2-7 North Side of William Street, Block M, Plan 95 in the Town of Ingersoll, to establish a site-specific policy on the subject lands to permit the conversion of a former elementary school to an apartment building containing 20 apartment dwelling units;
2. And further, that Council approve the attached Amendment No. 301 to the County of Oxford Official Plan and that the necessary by-law to approve Amendment No. 301 be raised.

The Report was dealt with under Public Meetings.

- 8.1.4 CP 2023-250 - Community Planning Resource Considerations

RECOMMENDATIONS

1. That Report No. CP 2023-250, titled “Community Planning Resource Considerations” be received;
2. And further, that Council provide initial direction to staff on the level of planning service, as generally outlined in this report, that they would like to further consider;
3. And further, that Council request that staff bring a follow-up report back for Council’s consideration as part of the 2024 *Business Plan and Budget* process to provide further detail on the proposed

business plan and associated resource needs for their preferred level of planning service;

4. And further, that Report No. CP 2023-250 be circulated to the Area Municipalities for information.

RESOLUTION NO. 12

Moved By: Brian Petrie

Seconded By: David Mayberry

Resolved that the recommendations contained in Report No. CP 2023-250, titled "Community Planning Resource Considerations", be adopted;

And further, that Council direct staff to further consider Option C as the preferred level of planning service.

DISPOSITION: Motion Carried

8.2 PUBLIC WORKS

- 8.2.1 PW 2023-35 - Declaration of Surplus Land – 71 Cowan Street, Princeton

RECOMMENDATION

1. That, in accordance with the Disposal of Land Policy No. 6.15, County Council enact a by-law at the August 9, 2023 Council meeting to declare property legally described as Part of Lot 13, Concession 1 (Blenheim) Part 6 of Plan 41R-2908 Township of Blandford-Blenheim, as described in Report No. PW 2023-35, as surplus lands.

The Report was dealt with under Public Meetings.

8.3 CORPORATE SERVICES

- 8.3.1 CS 2023-24 - OILC Financing Application – Woodstock

RECOMMENDATION

1. That By-law No. 6563-2023, being a by-law to authorize the submission of an application to the Ontario Infrastructure Lands Corporation for temporary and long-term borrowing through the issue of debentures for the purposes of the City of Woodstock, be presented to Council for enactment.

RESOLUTION NO. 13

Moved By: Deborah Tait

Seconded By: Deb Gilvesy

Resolved that the recommendation contained in Report No. CS 2023-24, titled "OILC Financing Application – Woodstock", be adopted.

DISPOSITION: Motion Carried

8.3.2 CS 2023-25 - OILC Financing Application - County

RECOMMENDATION

1. That By-law No. 6564-2023, being a by-law to authorize the submission of an application to the Ontario Infrastructure Lands Corporation for long-term borrowing through the issue of debentures in the amount of \$4,142,000 for the purposes of the County of Oxford, be presented to Council for enactment.

RESOLUTION NO. 14

Moved By: Deborah Tait

Seconded By: Deb Gilvesy

Resolved that the recommendation contained in Report No. CS 2023-25, titled "OILC Financing Application - County", be adopted.

DISPOSITION: Motion Carried

8.3.3 CS 2023-26 - Business Plan and Budget Review – Q2 2023

RECOMMENDATIONS

1. That Report CS 2023-26 entitled "Business Plan and Budget Review – Q2 2023", be received;
2. And further, that staff be authorized to proceed with implementing the incremental full-time equivalent positions as presented in Attachment 5 including:
 - a. 1.0 Permanent FTE - Infection Prevention and Control (IPAC) Funding – BI 2023-08;
 - b. 1.0 Temporary FTE – Integrated Program Support – BI 2023-09; and
 - c. 4.0 Temporary FTE – Family Transitions Program 2023-24 – BI 2023-10.

RESOLUTION NO. 15

Moved By: Deb Gilvesy

Seconded By: Bernia Wheaton

Resolved that the recommendations contained in Report No. CS 2023-26, titled "Business Plan and Budget Review – Q2 2023", be adopted.

DISPOSITION: Motion Carried

9. UNFINISHED BUSINESS

9.1 Pending Items

No discussion takes place regarding the Pending Items list.

9.2 CS 2023-22 - Proclamations Policy and Flag Protocol Policy Review

RECOMMENDATIONS

1. That Council approve the revisions to Flag Protocol Policy No. 3.05, as attached to Report No. CS 2023-22, effective July 12, 2023;
2. And further, that County Council approve the revisions to Proclamations Policy No. 3.06, as attached to Report No. CS 2023-22, effective July 12, 2023.

RESOLUTION NO. 16

Moved By: Bernia Wheaton

Seconded By: Phil Schaefer

Resolved that the recommendations contained in Report No. CS 2023-22, titled "Proclamations Policy and Flag Protocol Policy Review", be adopted.

DISPOSITION: Motion Carried

9.3 CS 2023-23 - Procedure By-law Amendments

RECOMMENDATION

1. That Schedule "A" to By-law No. 6268-2020, being a by-law to adopt a County of Oxford Procedure By-law, be amended as proposed within this report.

RESOLUTION NO.17

Moved By: Brian Petrie

Seconded By: David Mayberry

Resolved that Report No. CS 2023-23, titled "Procedure By-law Amendments" be amended to included the changes as contained in Motion No. 10.1 on the Open Meeting Agenda of August 9, 2023.

DISPOSITION: Motion Carried

9.4 Councillor Petrie

RESOLUTION NO. 18

Moved By: Brian Petrie
Seconded By: Bernia Wheaton

Whereas Oxford is a responsible and accountable government with respect to matters within its jurisdiction; and,

Whereas powers being transferred from the whole of Council to the Head of Council should be viewed as a matter within its jurisdiction; and,

Whereas service delivery should be viewed as a matter within its jurisdiction;

Therefore be it resolved that Oxford does not wish to be considered for the implementation of either “Strong Mayor” powers per the “Strong Mayors, Building Homes Act, 2022, S.O. 2022, c. 18 - Bill 3”, or any restructuring that is not requested by Oxford with its area municipal partners; and,

That this resolution be forwarded to all Oxford area municipalities requesting resolutions of support so that the future governance of Oxford is in the hands of its residents; and,

That this resolution, and all resolutions of support from Oxford’s area municipal partners, be forwarded to the Oxford MPP, the Minister of Municipal Affairs and Housing, and the Premier of Ontario.

DISPOSITION: A Recorded Vote is requested by Deputy Warden Acchione with the following results:

Those in Favour of the Motion	Those Opposed to the Motion
Warden Ryan, Councillors Gilvesy, Mayberry, Palmer, Peterson, Petrie, Schaefer, Tait and Wheaton.	Deputy Warden Acchione
Total 9	Total 1

DISPOSITION: Motion Carried

10. MOTIONS

10.1 Councillor Petrie

Re: Proposed Amendments to Report No. CS 2023-23, titled “Procedure By-law Amendments”.

See Item 9.3

11. NOTICE OF MOTIONS

NIL

12. NEW BUSINESS/ENQUIRIES/COMMENTS

NIL

13. CLOSED SESSION

RESOLUTION NO. 19

Moved By: Phil Schaefer
Seconded By: Jerry Acchione

That Council rise and go into a closed session to consider Report No. PW (CS) 2023-34, Report No. HS (CS) 2023-13, Report No. CAO (CS) 2023-02 and a verbal report from the Chief Administrative Officer regarding a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

DISPOSITION: Motion Carried at 12:07 p.m.

Oxford County Council meets in Closed Session in Room 129 as part of a regular meeting, this ninth day of August, 2023.

12:09 p.m. with Warden Ryan in the chair.

All members of Council present with the exception of Deputy Warden Acchione. Deputy Warden Acchione arrives in Room 129 at 12:11 p.m.

Staff Present	B. Addley, Chief Administrative Officer
	M. Amy, Supervisor of Facilities (leaves at 12:30 p.m.)
	K. Black, Director of Human Services
	L. Buchner, Director of Corporate Services
	M. Dager, Director of Woodingford Lodge
	G. Hough, Director of Community Planning
	C. Senior, Clerk
	D. Simpson, Director of Public Works
	A. Smith, Director of Human Resources

DISCLOSURES OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF:

NIL

CONSIDERATION OF CORRESPONDENCE:

NIL

DELEGATIONS AND PRESENTATIONS:

NIL

UNFINISHED BUSINESS:

1. PW (CS) 2023-34

REPORTS FROM DEPARTMENTS:

2. HS (CS) 2023-13
3. CAO (CS) 2023-02
Councillor Tait leaves Room 129 at 12:41 p.m.
4. Verbal Report from Chief Administrative Officer
Councillor Tait returns to Room 129 at 1:17 p.m.

RESOLUTION NO. 20

Moved By: Phil Schaefer
Seconded By: Jerry Acchione

Resolved that Council reconvene in Open Session.

DISPOSITION: Motion Carried at 1:24 p.m.

14. CONSIDERATION OF MATTERS ARISING FROM THE CLOSED SESSION

- 14.1 PW (CS) 2023-34

RESOLUTION NO. 21

Moved By: Deb Gilvesy
Seconded By: Bernia Wheaton

Resolved that the recommendation contained in Report No. PW (CS) 2023-34 be adopted.

DISPOSITION: Motion Carried

- 14.2 HS (CS) 2023-13

RESOLUTION NO. 22

Moved By: Deb Gilvesy
Seconded By: Bernia Wheaton

Resolved that the recommendations contained in Report No. HS (CS) 2023-13 be adopted.

DISPOSITION: Motion Carried

14.3 CAO (CS) 2023-02

RESOLUTION NO. 23

Moved By: Deb Gilvesy
Seconded By: Bernia Wheaton

Resolved that the recommendation contained in Report No. CAO (CS) 2023-02 be adopted.

DISPOSITION: Motion Carried

14.4 Verbal Report from Chief Administrative Officer

RESOLUTION NO. 24

Moved By: Deb Gilvesy
Seconded By: Jim Palmer

Resolved that the information provided in the verbal report from the Chief Administrative Officer be received.

DISPOSITION: Motion Carried

15. BY-LAWS

15.1 By-law No. 6559-2023

Being a By-Law to adopt Amendment Number 302 to the County of Oxford Official Plan.

15.2 By-law No. 6560-2023

Being a By-law to declare the County-owned property, legally described as Part of Lot 13, Concession 1 (Blenheim) Part 6 of Plan 41R-2908 Township of Blandford-Blenheim, as surplus to the needs of the County.

15.3 By-law No. 6561-2023

Being a By-Law to amend By-law No. 6460-2022, being a By-law to remove certain lands from Part Lot Control.

15.4 By-law No. 6562-2023

Being a By-Law to adopt Amendment Number 301 to the County of Oxford Official Plan.

15.5 By-law No. 6563-2023

Being a By-law to authorize the submission of an application to the Ontario Infrastructure and Lands Corporation ("OILC") for financing certain capital

work(s) of The Corporation of the City of Woodstock; and to authorize long-term borrowing for such capital work(s) through the issue of debentures by the County of Oxford (the "Upper Tier Municipality") to OILC.

- 15.6 By-law No. 6564-2023
Being a by-law to approve the submission of an application to the Ontario Infrastructure and Lands Corporation ("OILC") for the long-term financing of certain capital work(s) of the County of Oxford (the "Municipality"); and to authorize the entering into of a rate offer letter agreement pursuant to which the Municipality will issue debentures to OILC.
- 15.7 By-law No. 6565-2023
Being a By-law to amend By-law No. 5574-2014, the Municipal Housing Facilities By-law for not-for-profit housing by Indwell Community Homes at 18 Vansittart Avenue, Woodstock.
- 15.8 By-law No. 6566-2023
Being a By-Law to adopt Amendment Number 299 to the County of Oxford Official Plan.
- 15.9 By-law No. 6567-2023
Being a By-law to confirm all actions and proceedings of the Council of the County of Oxford at the meeting at which this By-law is passed.

RESOLUTION NO. 25

Moved By: Bernia Wheaton
Seconded By: Jim Palmer

Resolved that the following by-laws be read a first and second time: 6559-2023 to 6567-2023 inclusive.

DISPOSITION: Motion Carried

RESOLUTION NO. 26

Moved By: Jerry Acchione
Seconded By: Jim Palmer

Resolved that the following by-laws be given a third and final reading: 6559-2023 to 6567-2023 inclusive.

DISPOSITION: Motion Carried

16. ADJOURNMENT

Council adjourns its proceedings at 1:30 p.m. until the next meeting scheduled for September 13, 2023 at 9:30 a.m.

Minutes adopted on September 13, 2023 by Resolution No. 2.

WARDEN

CLERK

From: noreply@esolutionsgroup.ca
To: [Clerks Office](#)
Subject: New Response Completed for Council Delegation Request Form
Date: Wednesday, August 23, 2023 4:05:48 PM

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or on clicking links from unknown senders.

Hello,

Please note the following response to Council Delegation Request Form has been submitted at Wednesday August 23rd 2023 3:59 PM with reference number 2023-08-23-009.

- **Organization's Name (if applicable)**
Big Brothers Big Sisters of Oxford County
- **Name and Title of Primary Contact / Main Presenter**
Kristen Ralph, Executive Director
- **Street Address**
[REDACTED] Dundas Street, Woodstock ON N4S 1G1
- **Daytime Contact Number**
[REDACTED]
- **Email address**
kristen.ralph@bigbrothersbigsisters.ca
- **Date you wish to present to Council**
9/13/2023
- **How would you like to attend the Council meeting?**
In-person
- **If attending an in-person council meeting , do you or any members of your party require accessibility accommodations?**
No
- **Use the space below to clearly outline the purpose for your presentation to council. Provide a brief outline of your subject matter including your suggested outcome**
Warden Ryan has agreed to declare September BBBS Month in Oxford

County and to support this proclamation, we are requesting to appear as a delegation to speak on the importance of BBBS Month, mentorship of the young in our communities, and our growing need for volunteers.

By presenting to Oxford County Council, we are reaching all municipalities and sharing our message in hopes this will be taken back to their respective councils and shared in their individual municipalities.

- **Will you be providing any electronic information (i.e. a presentation) beyond your summary above?**

Yes

- **Have you appeared before council to discuss the same topic in the past?**

No

[This is an automated email notification -- please do not respond]



**Big Brothers
Big Sisters**
OF OXFORD COUNTY



OUR MISSION

To enable life-changing mentoring relationships that **ignite** the **power** and **potential** of young people.



HISTORY & CURRENT STATE

Big Brothers Big Sisters has been providing mentoring services in Oxford County for over 50 years, shifting and creating programming to meet the needs of young people as they change.

Since our inception in Oxford County, we have provided meaningful mentoring programs to thousands of children and youth. The programs we offer, supported by professional caseworkers, provide measurable outcomes, not inspiring the potential in young people but positively benefiting the communities in which they live.

Despite being a social service agency that employs professional social service staff, we are a charity, who need to fundraise each dollar through grants, events and donations to be able to offer these programs at absolutely no cost to families.

Applications for service have increased over 200% in the last year, with many citing the pandemic causing additional mental health issues as well as social anxiety. We are currently on track to provide service to over 600 young people in 2023



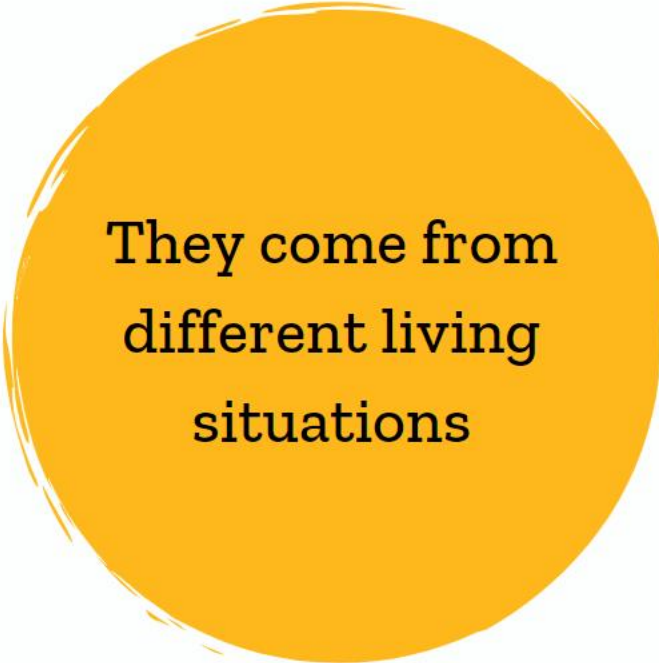
Our Mentees/Littles...

They WANT a mentor!




**They reflect
the diversity of
Oxford County**

*They are diverse in terms of ethnicity,
sexual orientation, socio-economic group,
religion, interests, challenges and strengths*



**They come from
different living
situations**

*They come from single or dual-parent
families, schools as well as group/foster
homes*



**They are different
ages**

*They are between the ages of 6-18 years old
(up to 21 in the PRISM program)*



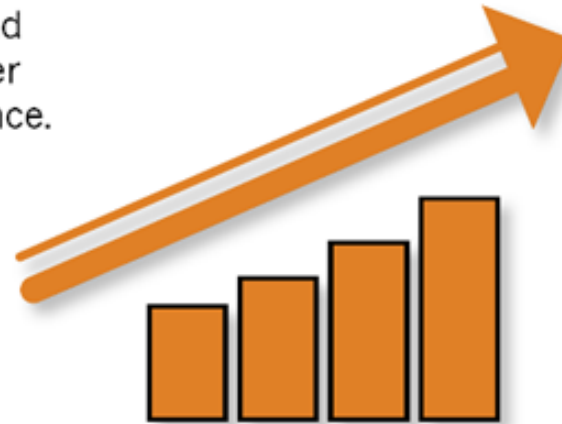
WHO DO WE SERVE?

Young people who face adversity AND are in need of an additional consistent and supportive Developmental Relationship

WHAT ARE ACES?

AND HOW DO THEY RELATE TO TOXIC STRESS?

“ACEs” stands for “Adverse Childhood Experiences.” These experiences can include things like physical and emotional abuse, neglect, caregiver mental illness, and household violence.

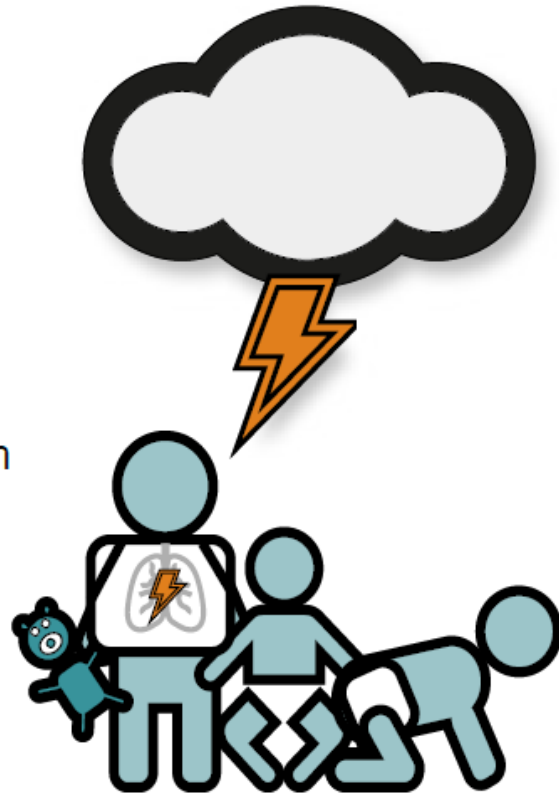


The more ACEs a child experiences, the more likely he or she is to suffer from things like heart disease and diabetes, poor academic achievement, and substance abuse later in life.



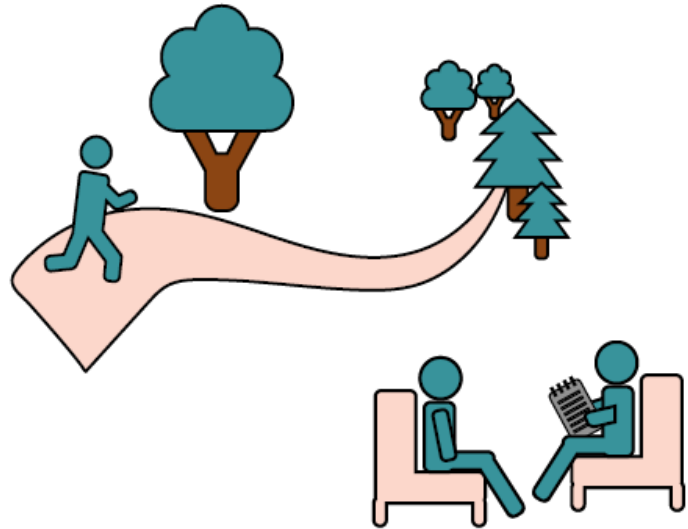
TOXIC STRESS EXPLAINS HOW ACEs "GET UNDER THE SKIN."

Experiencing many ACEs, as well as things like racism and community violence, without supportive adults, can cause what's known as **toxic stress**. This excessive activation of the stress-response system can lead to long-lasting wear-and-tear on the body and brain.



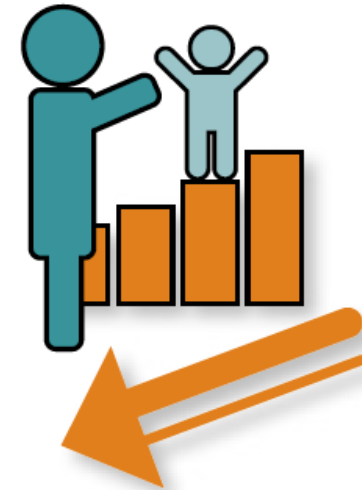
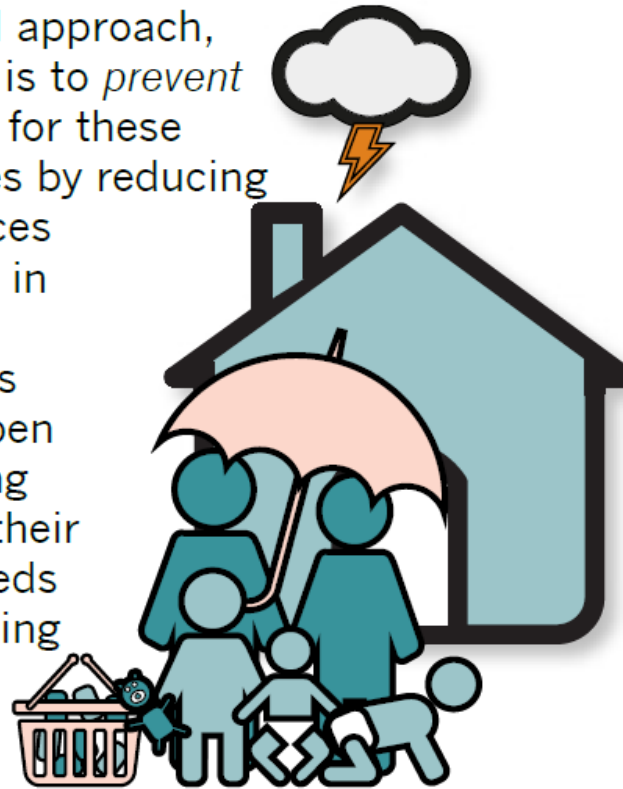
The effect would be similar to revving a car engine for days or weeks at a time.

WE CAN REDUCE THE EFFECTS OF ACEs AND TOXIC STRESS.



For those who have experienced ACEs, there are a range of possible responses that can help, including therapeutic sessions with mental health professionals, meditation, physical exercise, spending time in nature, and many others.

The ideal approach, however, is to *prevent* the need for these responses by reducing the sources of stress in people's lives. This can happen by helping to meet their basic needs or providing other services.



Likewise, fostering strong, [responsive relationships](#) between children and their caregivers, and helping children and adults build [core life skills](#), can help to buffer a child from the effects of [toxic stress](#).

13 ADVERSITIES OF THE BBBS NEED REGISTRY

1. Child is experiencing social isolation
2. Parental separation or divorce
3. Child has been involved or removed by Child Welfare Services
4. A household member has had a substance abuse problem
5. A household member has experienced mental illness
6. A household member has experienced incarceration or has been involved with police
7. Child has experienced bullying
8. Child has often seen or heard violence in the home, neighborhood or their school
9. Child has experienced the death of someone close to them
10. Child arrived in Canada with refugee status
11. Exposure to financial stress or financial abuse
12. Child is exposed to a vulnerable employment standard
13. Child is coping or recovering from a mental health illness

“ACEs affect people at all income and social levels, and can have serious, costly impacts across the lifespan. No one who’s experienced significant diversity (or many ACEs) is irreparably damaged, through we need to acknowledge trauma’s effects on their lives. By reducing families’ sources of stress, providing children and adults with responsive relationships, and strengthening the core life skills we all need to adapt and thrive, we can provide and counteract lasting harm.” Center on the Developing Child – Harvard University

On average, adults have experienced 1 adverse childhood experience, according a study from the CDC out of the United States.

Currently 80% of young people enrolled in our program have experienced 4 or more, and over half have experienced 6 or more!

The ACEs study has had a profound impact on youth services as it scientifically proves the need for intervention and buffering between children and their adverse childhood experiences in order to increase the likelihood of positive youth development. We know that responsive relationships help build resilience across childhood and into adulthood.

WHAT IS A DEVELOPMENTAL RELATIONSHIP?

Close connections through which young people **discover who they are**, gain abilities to **shape their own lives**, and learn how to interact with and **contribute to the world** around them.



Express Care
Show me that I matter to you.



Challenge Growth
Push me to keep getting better.



Provide Support
Help me complete tasks and achieve goals.



Share Power
Treat me with respect and give me a say.



Expand Possibilities
Connect me with people and places that broaden my world.



CHALLENGES GROWTH

93% of young people feel their mentor pushes them to be better



EXPANDS POSSIBILITY

85% of young people feel their mentor helps them make new connections and expands perspectives



EXPRESSES CARE

94% of young people feel their mentor shows them that they matter



PROVIDE SUPPORT

94% of young people feel their mentor helps them set and complete tasks and goals



SHARE POWER

92% of young people feel their mentor treats them with respect and listens to their ideas.

THE

Young people graduate our programs with **measurable outcomes**:



SOCIAL EMOTIONAL COMPETENCE

- » Relationship skills
- » Social awareness
- » Responsible decision-making
- » Self-management
- » Self-awareness

MENTAL HEALTH & WELLBEING

- » Positive identity
- » Mental wellness
- » Social inclusion & empowerment

EDUCATIONAL ENGAGEMENT & EMPLOYMENT READINESS

- » School connectedness
- » Commitment to learning
- » Enhanced constructive use of time



OUR PROGRAMS



PRISM
Pride | Respect | Identity
Safety | Mentoring





**Big Brothers
Big Sisters**
OF OXFORD COUNTY

QUESTI
ONS?

EVERY CHILD HAS
THE RIGHT TO
REACH THEIR FULL
POTENTIAL, RIGHT
TO A BRIGHT
FUTURE AND THE
RIGHT TO THRIVE.

THROUGH
MENTORSHIP,
THEY WILL HAVE
THE CONFIDENCE
TO ACHIEVE MORE.



**Big Brothers
Big Sisters**
OF OXFORD COUNTY

787A Dundas Street | Woodstock | P: 519.537.6404 | F: 519.537.8282

58 Thames Street S. | Ingersoll | P: 519.485.1801 | F: 519.485.1805

96 Tillson Ave. | Tillsonburg | P: 519.842.9008 ext. 229

www.bbbsoxford.ca



Township of Blandford-Blenheim

47 Wilmot Street South
Drumbo, Ontario N0J 1G0

Phone: 519-463-5347
Fax: 519-463-5881
Web: www.blandfordblenheim.ca

(Sent by email)

August 3, 2023

Chloe Senior,
Clerk,
County of Oxford

Subject: Resolutions re: Agenda items 9.a.i. and 9.b.v. of the August 2, 2023 Township of Blandford-Blenheim Council Meeting

Township Council on August 2, 2023 considered [items 9.a.i. and 9.b.v.](#) of which two resolutions were passed. Please see them attached for your appropriate action.

Kind Regards,

A handwritten signature in black ink, appearing to read "S. Matheson".

Sarah Matheson
Deputy Clerk
smatheson@blandfordblenheim.ca
519-463-5347 ext. 7422
encl.

Township of Blandford-Blenheim - Council Resolution

Resolution No. 10

Date: August 2, 2023

Moved by Nancy Demerit

Seconded by P. B. M. P.

That the 2024 Water and Wastewater Master Plan Study from the County of Oxford be received; and,

Whereas the study includes a recommendation that the water systems in Bright and Plattsville be interconnected and that well 5 be decommissioned within the timeframe of 2034 – 2046; and,

Whereas there has been a history of issues with water supply from wells in Bright in the past and currently well 5 is the sole source of water for Bright,

Be It Resolved that comment be sent to the County of Oxford that the Council of the Township of Blandford-Blenheim requests that interconnection project between the Plattsville and Bright systems be moved ahead in the schedule to ensure there is an adequate and safe supply of water for the community of Bright

Township of Blandford-Blenheim - Council Resolution

Agenda Item 9. a. i.
Resolution No. 7

August 2, 2023

Moved by *D. Baird*

Seconded by *Nancy Demme*

Be it hereby resolved that the correspondence from Kim and Dave Piggott be forwarded to Oxford County Council; and,

That the Council of the Township of Blandford-Blenheim advise the Council of the County of Oxford that they support the request of Kim and Dave Piggott to designate 64.18 acres of their property as Development and to bring it back into the Bright settlement boundary area; and,

That Council requests that this property be taken into consideration during the 2024 Oxford County Water and Wastewater Master Plan study.



STEERING COMMITTEE MEETING MINUTES

Monday, June 19th, 2023

11:00 a.m. to 1:00 p.m.

Children's Aid Society of Oxford
Multi-purpose Room

1. Call the Meeting to Order (11:00 a.m.)

The meeting was called to order by Chair Marcus Ryan at 11:04 a.m. and a quorum was present.

2. Review of Agenda for meeting of June 19th, 2023

Resolution No. 1 Moved by: Bernia Wheaton
 Seconded by: Tina Diamond

RESOLVED that the agenda for the Safe and Well Oxford Steering Committee meeting of June 19th, 2023 be approved.

DISPOSITON: Motion Carried

3. Review of Minutes of May 23rd, 2023 meeting

Resolution No. 2 Moved by: Kelly Black
 Seconded by: Sarah Hamulecki

RESOLVED that the minutes of the Safe and Well Oxford Steering Committee meeting of May 23rd, 2023 be approved as presented.

DISPOSITON: Motion Carried

4. Appointments

- Stephanie Ellens-Clark, Executive Director: Social Planning Council Oxford (25 mins)

Stephanie Ellens-Clark, on behalf of Oxford Housing Action Collaborative addressed the committee and commented on the organization's goals and current challenges as follows:

Goals:

- Obtaining a count of the number of people experiencing homelessness;
- Improving the local emergency shelter system
- Increasing transitional and supporting housing
- Understanding housing needs in each municipality
- Developing a community awareness strategy – community awareness and targeted communication
- Advocacy – to engage all levels of government (promote conversations with landlords within the community)
- Increasing availability of supports for obtaining housing and maintaining housing (eviction preventions, access to housing)

Challenges:

- Capacity
- Buy-in and ownership – ebbs and flows
- Need to narrow scope of priorities
- Need to acknowledge and recognize existing strengths in the community
- Need assistance with getting key messages out to the public, local governments

It was discussed that the Safe and Well Oxford Steering Committee may be able to assist with respect to advocacy and communications (education and awareness). It was encouraged that local municipalities join in with existing ongoing campaigns in relation to rent control (Hamilton).

It may also be beneficial to continue and further develop partnerships with local developers for small housing projects locally (i.e. mini homes projects in Waterloo Region). It is anticipated that there will be increased demand for housing for youth with complex needs and supports.

Various levels of 'not in my backyard' exist at the local level. Voices in support of development applications to address the need are required when these applications come forward to local Councils. Council often doesn't hear about the need and support for development; they hear opposition to development. It may be helpful for Safe and Well Oxford to be made aware of development applications that come forward to address housing challenges and needs within the community (affordable

housing, supportive and transitional house, emergency shelters).

- Diane Harris, Executive Director: Domestic Abuse Services Oxford (25 mins)

Executive Director Diane Harris, on behalf of Domestic Abuse Services Oxford, address the committee in relation to the organization's current goals and challenges, as follows:

Goals:

- Provide emergency 24/7 emergency shelter for women fleeing intimate partner violence (stays generally from 2 weeks to 6 months long depending on needs). Congregate living facility (17 spaces) – they are full almost every night.
- Operate the only crisis line within Oxford County. Receive over 2,800 calls annually – 7 calls for help every day.
- Partner with Ingamo – provides transitional housing for stays from 1 year to 4 years. Average stay is 20 months.
- Offer counselling, risk assessment, court support and advocacy.
- Violence against women is directly related to mental health well-being and housing insecurity. Violence leads to mental health disorders.

Challenges:

- Capacity is low – women and children are turned away daily.
- There is a serious lack of adequate and affordable housing available locally – housing costs are too high. This means longer stays at shelters. Creates a lack of hope.
- Financial barriers don't all to provide for the basics of living.
- Lack of transportation services within the County, women are isolated on farms and in rural areas which makes it difficult for them to reach out and get support. Women in rural areas are at a greater risk of harm.
- Women feel shame of violence; they want the abuse to stop and to keep their families together.
- There is a lack of knowledge and awareness in relation to the services that are available in the community.
- Lack of gender-based violence lens (lack of public education).
- There is a lack of legal support for women – fewer than three lawyers accept legal aid. Most women have to represent themselves.
- Education system doesn't allow prevention programs to take place for youth (i.e. gender/sex violence, consent, healthy relationships). SWPH provides a healthy relationships program for grades 7 and 8. Advocacy to the school board is needed to include more educational opportunities/programs for youth.
- Human trafficking and sexual exploitation occur in this area – highway 401 corridor is primary route (intersection of highway 401 and 403).
- Underfunded – must fundraise over \$300,000 annually to maintain current programs. There has been no increase in provincial funding for over 10 years. They are at risk of losing funding. Letter of support for increased funding is

needed.

- Exploitation is on the rise – the housing crisis is making it impossible for people to go anywhere else.

It was discussed that a delegation will be coming forward to Oxford County Council in July to declare violence against women as an epidemic to raise awareness of this issue locally.

The Committee will consider how these challenges can be incorporated into the goals and objectives of the Safe and Well Oxford Plan.

- Brooke Boersen, Health Promoter, Chronic Disease Prevention & Well-being, Substance Use & Injury Prevention: Southwestern Public Health (25 mins)

Brooke Boersen, on behalf of Southwestern Public Health, addressed the committee in relation to substance use and prevention within Oxford as follows:

Goals:

- Ensure coordinator sustainability
- Explore consumption and treatment services locally
- Strengthen the continuum of housing
- Expand treatment services
- Improve care pathways/system navigation for users
- Enhance sexual assault services

Southwestern Public Health's goal align with Safe and Well Oxford in relation to substance misuse, harm reduction and prevention. It was stated that currently the community is more reactive rather than preventative and this needs to shift.

Southwestern Public Health is engaging in conversations with the school board to allow for more education and prevention programs to take place in school to become more proactive.

The committee may consider ways going forward that they can help in terms of public education and awareness and advocacy for more funding locally.

5. Next Steps:

a. Diversity, Equity and Inclusion – draft Terms of Reference

Meeting will take place to discuss finalization of Terms of Reference for Diversity, Equity and Inclusions Action Coalition and committee composition. Ayesha will bring forward an update in relation to the establishment of the Action Coalition to the committee at the next meeting.

Resolution No. 3 Moved by: Bernie Wheaton
 Seconded by: Sarah Hamulecki

RESOLVED that the Safe & Well Oxford Steering Committee approve-in-principle the draft Terms of Reference for the Diversity, Equity and Inclusion Action Coalition, as presented.

DISPOSITON: Motion Carried

6. [Next Meeting Date:](#)

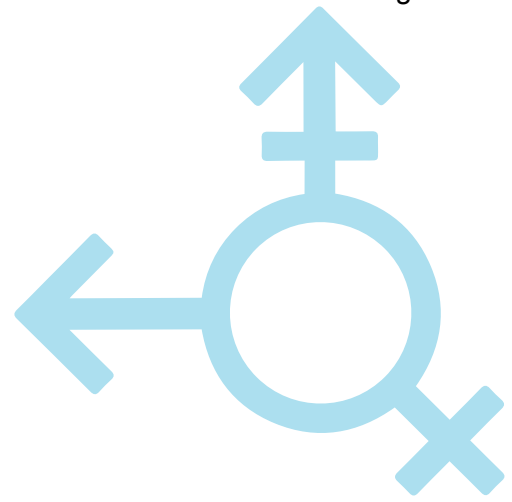
The Committee agreed to meet on Monday, July 31st, 2023 at 11:00 a.m. at the Oxford County Administration Building Room 121 (location to be confirmed).

- Connect current priorities, actions and challenges that the Committee has learned of to the goals and objectives of Safe & Well Oxford.
- Consider additional invitations to other organizations to better understand their current goals, actions and challenges in relation to the Safe & Well Oxford plan and how the Committee can best support them.

7. [Adjournment](#)

The meeting adjourned at 1:28 p.m.

WHY PRONOUNS MATTER



Some people don't identify with the gender they were assigned at birth and choose to be identified differently. Gender identity is about how someone *feels*, not how they *appear*, so it is important to recognize which pronouns people use instead of making assumptions based on their name, hair, clothing choices, etc. It helps to view gender as a spectrum, whether male, female, both or neither – often referred to as non-binary.

There are many variations of gender pronouns, but the three most common are:

- He/him:** For someone who identifies as male or masculine.
- She/her:** For someone who identifies as female or feminine.
- They/them:** For someone who doesn't identify with male or female pronouns and feels they fall somewhere in the middle of the gender spectrum.



Why do people share gender pronouns?

Providing your pronouns in an email signature is seen as a sign of respect, understanding and inclusivity. Stating your own pronouns is a way to normalize the conversation surrounding gender and identity. Including gender pronouns in your email signature can be additionally helpful for those that have a gender-neutral name.

How do I use they/them correctly?

While it may take practice, you could already be using “they/them” correctly without noticing. For example, consider the following:

“I received a call from a resident who says their garbage bin is missing. They know they left it at the curb for morning pickup and usually walk it back down the driveway with them at the end of the day, but now they don’t know where it is.”

or

“A client left us a voicemail message and asked that we call them back on their cell number.”



Using “they/them” is a good alternative if you are unsure of someone’s pronouns and can be particularly helpful in a public setting when working with residents, clients, etc.

What if I accidentally “mis-gender” someone?

If you believe you may have used the wrong pronouns, apologize and correct the error. The most important thing is that you recognize and respect someone’s preferred pronouns, even if it takes some time. If you are in a private setting and you’re unsure of what pronouns to use, ask. If you’re with a group, you could start by stating your pronouns, allowing everyone to re-assert their own. This is why including gender pronouns in email signatures is an easy step in making our workplace more comfortable for everyone. The intent is to have gender pronouns become part of the routine of introducing ourselves to each other; the more it is practiced, the easier it becomes.

Where can I learn more?

NPR: A guide to gender identity terms

Egale: Inclusive and affirming language

Egale: Pronoun usage guide

M.I. Understanding: Pronouns – How to start a conversation



From: [Marcus Ryan](#)
To: [Chloe Senior](#)
Cc: [Ben Addley](#); [David Mayberry](#)
Subject: Fwd: Ontario invests in more Asset Management support tools and programs for municipalities | L'Ontario investit davantage dans les outils et programmes visant à aider les municipalités à gérer leurs actifs
Date: Thursday, August 17, 2023 7:01:50 PM
Attachments: [AMP It Up 3.0_Serial Media Toolkit.docx](#)
[AMP It Up 3.0_EN.png](#)
[AMP It Up 3.0_FR.png](#)

FYI, and for a future agenda please.

I do not expect a response after hours or on weekends. I sent this email at my convenience and welcome a response at your convenience.

MARCUS RYAN
 Warden, Oxford County | Mayor, Zorra Township
 1.519.539.9800 x3003
 Pronouns: he/him/his
www.oxfordcounty.ca

This E-mail contains privileged and confidential information intended only for the individual or entity named in the message. If the reader of this message is not the intended recipient, or the agent responsible to deliver it to the intended recipient, you are hereby notified that any review, dissemination, distribution or copying of this communication is prohibited. If this communication was received in error, please notify us by reply E-mail and delete the original message.

Please consider the environment before printing this e-mail.

Begin forwarded message:

From: Minister of Infrastructure <Minister.MOI@ontario.ca>
Subject: Ontario invests in more Asset Management support tools and programs for municipalities | L'Ontario investit davantage dans les outils et programmes visant à aider les municipalités à gérer leurs actifs
Date: August 17, 2023 at 2:18:35 PM EDT
To: Minister of Infrastructure <Minister.MOI@ontario.ca>

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or on clicking links from unknown senders.
 Good afternoon:

I am pleased to inform you that our government is investing an additional \$1.2 million to broaden the availability of the AMP it Up program to additional municipalities. The program provides tools and supports to assist municipalities in developing asset management plans that meet requirements under the [Asset Management Planning for Municipal Infrastructure regulation \(O.Reg. 588/17\)](#).

We understand that the development of asset management plans may be challenging for some municipalities. With this additional funding, the Ministry of Infrastructure, in partnership with the Municipal Finance Officers' Association, will continue to provide municipalities with asset management tools and supports, including one-on-one coaching for municipalities with a population of fewer than 5,000, detailed workshops on regulatory topics, and communities of practice to enhance collaboration amongst municipalities with similar infrastructure needs. I encourage municipalities to share this news in your communities using the social media toolkit attached to this letter.

This additional investment will ensure more municipalities are supported and set up for success in the management of their infrastructure assets. Asset management plans are important tools to help municipalities make the right infrastructure investments in the right places and at the right time, using an evidence-based decision-making process. With a high-quality asset management plan in place, municipalities can better understand the important services that need to be supported over the long term, identify infrastructure challenges and opportunities, and find innovative solutions to better address their local infrastructure needs.

The next regulatory deadline is July 1, 2024, for municipal asset management plans to include all municipal assets, as well as current levels of service and costs to maintain those service levels. Municipalities should begin work now to ensure the upcoming regulatory deadline is met.

Sincerely,

The Honourable Kinga Surma
 Minister of Infrastructure

Confidentiality Warning: This e-mail contains information intended only for the use of the individual(s) named above. If you have received this e-mail in error, we would appreciate it if you could advise us through the Minister's website at www.ontario.ca/page/ministry-infrastructure and destroy all copies of this message. Thank you.

Bonjour:

J'ai le plaisir de vous informer que notre gouvernement investit 1,2 million de dollars de plus afin d'étendre le programme AMP it Up à d'autres municipalités. Le programme fournit des outils et des soutiens pour aider les municipalités à élaborer des plans de gestion des actifs qui répondent aux exigences du [règlement intitulé Planification de la gestion des biens pour l'infrastructure municipale \(Règlement de l'Ontario 588/17\)](#).

Nous comprenons que l'élaboration de plans pour la gestion des actifs peut être problématique pour certaines municipalités. Grâce à ce financement supplémentaire, le ministère de l'Infrastructure, en partenariat avec la Municipal Finance Officers' Association, continuera de fournir aux municipalités des outils et des soutiens pour la gestion des actifs, notamment un accompagnement individuel pour les municipalités comptant moins de 5 000 habitants, des ateliers détaillés sur des sujets réglementaires, et des communautés de pratique pour améliorer la collaboration entre municipalités ayant des besoins similaires en matière d'infrastructures. J'invite les municipalités à partager ces nouvelles dans leurs communautés en utilisant la trousse d'outils sur les médias sociaux qui est jointe à la présente lettre.

Cet investissement supplémentaire fera en sorte qu'il y a plus de municipalités soutenues et parées pour gérer avec succès leurs biens d'infrastructure. Les plans de gestion des actifs sont des outils importants pour aider les municipalités à effectuer les bons investissements dans les infrastructures aux bons endroits et au bon moment à l'aide d'un processus décisionnel basé sur des preuves. Les municipalités peuvent, en ayant en place un plan de gestion des actifs de grande qualité, mieux comprendre les services importants qui doivent être soutenus à long terme, repérer les défis et les occasions rattachés aux infrastructures, et trouver des solutions innovatrices pour mieux répondre à leurs besoins locaux en la matière.

La prochaine échéance réglementaire fixe au 1^{er} juillet 2024 la date à laquelle les plans de gestion des actifs municipaux doivent inclure tous les actifs municipaux, ainsi que les niveaux de service actuels et les coûts pour les maintenir. Les municipalités devraient s'y mettre maintenant afin de respecter l'échéance réglementaire à venir.

Sincères salutations,

L'honorable Kinga Surma
 Ministre de l'Infrastructure

Avis de confidentialité: Ce courriel contient des renseignements destinés uniquement aux personnes dont le nom figure ci-dessus. Si vous le recevez par erreur, nous vous serions très reconnaissants de nous en aviser en vous servant du lien suivant du site du ministre www.ontario.ca/fr/page/ministere-de-linfrastructure et de détruire toute copie de ce message. Merci d'avance.



The Ontario government is helping municipalities develop asset management plans



Le gouvernement de l'Ontario aide les municipalités à élaborer leurs plans de gestion des biens

To: Warden and Members of County Council

From: Director of Community Planning

Application for Draft Plan of Condominium and Exemption from Draft Plan Approval CD 22-02-6 – Reeves Land Corporation

RECOMMENDATIONS

1. That Oxford County grant draft plan approval to a proposed condominium submitted by Reeves Land Corporation (File No. CD 22-02-6), prepared by Brooks Lise Surveying Limited, dated July 13, 2023, for lands described as Block 85, Registered Plan 41M-342, in the Town of Ingersoll;
2. And further, that Oxford County Council approve the application for exemption from the draft plan of condominium approval process submitted by Reeves Land Corporation (File No. CD 22-02-6), prepared by Brooks Lise Surveying Limited, dated July 13, 2023, for lands described as Block 85, Registered Plan 41M-342, in the Town of Ingersoll.

REPORT HIGHLIGHTS

- The purpose of this report is to consider the approval of a draft plan of condominium and exemption from the draft approval process to facilitate condominium ownership of 38 townhouse units on separately conveyable lots that are accessed via a private road.
- The proposal is consistent with the relevant policies of the Provincial Policy Statement, maintains the general intent of the Official Plan, and complies with the provisions of the Town of Ingersoll Zoning By-law.

Implementation Points

The application will be implemented in accordance with the relevant strategic initiatives, objectives and policies contained in the Official Plan.

Report No: CP 2023-259
COMMUNITY PLANNING
Council Date: September 13, 2023







Financial Impact

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

Communications

There are no public notice requirements for this application under the *Condominium Act*.

Strategic Plan (2020-2022)

					
WORKS WELL TOGETHER	WELL CONNECTED	SHAPES THE FUTURE	INFORMS & ENGAGES	PERFORMS & DELIVERS	POSITIVE IMPACT
		3.ii			

DISCUSSION

Background

Owner: Reeves Land Corporation
95 Young Street, Woodstock, ON N4S 3L6

Solicitor: Nesbitt Coulter LLP c/o Derek Truelove
35 Perry Street, Woodstock, ON N4S 3C4

Proposal

An application has been received for approval of a plan of condominium and exemption from the draft approval process to facilitate the development of 38 townhouse units via a Vacant Land Condominium (VLC). Each lot within the VLC will have access to an internal private lane which, in turn, will provide direct access to Cash Crescent.

A VLC is similar to a plan of subdivision in that the intent of the proposal is to divide land into separate 'parcels' which may be freely conveyed (identified as 'units' on the proposed condominium plan). Each unit within the condominium carries with it the ownership rights similar to a lot in a plan of subdivision and the plan of condominium may include communal facilities, the expense of which is shared by the unit holders.

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A condominium development differs from a plan of subdivision in that the roads and parks and other 'common' features within the plan are typically owned privately by the condominium corporation. Further, services such as water and sanitary sewers are often held in private ownership by the corporation. In the case of this proposed development, the ownership and operation of the water distribution system and sanitary sewer system will be assumed by the County of Oxford through an easement granted by the owner. The internal road, visitor parking spaces, amenity space and woodlot will be common elements within the proposed development.

For Council's information, a zone change (By-law 22-5229) was approved by Town Council in October, 2022 for the purpose of enabling the proposed condominium development. Subsequent to this, in November, 2022, the owner obtained site plan approval from the Town for the project (File No. SP 6-22-01).

Further, Block 85, being the lands on which the development will occur, was established through the approval and development of the residential subdivision (File No. SB 17-02-5) that was supported by Town Council in September, 2017 and approved by County Council in October, 2017.

The subject property is approximately 1.94 ha (4.8 ac.) in area and is currently vacant of buildings and structures.

Surrounding land uses include existing and planned single detached residential development to the north, a planned Town park to the east, Samnah Business Park to the west and Ingersoll Golf Club to the east and south. Highway 401 borders the lands to the south.

Plate 1, Location & Existing Zoning Map, provides the location of the subject property and the existing zoning in the immediate vicinity.

Plate 2, Air Photo (2020), provides an aerial view of the subject property and surrounding area in greater detail as of the spring of 2020.

Plate 3, Draft Plan of Vacant Land Condominium, shows the location of the proposed lots as well the proposed common areas (internal road, visitor parking, and amenity space).

Plate 4, Approved Site Plan, illustrates the site plan approved by the Town in November, 2022.

Comments

2020 Provincial Policy Statement (PPS)

Section 1.1.1 of the PPS directs that healthy, liveable and safe communities are sustained by:

- promoting efficient development and land use patterns which sustain the financial well-being of the Province and municipalities over the long term;
- accommodating an appropriate affordable and market-based range and mix of residential types, employment, institutional, recreation, park and open space, and other uses to meet long-term needs;

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COMMUNITY PLANNING
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- avoiding development and land use patterns that would prevent the efficient expansion of settlement areas in those areas which are adjacent or close to settlement areas; and,
- promoting the integration of land use planning, growth management, transit-supportive development, intensification and infrastructure planning to achieve cost-effective development patterns, optimization of transit investments, and standards to minimize land consumption and servicing costs.

The policies of Section 1.1.3.1 direct that settlement areas shall be the focus of growth and development. Further, according to Section 1.1.3.2, land use patterns in settlement areas shall be based on densities and a mix of land uses which efficiently use land and resources, are appropriate for, and efficiently use, infrastructure and public service facilities.

Further, Section 1.4.3 states that planning authorities shall provide for an appropriate range and mix of housing options and densities to meet projected market-based and affordable housing needs of current and future residents of the regional market area by:

- Establishing and implementing minimum targets for the provision of housing which is affordable to low and moderate income households;
- Permitting and facilitating all forms of housing options required to meet the social, health, economic and well-being requirements of current and future residents
- Directing the development of new housing towards locations where appropriate levels of infrastructure and public service facilities are or will be available to support current and projected needs;
- Promoting densities for new housing which efficiently use land, resources, infrastructure and public service facilities, and support the use of active transportation and transit in areas where it exists or is to be developed; and
- Establishing development standards for residential intensification, redevelopment and new residential development which minimize the cost of housing and facilitate compact form, while maintaining appropriate levels of public health and safety.

Official Plan

The subject property is designated Medium Density Residential as per Schedule I-2, Residential Density Plan for the Town of Ingersoll, as contained in the Official Plan.

The policies contained within Section 9.2.2.2 [TENURE MIX], provides that Town Council shall encourage the creation of housing opportunities that may result in a mix of tenure forms, such as ownership, rental, and cooperative, throughout the Town. Such encouragement will include the provision of opportunities for the development of a variety of housing forms in newly developing areas and by permitting sensitive infilling and accessory apartments in built-up areas.

Medium density residential districts are those lands that are primarily developed or planned for low to medium profile multiple unit development that exceeds densities established for Low Density areas. Residential uses within Medium Density Residential areas include townhouses, medium density cluster development, converted dwellings and low-rise apartments. Within these areas, it is intended that there will be a mixing and integration of different forms of housing to achieve an overall medium density.

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The Open Space designation applies to the woodlands on the subject lands that are also identified as being significant as per the Oxford Natural Heritage System Study (ONHSS). In this regard, the entirety of development is to take place outside of the woodlands and further, the woodlands are to be commonly owned by the owners within the condominium development.

Zoning By-law

The subject property is zoned 'Special Residential Type 3 Zone (R3-30)' according to the Town's Zoning By-Law. The R3-30 zone permits a range of medium density residential uses including a multiple unit dwelling.

For the purpose of the R3-30 zoning, the subject lands are considered to be a single lot, notwithstanding that a plan of condominium will create individual 'parcels' where the dwellings will be constructed, and the frontage of the subject lands is the entire frontage along Cash Crescent.

In this case, the proposed plan appears to be consistent with the approved site plan and the Town Building Department has determined that the proposal meets the relevant provisions of the R3-30 zone in the Zoning By-law.

Agency Comments

A number of agencies were circulated the proposal to create condominium ownership of the development. None of the responding agencies indicated any concerns regarding this application.

Town of Ingersoll Council

Town of Ingersoll Council recommended support of the proposed draft approval of the plan of condominium and exemption from the draft plan of condominium approval process at their regular meeting of August 14, 2023.

Planning Analysis

Applications for condominium approval are typically dealt with in one of two ways, in accordance with the Condominium Act. The first method generally involves a process similar to an application for draft plan of subdivision where, after appropriate circulation, a proposal receives 'draft' approval which is contingent on the applicant satisfying a number of conditions prior to final approval and registration.

The second process is where the approval of the condominium is exempt from the draft or 'conditional' approval stage and proceeds directly to final approval. The exemption process is intended to apply to proposals that have previously undergone a complete evaluation (i.e. site plan approval) and no further conditions of approval are required by the municipality for the development.

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As noted above, the development will occur on a block within a registered plan of subdivision. Further, the proposed development was subject to a zone change that was approved by Town Council in October, 2022 and subsequently received site plan approval from the Town in November, 2022, including a site plan agreement. In light of the above, the requested exemption can be considered appropriate.

As the proposal will facilitate the creation of a form of housing desirable to meet the long term social needs of current and future residents in a designated Settlement Area, Planning staff are of the opinion that the proposal is consistent with the policies of the PPS.

The proposal is also in keeping with the 'Medium Density Residential' policies of the Official Plan, and the proposed development will create a housing opportunity that will contribute to providing a mix of tenure forms within the Town, which in keeping with the policies of Section 9.2.2.2. Further, no concerns were raised with respect to compliance with residential development standards or relevant codes, and the design of the proposed development was approved by the Town during the site plan review process. As noted, the woodlands on the subject lands are identified as being significant as per the Oxford Natural Heritage System Study (ONHSS). That said, all development will take place outside of the woodlands and the woodlands will be commonly owned by the landowners within the proposed condominium development.

Based on a review of the draft plan of condominium, it would appear that the proposed development will meet the relevant provisions of the 'R3-30' zone.

Conclusions

In light of the foregoing, Planning staff are of the opinion that the proposal is consistent with the relevant policies of the Provincial Policy Statement, maintains the general intent of the Official Plan, and complies with the provisions of the Town's Zoning By-law. As such, the application for draft plan of condominium and exemption from the draft approval process can be supported from a planning perspective.

SIGNATURES

Report Author:

Heather St. Clair, MCIP, RPP
Senior Planner

Departmental Approval:

Gordon K. Hough, RPP
Director of Community Planning

Report No: CP 2023-259
COMMUNITY PLANNING
Council Date: September 13, 2023

Approved for submission:

Benjamin R. Addley
Chief Administrative Officer

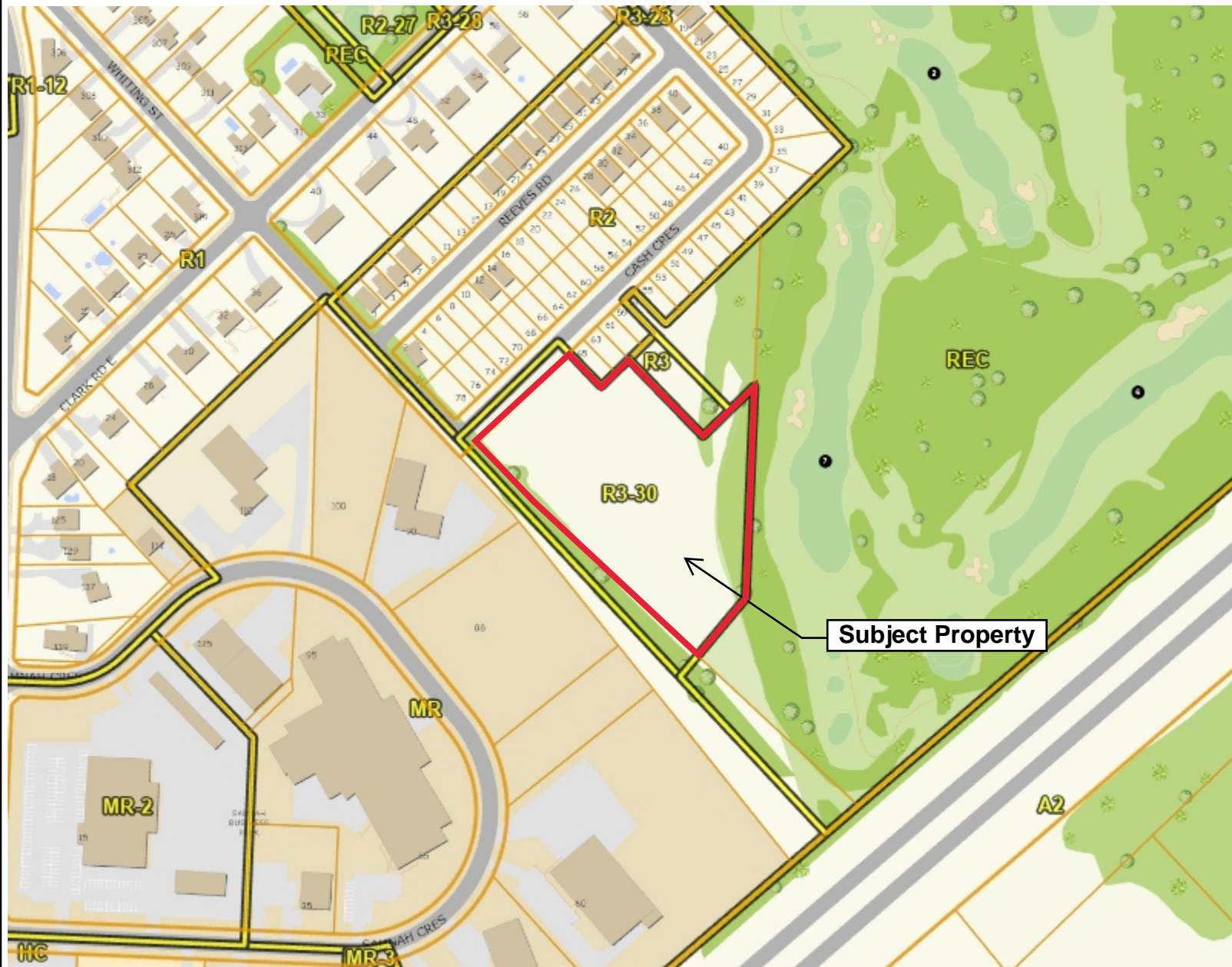
ATTACHMENTS

- Attachment 1 - Plate 1, Location & Existing Zoning Map
- Attachment 2 - Plate 2, Air Photo (2020)
- Attachment 3 - Plate 3, Draft Plan of Vacant Land Condominium
- Attachment 4 - Plate 4, Approved Site Plan



Plate 1 - Location & Existing Zoning Map

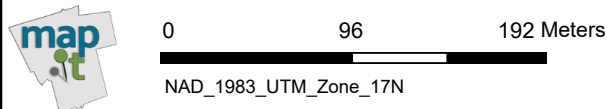
File No.: CD 22-02-6, Reeves Land Corporation, Block 85, Registered Plan 41M-342, Town of Ingersoll



Legend

- Parcel Lines**
 - Property Boundary
 - Assessment Boundary
 - Unit
 - Road
 - Municipal Boundary
- Zoning Floodlines**
- Regulation Limit**
 - ◆ 100 Year Flood Line
 - ▲ 30 Metre Setback
 - Conservation Authority Regulation Limit
 - Regulatory Flood And Fill Lines
- Land Use Zoning (Displays 1:16000 to 1:500)

Notes



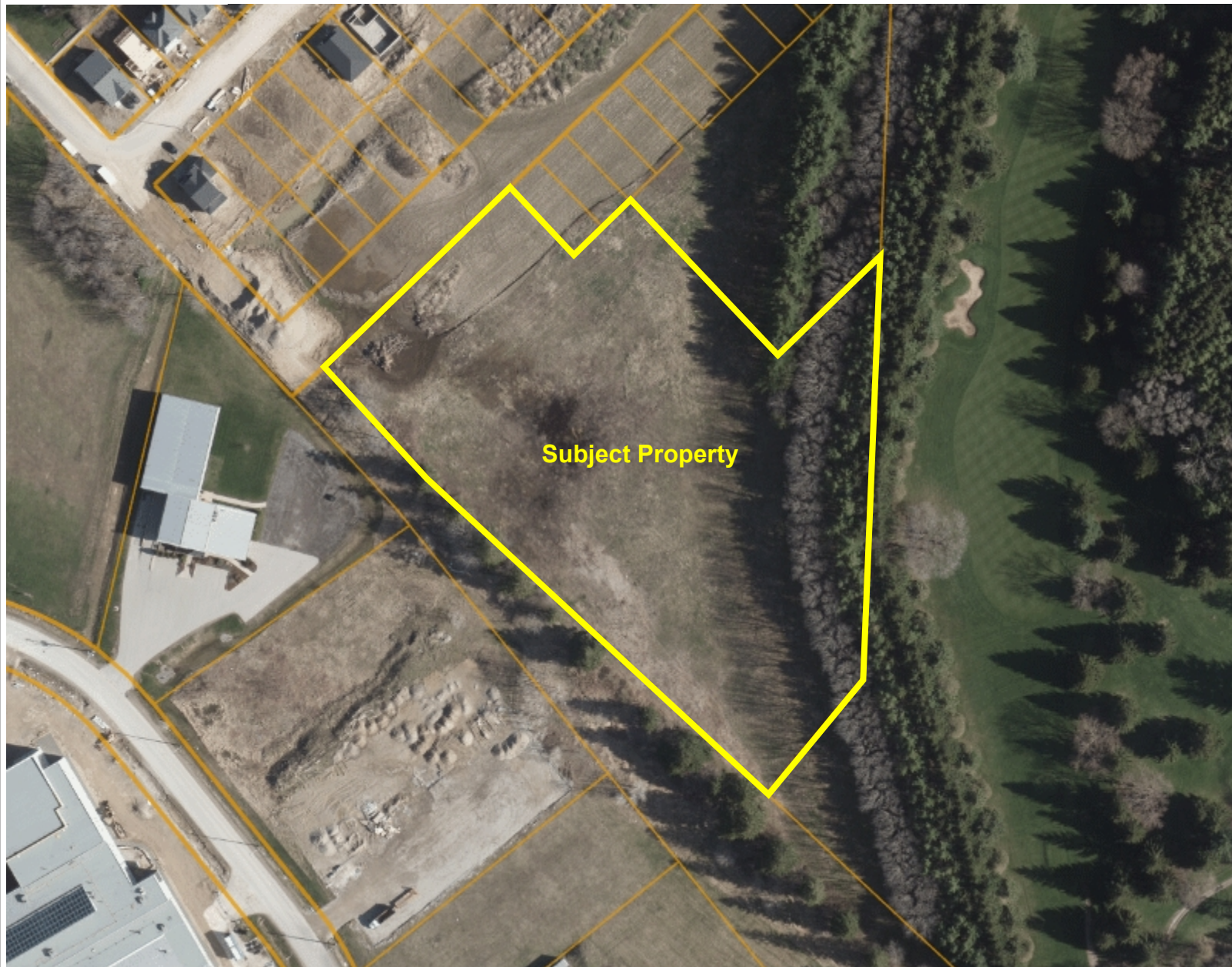
This map is a user generated static output from an Internet mapping site and is for reference only. Data layers that appear on this map may or may not be accurate, current, or otherwise reliable. This is not a plan of survey

July 12, 2023



Plate 2 - Air Photo (2020)

File No.: CD 22-02-6, Reeves Land Corporation, Block 85, Registered Plan 41M-342, Town of Ingersoll



Legend

- Parcel Lines
- Property Boundary
- Assessment Boundary
- Unit
- Road
- Municipal Boundary

Notes



0 48 96 Meters



NAD_1983_UTM_Zone_17N



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

July 12, 2023

Plate 3 - Draft Plan of Vacant Land Condominium

File No.: CD 22-02-6, Reeves Land Corporation, Block 85, Registered Plan 41M-342, Town of Ingersoll

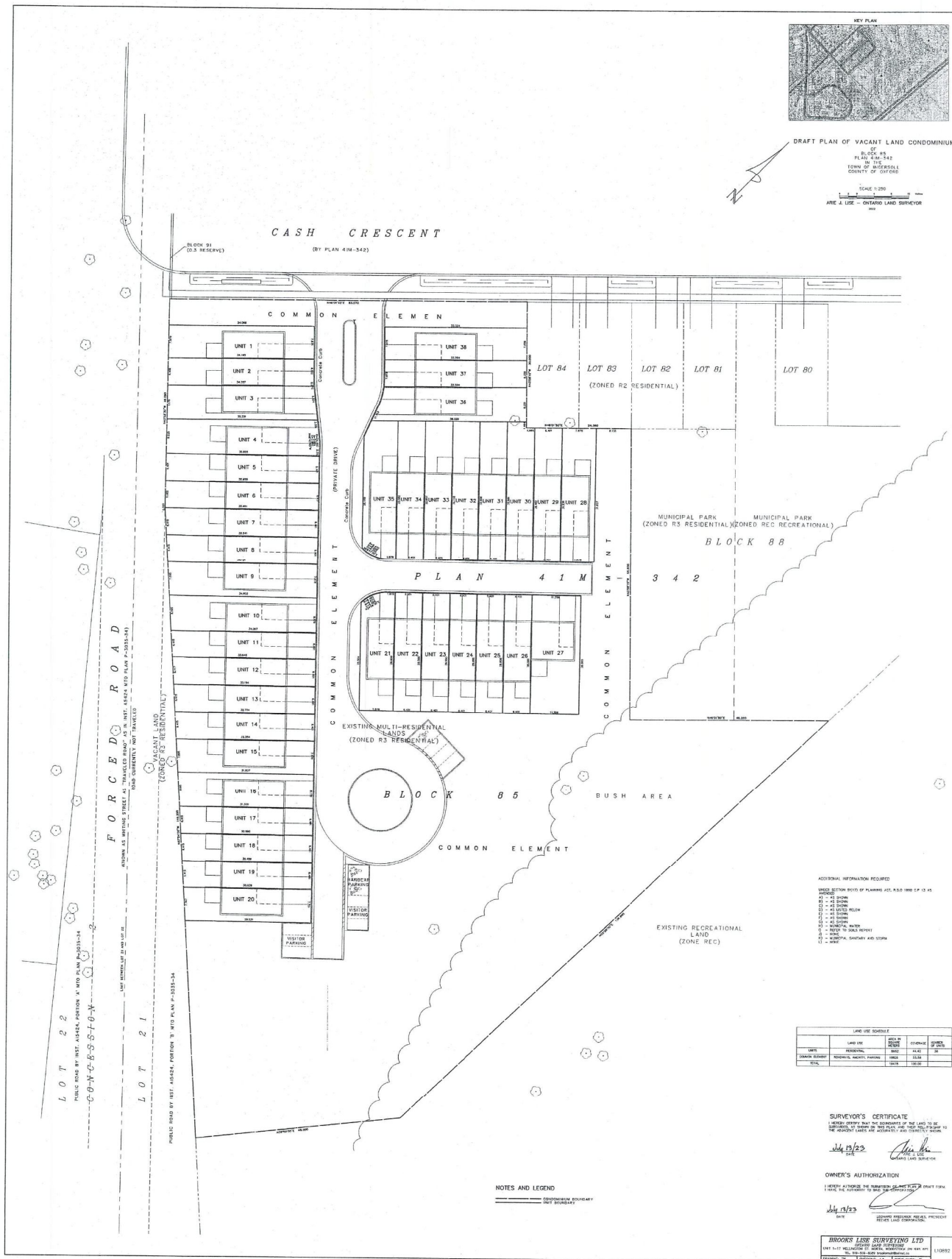
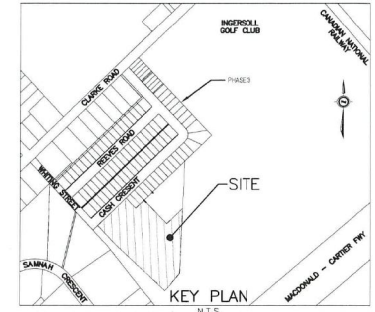
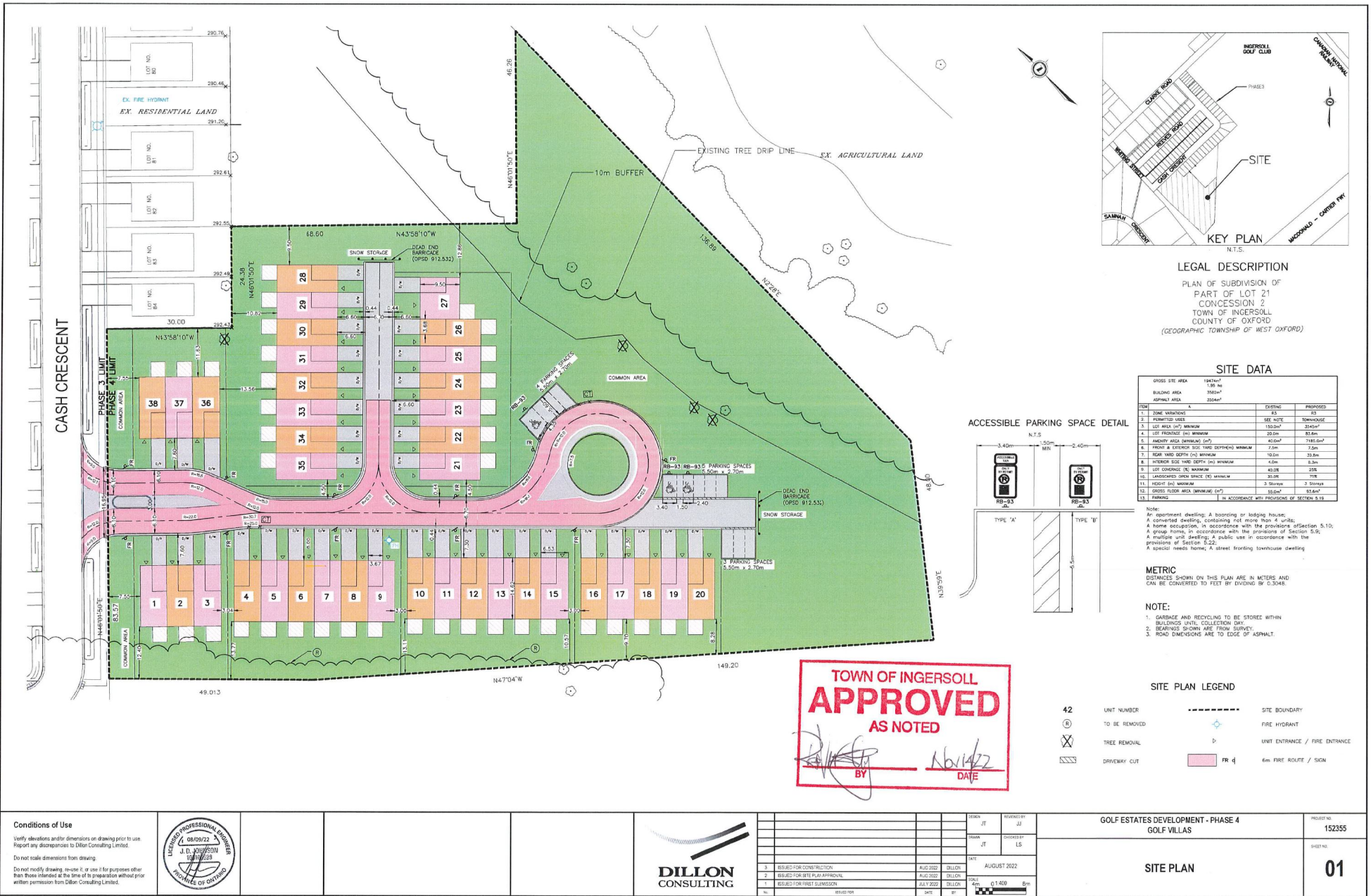


Plate 4 - Approved Site Plan

File No.: CD 22-02-6, Reeves Land Corporation, Block 85, Registered Plan 41M-342, Town of Ingersoll

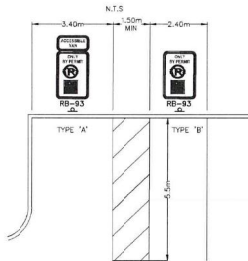


LEGAL DESCRIPTION
 PLAN OF SUBDIVISION OF
 PART OF LOT 21
 CONCESSION 2
 TOWN OF INGERSOLL
 COUNTY OF OXFORD
 (GEOGRAPHIC TOWNSHIP OF WEST OXFORD)

SITE DATA

ITEM	EXISTING	PROPOSED
1. ZONE	RES	RES
2. PERMITTED USES	SEE NOTE	TOWNHOUSE
3. LOT AREA (m ²) MINIMUM	1500m ²	2400m ²
4. LOT FRONTAGE (m) MINIMUM	20.0m	33.0m
5. AREA/FRONTAGE RATIO (m ²) MINIMUM	40.0m ²	718.0m ²
6. FRONT & REAR SIDE YARD DEPTH/FRONT MINIMUM	2.0m	2.0m
7. REAR YARD DEPTH (m) MINIMUM	10.0m	39.0m
8. INTERIOR SIDE YARD DEPTH (m) MINIMUM	0.0m	0.0m
9. LOT COVERAGE (%) MAXIMUM	40.0%	25%
10. LANDSCAPED OPEN SPACE (%) MINIMUM	30.0%	70%
11. HEIGHT (m) MAXIMUM	3.00m	3.00m
12. GROSS FLOOR AREA (m ²) MAXIMUM	85.0m ²	85.0m ²
13. PARKING	IN ACCORDANCE WITH PROVISIONS OF SECTION 5.15	

ACCESSIBLE PARKING SPACE DETAIL



NOTE:
 An apartment dwelling, a boarding or lodging house;
 A converted dwelling, containing not more than 4 units;
 A home occupation, in accordance with the provisions of Section 5.10;
 A group home, in accordance with the provisions of Section 5.10;
 A multiple unit dwelling, a public use in accordance with the provisions of Section 5.22;
 A special needs home, a street fronting townhouse dwelling

METRIC
 DISTANCES SHOWN ON THIS PLAN ARE IN METERS AND CAN BE CONVERTED TO FEET BY DIVIDING BY 0.3048.

NOTE:
 1. GARBAGE AND RECYCLING TO BE STORED WITHIN BUILDINGS UNTIL COLLECTION DAY.
 2. SEWERAGES SHOWN ARE FROM SURVEY.
 3. ROAD DIMENSIONS ARE TO EDGE OF ASPHALT.

SITE PLAN LEGEND

- 42 UNIT NUMBER
- ⊖ TO BE REMOVED
- ⊗ TREE REMOVAL
- ▨ DRIVEWAY CUT
- SITE BOUNDARY
- ⊕ FIRE HYDRANT
- ⊠ UNIT ENTRANCE / FIRE ENTRANCE
- FR 6m FIRE ROUTE / SIGN



Conditions of Use
 Verify alterations and/or dimensions on drawing prior to use. Report any discrepancies to Dillon Consulting Limited.
 Do not scale dimensions from drawing.
 Do not modify drawing, reuse it, or use it for purposes other than those intended at the time of its preparation without prior written permission from Dillon Consulting Limited.



NO.	DESCRIPTION	DATE	BY	CHKD
3	ISSUED FOR CONSTRUCTION	AUG 2023	DILLON	
2	ISSUED FOR SITE PLAN APPROVAL	AUG 2022	DILLON	
1	ISSUED FOR FIRST SUBMISSION	JULY 2022	DILLON	

GOLF ESTATES DEVELOPMENT - PHASE 4 GOLF VILLAS		PROJECT NO. 152355
SITE PLAN		SHEET NO. 01

LONDON

DRAWING SCALE: 1:500. PROJECTION: UTM. DATUM: NAD83. ELEVATION: SEA LEVEL. PLANNING: PLANNED BY: DILLON, INC.

To: Warden and Members of County Council

From: Chief Administrative Officer

CAO 2023-03 - Final Draft Version Strategic Plan

RECOMMENDATIONS

1. That Report No. CAO 2023-03 entitled “2023 – 2026 Strategic Plan” be received;
2. And further, that Council approves the final version of the 2023 – 2026 Strategic Plan as attached in Attachment 1.

REPORT HIGHLIGHTS

- This report presents the final version of the Strategic Plan as prepared by StrategyCorp Inc. in collaboration with Council, senior management, staff, and community members.

Implementation Points

Upon approval of the final version as included as Attachment 1, staff will proceed to finalize the documents and web versions for public release. Staff will then utilize the information to continue working through the 2024 Business Plan and Budget process.

Financial Impact

There is no financial impact associated with this report.

Communications







The strategic planning process, and the opportunity to provide input, was communicated to the public and key stakeholders as part of the community engagement phase of the Strategic Plan.

Upon approval of the recommendations contained in this report, the final, public-facing versions of the Strategic Plan will be released: a designed publication, housed in the “[Reports and Publications](#)” section of the website, and a stand-alone online “hub” that will take an overview or dashboard approach and evolve to include reporting back on KPIs.

The release of the Strategic Plan will be publicly promoted through media release and social media, followed by a short-form video. The roll-out plan also considers internal communication

and reinforcement. Council report templates will also be updated to reflect the new strategic priorities.

Strategic Plan (2020-2022)

					
WORKS WELL TOGETHER	WELL CONNECTED	SHAPES THE FUTURE	INFORMS & ENGAGES	PERFORMS & DELIVERS	POSITIVE IMPACT
1ii		3iii	4ii	5i, ii	

DISCUSSION

Background

The process of creating a new Strategic Plan for the County began early in 2023. To support this process and inform its creation, an in-depth analysis of the County's internal and external environment was conducted, along with engagement with various County stakeholders to understand their perspectives and key priorities.

The County heard from over 450 stakeholders through our engagement process which included the following activities:

- 17 interviews with the Warden, Council Members, Chief Administrative Officer, and Senior Management Team;
- 3 workshops with County Council;
- 3 workshops with the Senior Management Team;
- 1 digital staff survey (96 responses);
- 4 community engagement sessions; and
- 1 digital community survey (293 responses).

Comments

A considerable amount of time and attention has been dedicated to this plan, ensuring it is reflective of Oxford County and our current priorities. Council has provided significant input to the goals and initiatives within the plan, which is a reflection of the dedication and commitment to working together for a healthy, vibrant, and sustainable future for Oxford County.

This Strategic Plan will be instrumental in providing direction and support for Oxford County staff through challenging times and social issues, while continuing to provide a high level of service to residents. The updated vision (*Working together for a healthy, vibrant, and sustainable future*) and mission (*Deliver responsible and responsive services that improve the community's social, environmental, and economic well-being*) statements were carefully chosen with consideration of community feedback and foresight for an Oxford County that is thriving and a place to be

Report No: CAO 2023-03
CHIEF ADMINISTRATIVE OFFICER
Council Date: September 13, 2023

proud of. Of particular note is the addition of two new values: Sustainability and Diversity, Equity and Inclusion. By adding these as core values, Council is yet again making a statement of its dedication towards these important areas.

Historically Oxford County has not included performance measures within the public facing Strategic Plan. Originally the plan was to do so this time, however throughout the process, there was extensive discussion regarding indicators such as the ability to obtain data, evolving metrics, and what measures are indicative of improvement to the community. Recognizing that it is important to communicate with residents and provide updates on progress, potential indicators have been included in a separate attachment (Attachment 2) which will be available for review, but more easily adapted and updated as indicators change.

Conclusions

Overall, the Strategic Planning process has been very productive and thorough, resulting in a Plan that will effectively guide the County through the rest of this term of Council. The goals and initiatives are reflective of the feedback gathered and timely for the needs of our community.

The Strategic Plan will be a living document that is specific enough to provide direction that informs operations, planning and budget processes, and is flexible enough to adjust to emerging challenges and opportunities with a view for long term sustainability.

SIGNATURES

Report Author:

Original signed by

Sarah Hamulecki
Manager of Strategic Initiatives and Continuous Improvement

Approved for submission:

Original signed by

Benjamin R. Addley
Chief Administrative Officer

ATTACHMENTS

Attachment 1 – DRAFT 2023 - 2026 Strategic Plan
Attachment 2 – DRAFT 2023 – 2026 Strategic Plan Performance Indicators

2023-2026

STRATEGIC PLAN

Working together for a healthy, vibrant, and sustainable future



Growing stronger together

The Strategic Planning Process

In April 2023, Oxford County Council initiated a strategic planning process to develop the 2023-2026 Strategic Plan. This plan outlines a shared vision for the future of Oxford; reflects the priorities of the community, Council, and staff; and provides a road map for the County over the next several years.

To support this process and inform the creation of the Strategic Plan, an in-depth analysis of the County's internal and external environment was conducted, along with engagement with various County stakeholders to understand their perspectives and key priorities.

The County heard from over 450 stakeholders through our engagement process which included the following activities:

- Seventeen (17) interviews with the Warden, Council Members, Chief Administrative Officer, and Senior Management Team
- Three (3) workshops with County Council
- Three (3) workshops with the Senior Management Team
- One (1) digital staff survey (96 responses)
- Four (4) community engagement sessions
- One (1) digital community survey (293 responses)

What We Heard: Key Themes and Insights



Towards a more sustainable future

The County is focused on adaptation and mitigation of climate change impacts and its leadership in sustainability. Oxford County was the first municipality in Ontario to commit to 100% renewable energy and the second in Canada. Its other bold goals include achieving zero waste, “100% Housed,” and community action on reducing poverty. The challenge for the future is the continued work of turning these ambitious and powerful goals into tangible actions that have meaningful impact on Oxford as a place, space, and community.



Housing for all

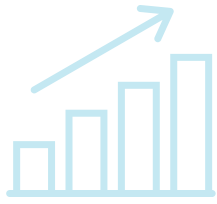
As in many other municipalities across Ontario, Oxford County residents are experiencing challenges in finding housing that meets their needs. The cost of housing – for both home ownership and rental units – is becoming less attainable for many, with many residents concerned about housing insecurity for vulnerable community members and the generation of the future.

Moving forward, to address these needs, the County will need to continue to focus on driving forward innovative solutions to addressing housing supply and affordability, including working with community partners and other levels of government, to ensure 100% housed.



Celebrating Oxford’s agricultural roots and natural landscape

Residents of Oxford County are deeply proud of their agricultural and rural roots. As Oxford evolves in the years ahead, a celebration of this natural heritage and the continued thriving of the diverse agricultural industry is paramount. The County will need to balance the need to accommodate growth with the preservation of the rural landscapes that have defined it for over 200 years. With this, also comes the need to focus on the local environment, and in particular, building up long-term resiliency of the County’s natural features and infrastructure in response to the impacts of climate change and increasing extreme weather events.



Managing our growing County

By 2046, Oxford is projected to grow by 47,000 new residents. As the County grows, it must proactively plan for and manage this growth to enable Oxford's continued success as a community to live, work in and visit. This means making sure that the County has the infrastructure, programs, and services to accommodate new residents and meet their evolving needs.

At the same time as it plans for new investments and enhancements, there is also a need to continue with the ongoing renewal of current assets, facilities, and other infrastructure. Taking an integrated approach to growth management and working closely with Oxford's area municipalities can help ensure that the County is ready for what is ahead and that it can set a vision for this growth in a way that is sustainable, balanced, and reflective of what makes Oxford, Oxford.



A safe and well Oxford

Oxford is a community that cares. Against the broader context of economic uncertainty and rising affordability challenges, the County is committed to supporting the health, safety, and overall well-being of its community members. Addressing systemic challenges such as the housing crisis, income insecurity, and mental health and addictions issues will require sustained collaboration from all governments and community partners. The County and its area municipalities has already made important inroads to bring together these diverse stakeholders through the creation of its [Safe & Well Oxford: Community Safety & Well-Being Plan](#). This Plan is another commitment to fostering a vibrant and healthy community in which all can thrive.

Survey Highlights

More than 50% of respondents identified their favourite part of living in Oxford County as:

- The mix of urban and rural communities.
- Being close to family and friends.
- Being well connected to other urban areas like London and Kitchener-Waterloo.

48% of respondents are satisfied with the quality of delivery of services provided by the County.

In five years, the community wants to see Oxford County achieve:

- More agricultural preservation.
- Safer communities.
- Increase in housing affordability and accessibility options for all.
- Better and more infrastructure to accommodate growth.



Building a community where everyone belongs

Inherently, growth is also diversifying Oxford County's community, bringing not only new perspectives but also different needs. As the County plans for the future, it must strive for a diverse, equitable and inclusive community where everyone can be safe, healthy, and prosper.

While building new infrastructures and delivering and/or modifying services, the County must consider and anticipate its future residents' evolving needs. The County is starting from within and is dedicated to leading by example, which is why Oxford County has committed to developing an internal Diversity, Equity, and Inclusion Framework and Action Plan as well as adopted diversity, equity, and inclusion as a value. This will ensure that the County is reflective of its evolving community and is considering diversity, equity, and inclusion in all its decision-making and service delivery.



Oxford County is on the right track

County Council and staff care deeply about the future of the community and are committed to acting with transparency, accountability, respect, and integrity in everything they do. To ensure the County can continue to deliver the programs and services residents rely on today and in the future, the administration must continue to invest in its people, tools, and technologies. This means looking at new ways to transform service delivery to ensure quality, efficiency, responsiveness, and value for money. It also means building capacity within the organization and fostering a positive corporate culture that turns jobs into long-term careers in the service of Oxford County residents.

More than 80% of respondents identified the following as the most important/important areas for the County:

- Protecting and respecting the environment and Oxford's natural assets.
- Managing growth effectively and ensuring the infrastructure is in place to support growth.
- Enhancing community safety and well-being in neighbourhoods.
- Working to provide better access to local healthcare services across the healthcare spectrum (e.g., urgent care, paramedic and ambulance services, preventive care, long-term care, etc.).

Strategic Plan at a Glance



VISION

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



MISSION

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



VALUES

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



PROMOTING community vitality

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



ENHANCING environmental sustainability

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



FOSTERING progressive government

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

Vision, Mission, and Values

VISION

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

MISSION

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

VALUES

Excellence - Demonstrated organizational and individual leadership, responsive, cooperative, and professional service.

Accountability - Willing acceptance of responsibility, demonstrated commitment to issue resolution, the courage to persevere, and the confidence to embrace change.

Innovation - Solutions oriented, forward-thinking and committed to continuous improvement.

Integrity - Beyond reproach and operating to the highest ethical standard – open, honest, and fair.

Teamwork - Respectful relationships characterized by valuing diversity and the views and contributions of others – a demonstrated commitment to coordination, open communication, and knowledge transfer.

Sustainability - Conscious and proactive effort to ensure the long-term viability of the County, its environment and everything that makes it a great place to live.

Diversity, Equity, and Inclusion - Fostering a culture where everyone is welcomed, valued, and celebrated.





Pillar #1 Promoting Community Vitality

Goal 1.1

100% Housed

INITIATIVES

1. Support the creation of diverse housing types and options through policy updates and completion of an Official Plan review
2. Invest capital funds and leverage provincial, federal, and partner funding in support of the Master Housing Strategy and Housing for All Plan
3. Lead and support partners in implementing effective integrated solutions for vulnerable and unhoused populations
4. Continue to advocate for and support increased long-term care capacity and supports for community members





Goal 1.2

Sustainable infrastructure and development

INITIATIVES

1. Optimize asset management and preventative maintenance for aging and expanding infrastructure
2. Continue integrated growth management to support long-term sustainable growth
3. Support the long-term sustainability of agricultural land and industry through a balanced approach to growth and development
4. Pursue opportunities to improve and streamline the development review process
5. Facilitate the supply of service-ready land to enable residential and business growth and attraction
6. Continue to support economic development initiatives in the County's local municipalities to foster a diverse and prosperous economy



Pillar #1 Promoting Community Vitality

Goal 1.3

Community health, safety and well-being

INITIATIVES

1. Support and facilitate the goals and objectives within the Safe & Well Oxford: Community Safety & Well-Being Plan and the activities of its three Action Coalitions:
 - a. Mental Health and Substance Abuse
 - b. Housing
 - c. Equity, Diversity, and Inclusion
2. Develop and improve capacity to measure community health, safety and well-being
3. Advocate and collaborate with the provincial and federal governments for enhanced human and healthcare services
4. Strengthen partnerships with area municipalities, community organizations and local service providers to implement policies and optimize outcomes
5. Explore Oxford's role in the "Calls to Action" contained within the Truth and Reconciliation report





Goal 1.4

Connected people and places

INITIATIVES

1. Continue to develop and implement the multi-modal Transportation Master Plan that connects people, goods and services
2. Advocate for enhanced passenger and freight rail infrastructure and service
3. Continue to support the expansion of internet/broadband connectivity
4. Continue to implement initiatives to improve road safety (e.g., speed management, traffic calming and road safety program, etc.)



Pillar #2 Enhancing Environmental Sustainability

Goal 2.1

Climate change mitigation and adaptation

INITIATIVES

1. Develop a Climate Action Plan with targets, resource requirements and an implementation plan, leveraging existing plans:
 - a. Energy Management Plan
 - b. 100% Renewable Energy Plan
 - c. Green Fleet Plan
2. Implement initiatives to support community members and stakeholders in embracing sustainable options, including education and awareness initiatives
3. Advocate to the provincial and federal governments for policy amendments that enable sustainable development
4. Update Emergency Management Plans to address climate impacts





Goal 2.2

Preserve and enhance our natural environment

INITIATIVES

1. Protect the County's water resources through Source Water Protection and Water Efficiency Programs in collaboration with Conservation Authorities
2. Reduce waste generation/disposal, maximize resource recovery and promote Circular Economy (Zero Waste Plan)
3. Support the review and update of environmental policies and programs, including
 - Sewer infiltration and Inflow Control and Reduction Program
 - Natural heritage and water resource system framework



Pillar #3 Fostering Progressive Government

Goal 3.1

Continuous improvement and results-driven solutions

INITIATIVES

1. Assess and continually explore opportunities to establish effective and efficient service delivery levels and models, considering expected growth and community needs
2. Monitor and publicly report on service level performance and community satisfaction
3. Implement data analytics to inform evidence-based policy and service delivery decision-making





Goal 3.2

Collaborate with our partners and communities

INITIATIVES

1. Improve two-way communication with Area Municipalities to promote partnerships and collaboration
2. Update the County's Communication & Engagement Strategy to support continuous civic engagement and ongoing communication
3. Develop a Customer Relationship Management Plan to enhance communication, satisfaction with services, and the resident experience





Pillar #3 Fostering Progressive Government

Goal 3.3

Attract, retain and engage staff

INITIATIVES

1. Strategically build internal capacity to support current and forecasted service delivery demands
2. Innovative policies and practices that support employee attraction, retention, and succession planning
3. Develop and implement an internal Diversity, Equity and Inclusion Framework and Action Plan for the County
4. Empower staff and build a culture of innovation





Goal 3.4

Financial sustainability

INITIATIVES

1. Prioritize long-term financial planning and risk management, including evaluation of the full lifecycle costs of projects and assets
2. Continue to explore revenue diversification (e.g., cost recovery provisions, government funding opportunities, etc.)

Goal 3.5

Advocate for Oxford County

INITIATIVES

1. Develop an intergovernmental advocacy strategy to champion evolving service priorities for the County



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2023-2026

STRATEGIC PLAN

INDICATORS



Pillar #1: Promoting Community Vitality

Goal 1.1

100% Housed

- Average time on housing waitlist (by type, year-over-year)
- # of individuals housed from the By Name List
- # of LTC beds per capita
- % change in LTC waitlist (year-over-year)
- # of new affordable/assisted housing units built annually

Goal 1.2

Sustainable infrastructure and development

- % compliance with legislated timelines for development application approvals (year-over-year)
- County State of Good Repair backlog (year-over-year)
- Jobs created by new serviced land investments
- Amount of serviced land that has been developed
- Year-over-year land occupied and tax assessment

Goal 1.3

Community health, safety and well-being

- Average time to move from transitional to permanent housing (year-over-year)
- % of residents with a strong sense of belonging to the community
- % of residents feeling uncomfortable or out of place because of ethnicity, race, culture, or skin colour
- Accessibility and quality of healthcare
- # patients enrolled in Community Paramedicine Program(s)
- Access rate for childcare (year-over-year)

Goal 1.4

Connected people and places

- Transportation mode- share (% of travelers using vehicles, active transportation infrastructure, transit)
- KM of on-road/multi-use path bike lanes
- Condition assessment of road assets (% good, fair, etc.)



Pillar #2: Enhancing Environmental Sustainability

Goal 2.1

Climate change mitigation and adaptation

- % of growth intensification within existing urban boundaries
- kWh of annual renewable energy generated (cumulative)
- % reduction in GHG emissions (cumulative from 2015 baseline)

Goal 2.2

Preserve and enhance our natural environment

- % of waste diverted from landfills (progress towards zero waste) (year-over-year)
- # of trees planted annually
- Hectares of County forest, wetland and forest tracts maintained through harvesting and invasive species management
- % wastewater effluent compliant with regulatory standards



Pillar #3: Fostering Progressive Government

Goal 3.1

Continuous improvement and results-driven solutions

- % of residents reporting County programs and services have improved their lives
- Resident satisfaction by service
- % of residents satisfied with the value received from taxes
- % of residents satisfied that the County is responsive to community needs
- # of improved internal processes/business systems

Goal 3.2

Collaborate with our partners and communities

- % residents participating in civic activities
- Direct engagement with County through online platforms (e.g., retweets, responses, etc.)
- % of customers satisfied with ability to find information on the Oxford County website

Goal 3.3

Attract, retain and engage staff

- Turnover rate year-over-year (voluntary vs non-voluntary)
- % of new hire success rate (1 & 3-year retention in position)
- # of vacancies filled by an internal employee
- Employee survey scores related to job and organizational engagement

Goal 3.4

Financial sustainability

- Credit Rating
- % of approved capital budget spent annually
- % of reserves to net debt ratio
- % of assets in state-of-good-repair

Goal 3.5

Advocate for Oxford County

- Intergovernmental/advocacy index (track activities, outreach, etc.)

To: Warden and Members of County Council

From: Director of Public Works

Request for Project Approval and Transfer of Funds – Lansdowne Avenue Trunk Sanitary Sewer Design, Woodstock

RECOMMENDATIONS

- 1. That County Council approve the Lansdowne Avenue Trunk Sanitary Sewer Design (Woodstock) as part of the 2023 Capital Budget;**
- 2. And further, that County Council authorize the transfer of \$100,000 from the Wastewater - Woodstock Reserve to fund the planned design costs.**

REPORT HIGHLIGHTS

- The purpose of this report is to obtain County Council approval to include the Lansdowne Avenue Trunk Sanitary Sewer Design project as part of the 2023 Capital Budget, including accompanying funding in accordance with the County purchasing policy.
- The Lansdowne Avenue Trunk Sanitary Sewer will be required to service development growth in this area of Woodstock.
- Design for the Lansdowne Avenue Trunk Sanitary Sewer is planned to be initiated this fall with construction planned to start in spring/summer of 2024 in conjunction with the Lansdowne Sanitary Pumping Station.

Implementation Points

Upon Council approval, staff will retain a consulting engineering firm to undertake the detailed design in accordance with the Purchasing Policy.

Financial Impact

The Lansdowne Avenue Trunk Sanitary Sewer project is being driven by growth needs. While the project was not identified in the 2019 Development Charges (DC) Background Study, staff plan to include this project in the County's 2024 DC Background Study to determine its eligibility for DC funding.

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As shown in Table 1, a cost estimate has been completed for the design project and the estimated cost is approximately \$100,000.

Table 1: Funding Summary for Lansdowne Avenue Trunk Sanitary Sewer

	Amount (excluding HST)
950164 – Lansdowne Sewer Extension	
Trunk Sanitary Sewer Design (including geotechnical / survey sub-consultants)	\$95,000
Non-Refundable HST (1.76%)	1,672
TOTAL ESTIMATED EXPENDITURES	\$96,672







This project was not included in the 2023 Capital Budget as the requirement for extending the wastewater collection system to accommodate upstream development lands was only made known to staff this year.

The 2023 budgeted closing balance for the Wastewater – Woodstock Reserve is approximately \$11.5 million which is sufficient to fund this design work.

Communications

Staff will continue to work with key internal stakeholders (County Management staff, Water/Wastewater Operations staff) and external stakeholders, including the City of Woodstock, during the execution of this project, as required, to ensure the appropriate level of communication and outreach is maintained, and further ensuring all parties involved are updated on project status and outcomes, as needed.

Strategic Plan (2020-2022)

					
WORKS WELL TOGETHER	WELL CONNECTED	SHAPES THE FUTURE	INFORMS & ENGAGES	PERFORMS & DELIVERS	POSITIVE IMPACT
	2.i	3.iii.		5.ii.	

DISCUSSION

Background

The East Woodstock Secondary Plan and Design Study for development in the Lansdowne Avenue and Oxford Road 4 corridor was approved in early 2006. The preferred wastewater servicing strategy included a gravity-based wastewater collection system and Sewage Pumping Station (SPS) to accommodate sanitary servicing for the tributary area as identified in Attachment 1.

Recent development interest in lands located east of the Lampman Drain have established the need for the extension of a trunk sanitary sewer along Lansdowne Avenue (approximately 300m in length within Lansdowne right-of-way). This Lansdowne Avenue Trunk Sanitary Sewer will form part of the wastewater collection system and service the aforementioned upstream development lands. Sewage flows collected by this gravity trunk sewer will be conveyed to the future Lansdowne SPS (currently in design).

Staff are currently working with an engineering consultant (AECOM) to complete the design of the Lansdowne Avenue SPS, which will receive sanitary flows from the upstream development lands. Construction of the SPS is scheduled to commence in spring / summer of 2024.

Comments

By completing the design of the Lansdowne trunk sewer, the future construction of the trunk sanitary sewer and SPS can be consolidated into one construction contract, which will save construction costs and time during contract administration while limiting construction impacts to the local community.

If approved, an engineering consultant will be retained (in accordance with County of Oxford Purchasing Policy) to undertake design of the trunk sanitary sewer. If not approved, design of the sewer will wait until future years and potentially delay development in the Lansdowne Avenue / Oxford Road 4 area of Woodstock.

The construction limits are from approximately 500m west of Oxford Road 4 to approximately 200m west of Oxford Road 4 (approximately 300m) as shown in Attachment 1. The scope of work generally includes the following:

- Road and right-of-way removals;
- Supply and installation of new 300mm diameter PVC sanitary sewer;
- Road restoration and asphalt paving; and
- Boulevard and right-of-way restoration.

Detailed design of the trunk sanitary sewer is scheduled to be completed by end of December 2023, so that the tender for construction can be issued in Q1 2024, pending Council's approval of the 2024 Business Plan and Budget.

Conclusions

It is recommended that Council approve the project funding to facilitate the design of the trunk sanitary sewer.

SIGNATURES

Report Author:

Original signed by

Reuben Davis, P.Eng.
Supervisor of Engineering Services

Departmental Approval:

Original signed by

David Simpson, P.Eng., PMP
Director of Public Works

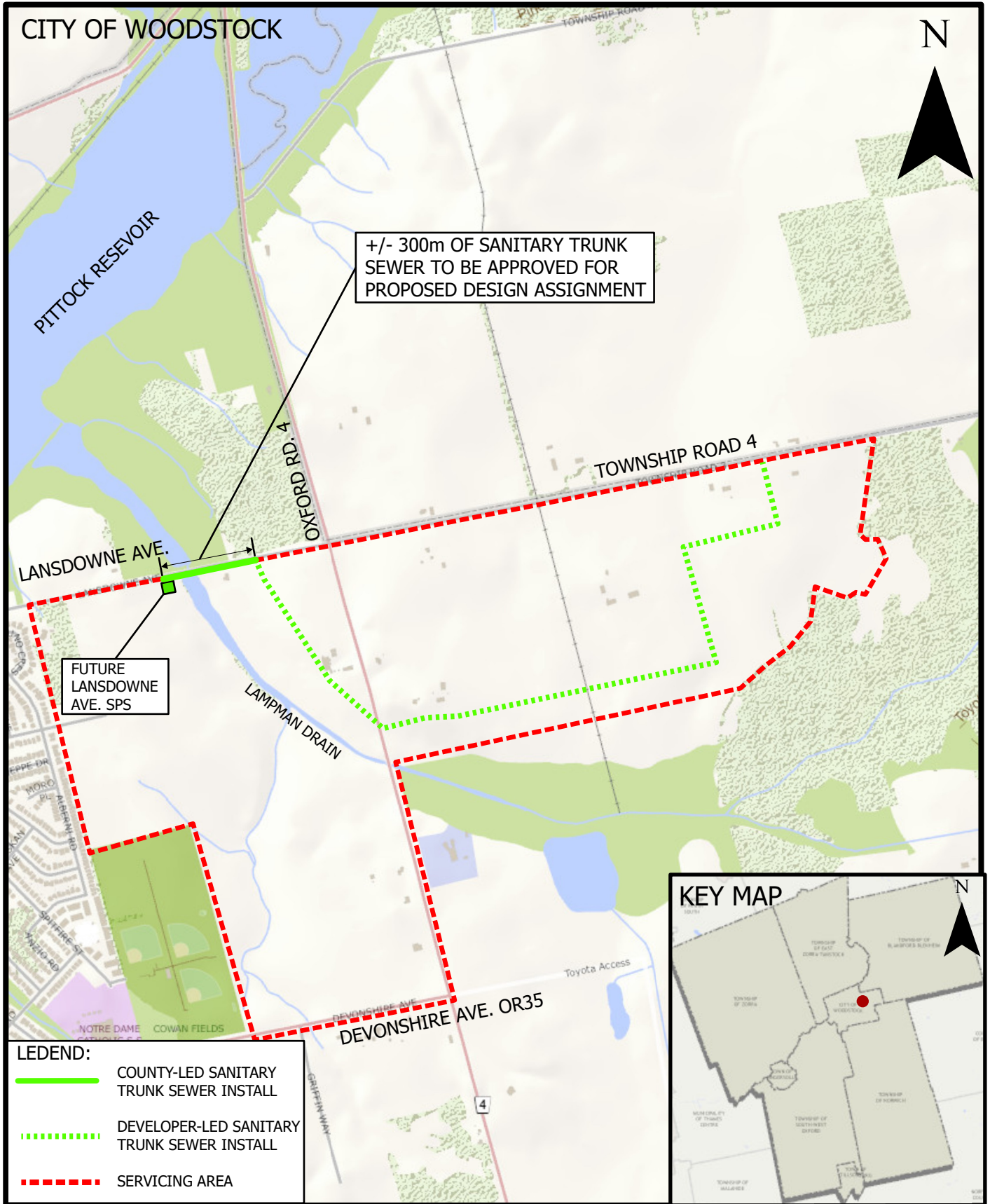
Approved for Submission:

Original signed by

Benjamin Addley
Chief Administrative Officer

ATTACHMENT

Attachment 1 – Lansdowne Avenue Trunk Sanitary Sewer – Location Map, August 2023



To: Warden and Members of County Council

From: Director of Public Works

Construction Staging and Traffic Control Options for Rehabilitation of Bridge on Oxford Road 59/Vansittart Avenue, Woodstock

RECOMMENDATION

- 1. That Oxford County Council support Alternative 3 for traffic and construction staging ahead of the anticipated rehabilitation of bridge 59755 located at Oxford Road 59 and Vansittart Avenue in Woodstock to begin in early 2024, as described in Report No. PW 2023-37.**

REPORT HIGHLIGHT

- The purpose of this report is to seek County Council's endorsement, in principle, for the preferred traffic staging alternative, as described in this report, during the upcoming Oxford Road 59/Vansittart Avenue bridge construction planned to commence in early 2024.
- Following a detailed evaluation of four different traffic control alternatives, staff have determined the preferred traffic staging solution to be a partial closure reduced to a single lane with 1-way northbound traffic only.

Implementation Points

Upon County Council support of the recommendation of this report, Staff will proceed with finalizing the engineering design for the rehabilitation of the bridge with our design consultant.

It should be noted that the engineering final design and subsequent 2024 construction cannot move forward unless the preferred traffic staging option has been identified. Any delay in finalizing the preferred traffic staging option will negatively impact the construction timing of the project.

Staff will prepare a communication strategy for the public, emergency/paramedic services, utilities, rail authority and City of Woodstock (City) Staff in advance of construction to ensure stakeholders are aware of the traffic staging solution.

Upon completion of the design, staff will tender this project in accordance with County of Oxford Purchasing Policy.

Financial Impact

No financial impacts to the County's 2023 approved Business Plan and Budget will result from adopting the recommendation contained within this report.

The preferred traffic staging option will impact the anticipated 2024 construction costs to rehabilitate the bridge and will be included for consideration as part of the 2024 Business Plan and Budget.

Communications

Public notification will be an integral part of the final design and construction process for this bridge rehabilitation project. The Project team understands the significant impact that reduced vehicular capacity over this bridge will have on many stakeholders and residents. County staff has had ongoing communications with the Area Municipality Emergency Services (Fire and Police), Paramedic Services, City Engineering staff, CP Rail and Utilities.

A summary of staff's efforts to inform the review of traffic staging options can be found below in Table 1.

Table 1 – Consultation Dates







Action	Date
Consultation Meeting 1 with Emergency Services	May 2, 2023
Consultation Meeting with the City of Woodstock	June 5, 2023
Consultation Meeting 2 with Emergency Services	August 15, 2023

Staff will continue to work with affected stakeholders during the execution of this project, as required, to ensure the appropriate level of communication and outreach is maintained, and further ensure all parties involved are updated on project status and outcomes, as needed.

Before construction, a pre-construction meeting will be held at the Oxford County Administration Building to allow residents and businesses to view the construction plans and speak to Public Works staff about the project. Public advertisement(s) will be placed on local news radio and news platforms. A Notice of Construction letter will be delivered to nearby property owners and business owners, along with posting of construction signage at the project location in advance to alert the general public.

During construction, access to businesses and commercial properties will be maintained and any interruptions will be communicated in advance. As construction begins, residents and businesses will continue to be informed about traffic control and progress through local media, *Speak Up, Oxford* and social media. If needed, expanded advertising may also be considered.

Strategic Plan (2020-2022)

					
WORKS WELL TOGETHER	WELL CONNECTED	SHAPES THE FUTURE	INFORMS & ENGAGES	PERFORMS & DELIVERS	POSITIVE IMPACT
		3.iii.	4.i. 4.ii.	5.i. 5.ii.	

DISCUSSION

Background

In 2024, Oxford County Public Works is planning to rehabilitate the Oxford Road 59 (OR 59)/Vansittart Avenue Bridge located approximately 400m north of Devonshire Avenue in Woodstock (Attachment 1). Rehabilitation of this structure, with a current bridge condition index (BCI) of 66.1, was identified as a priority in the 2022 Oxford County Bridge Needs Study (BNS) to ensure the bridge is maintained in a state of good repair. Planning and detailed design for this project was initiated as part of the approved 2022 Capital program.

The proposed deck replacement that is being completed as part of reconstruction is a project of a generational magnitude, meaning that such a substantial undertaking is only necessary once in a generation. It is not anticipated that the deck will require any asset renewal over the next 75 years of the asset.

The OR 59 Bridge spans the Canadian Pacific Railway (CPR) and Thames River and is part of a Class 2 major urban arterial roadway in the City of Woodstock with an Annual Average Daily Traffic (AADT) volume of 13,410 vehicles per day. As a primary transportation route that accommodates high traffic volumes, construction staging and traffic control measures are key considerations for this project to mitigate disruption for all road users and ensure business continuity of other essential services.

Construction staging for bridge rehabilitation typically involves full or partial closure with single-lane traffic control. From an engineering and construction perspective, full closure is generally preferred as it reduces overall construction duration and associated costs, produces a higher-end quality of work, and improves worker safety. Full closure, however, is not always feasible due to lack of suitable detour routes and negative impacts on residents, traffic, businesses, emergency response times and other municipal services (transit, garbage/recycling collection).

Partial bridge closure allows for the accommodation of traffic but requires work to be completed in two stages extending the overall duration of construction and potentially into cold weather periods that can impact the quality of work and increase costs. Partial closure also increases the safety risk for workers with the presence of live traffic within the construction zone.

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To rehabilitate the OR 59 Bridge, construction can be completed in either one phase (full closure scenario) or two phases (partial closure scenario), of which both approaches present challenges, benefits, and drawbacks.

To assist in determining a preferred traffic staging approach, staff procured Paradigm Transportation Solutions Ltd. to complete a Traffic Closure Impact Assessment (TCIA). The assessment considered four different traffic staging options and analyzed existing and forecasted traffic operations at the following intersections:

- Oxford Road 30 and Oxford Road 17;
- Oxford Road 59 and Oxford Road 17;
- Oxford Road 4 and Oxford Road 17;
- Vansittart Avenue and Tecumseh Street;
- Vansittart Avenue and Devonshire Avenue;
- Devonshire Avenue and Oxford Road 4;
- Dundas Street and Oxford Road 30;
- Dundas Street and Vansittart Avenue *; and
- Dundas Street and Oxford Road 4.

* Analysis included the anticipated signal timing of the new stoplights planned in fall, 2023.

Another important consideration of the TCIA was the potential impact that the Canada's Outdoor Farm Show, held on Tuesday, Wednesday, and Thursday of the second week of September, would have on overall traffic patterns of a detour route. Each year it is estimated that over 40,000 exhibitors, vendors and attendees visit the show.

Comments

Traffic Control Option Alternative Solutions

As part of detailed design and project planning, construction staging and associated traffic control measures are assessed for any bridge construction project. Bridge rehab construction staging typically involves full closure or partial closure with single-lane traffic control.

Four (4) alternative solutions were identified as possible traffic control measures during construction:

- **Alternative 1** - full closure with detour routes using County Roads;
- **Alternative 2** - partial closure reduced to single lane with 2-Way Alternating Portable Temporary Traffic Signals (PTTS);
- **Alternative 3** - partial closure reduced to single lane with 1-way northbound traffic only; and
- **Alternative 4** - partial closure reduced to single lane with 1-way southbound traffic only.

Evaluation of Traffic Control Option Alternative Solutions

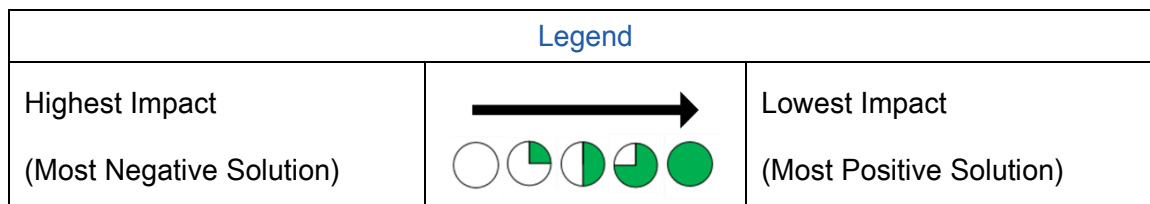
To determine the preferred traffic control approach during construction, staff considered the following criteria for identifying the preferred alternative:

- Impact on Emergency Services;
- Engineering and Constructability;
- Site Safety;
- Traffic Impact; and
- Project Cost.

The application of evaluation criteria led to the following findings for each traffic control alternative solution as summarized in Table 2.

Table 2 – Comparative Evaluation of Traffic Control Alternatives

Evaluation Criteria	Traffic Control Alternative			
	Full Closure (Alternative 1)	Partial Closure, Single Lane with 2-way PTTS (Alternative 2)	Partial Closure, Single Lane with 1-way Northbound (Alternative 3)	Partial Closure, Single Lane with 1-way Southbound (Alternative 4)
Impact on Emergency Services (Fire, Police, EMS)				
Engineering and Constructability				
Site/Worker Safety				
Traffic Impact				
Project Cost				
OVERALL RATING	 3.25 / 5	 2.50 / 5	 3.5 / 5	 3.0 / 5



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Alternative 1 – Full Closure with Detour Routes Using Local Roads (\$8.0 M)

Traffic would be required to follow detours around the structure and no through-traffic would be permitted, including emergency services. Since the OR 59 Bridge is on a major arterial road in Woodstock and is a grade-separated crossing over the CP Rail and river, closure of the bridge to traffic during construction is not a preferred option for the Woodstock Fire Department. This solution would potentially have negative impacts on response times as the detour route would either take them to the outskirts of the City or have them travelling on roads with at-grade rail crossings that could be blocked by train traffic. To mitigate this impact, Paramedic Services would implement a temporary portable station near the north side of the closed bridge.

From a construction scheduling viewpoint, this would allow for the fastest and most predictable construction schedule and affords the greatest cost savings (~ \$1 M). This is also considered the safest option for construction workers since there is a low potential for conflict between traffic and workers on the bridge.

Full closure is the most preferred solution from an engineering perspective as it allows for the deck to be poured as one continuous slab and without loading on the bridge transient loading that may impact the concrete curing.

From a traffic detour viewpoint, this would have the most significant impact on residents who live on the north side of the construction site, and all residents and members of the travelling public who currently use that bridge daily. Full closure would also require a detour for Woodstock bus transit services. The County would be proposing two detour routes for vehicles:

1. West on Oxford Road 2 or Oxford Road 17 to Oxford Road 30 (11th Line); or
2. East on Oxford Road 2 or Oxford Road 17 to Oxford Road 4.

The proposed detour routes can be seen in Attachment 2 and would be the same as the proposed truck detour route.

Alternative 2 – Partial Closure, Single Lane with 2-Way Alternating PTTs (\$9.0 M)

Traffic is reduced to a shared single lane over the bridge, alternating between northbound and southbound traffic and is controlled utilizing portable temporary traffic signals.

This alternative results in long vehicular queuing and wait times for motorists, especially during am/pm peak hour (rush hour) times. This option is not preferred by the Woodstock Fire Department due to waiting time, the potential for queuing vehicles to reach the Fire Station on Vansittart Ave. and the high potential for vehicles to be unable to move out of the way of the fire truck in an emergency. While some delay in response would be experienced by Paramedic Services in this alternative, a temporary portable station would not be required.

This option is considered the least safe option for workers due higher potential for conflict from traffic constantly alternating in direction.

Single-lane traffic would have the most impact on the final construction quality of the bridge. This will require two concrete pours to construct the bridge deck and loading of the bridge as vehicles driving across it can impact the quality of the concrete during curing. The two-stage

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construction will have an additional cost impact of up to \$1.0 M more than the Full Closure approach, due to longer duration to complete construction, multiple concrete deck pours, lost efficiencies during construction, alternating PTTS and could require work in cold weather at an increased cost.

Alternative 3 – Partial Closure, Single Lane with 1-Way Northbound Traffic Only (\$8.87 M)

Throughout the duration of the construction contract, a single lane for northbound traffic only will be maintained.

This is the preferred option for the Woodstock Fire Department as a result of all Woodstock fire stations being located on the south side of the construction site. While some delay in response may be experienced by Paramedic Services in this alternative, a temporary portable station would not be required.

This alternative is considered safer than Alternative 2 for construction worker safety, as a result of traffic being maintained from one direction; however, a proposed risk still exists compared to Full Closure.

Similar to Alternative 2, this scenario also requires a longer duration to complete and would cost up to \$870,000 more than a Full Closure. In addition, this approach could require work in cold weather at a further increased cost and, due to single-lane traffic during construction, has a greater impact on construction quality compared to a full road closure.

Alternative 4 – Partial Closure, Single Lane with 1-Way Southbound Traffic Only (\$8.87 M)

Similar to Alternative 3, throughout the duration of the construction contract, a single lane for southbound traffic only will be maintained.

This alternative is not preferred by the Woodstock Fire Department as it is more critical to get to the emergency site than to return to a base. While some delay in response may be experienced by Paramedic Services in this alternative, a temporary portable station would not be required.

Alternative 4 is considered safer for construction workers than Alternative 2, as traffic is only maintained in one direction.

However, similar to Alternative 2 and 3, this scenario also has a greater impact on the quality of the construction compared to the Full Closure approach. As well, this approach requires a longer duration to complete, which is estimated to cost up to an additional \$870,000 compared to the Full Closure approach and could require work in cold weather at a further increased cost, due to single-lane traffic during construction.

As well, Woodstock Police Services communicated that they would be able to continue services with minimal, if any, impact on all alternative solutions. It was also assumed, regardless of the preferred traffic solution chosen, that a truck traffic detour route would be implemented, as shown in Attachment 2.

Selection of Preferred Alternative

Based on the results of the comparative evaluation as summarized in Table 2, staff identified the preferred traffic staging solution to be **Alternative 3 – partial closure reduced to a single lane with 1-way northbound traffic only** for the following reasons:

- Least impact on Woodstock Fire Department response times, as a result of maintaining constant northbound traffic for vehicles requiring access to portions of Woodstock located north of the construction site.
- The bridge can be designed and constructed while maintaining a single lane open to traffic in order to maintain a key connecting link for the community.
- Maintaining one-way northbound will provide some mitigation of overall traffic diversion from the construction site. This will help reduce putting the other local roads over capacity. It maintains access north of the bridge for transit, waste collection vehicles and emergency service vehicles.
- From the perspective of workplace safety for construction workers, the provision for dedicated one-way traffic throughout construction affords consistent and predictable vehicle movements throughout the construction site as opposed to Alternative 2 (Partial Closure with single lane, alternating 2-way PTTS).
- While approximately \$870 K more expensive than Alternative 1 - Full Closure, this preferred alternative similar to Alternative 4 (Partial Closure with single lane, 1-way southbound) is approximately \$130 K less expensive than Alternative 2 (Partial Closure with single lane, alternating 2-way PTTS) as no temporary signals, construction flagging, etc. are required.

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Conclusions

Each year construction projects on roadways impact residents, businesses, transit and emergency services when they can no longer travel their preferred route. Construction, such as the work proposed for the OR 59 Bridge, is a generational project and will benefit the residents and travelling public that have used this structure for many years. While there is no perfect traffic staging proposal that can meet all the needs of the project and the community, staff believe that proceeding with **Alternative 3 - partial closure reduced to a single lane with 1-way northbound traffic only** is the preferred recommendation for this project.

SIGNATURES

Report Author:

Original signed by

Ryan Vink, P.Eng.
Project Engineer

Departmental Approval:

Original signed by

David Simpson, P.Eng., PMP
Director of Public Works

Approved for submission:

Original signed by

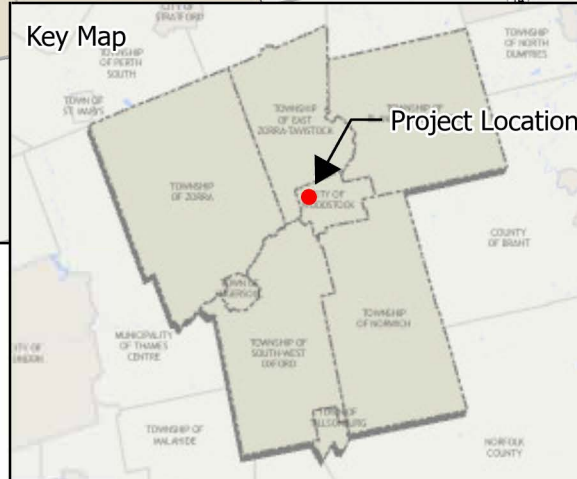
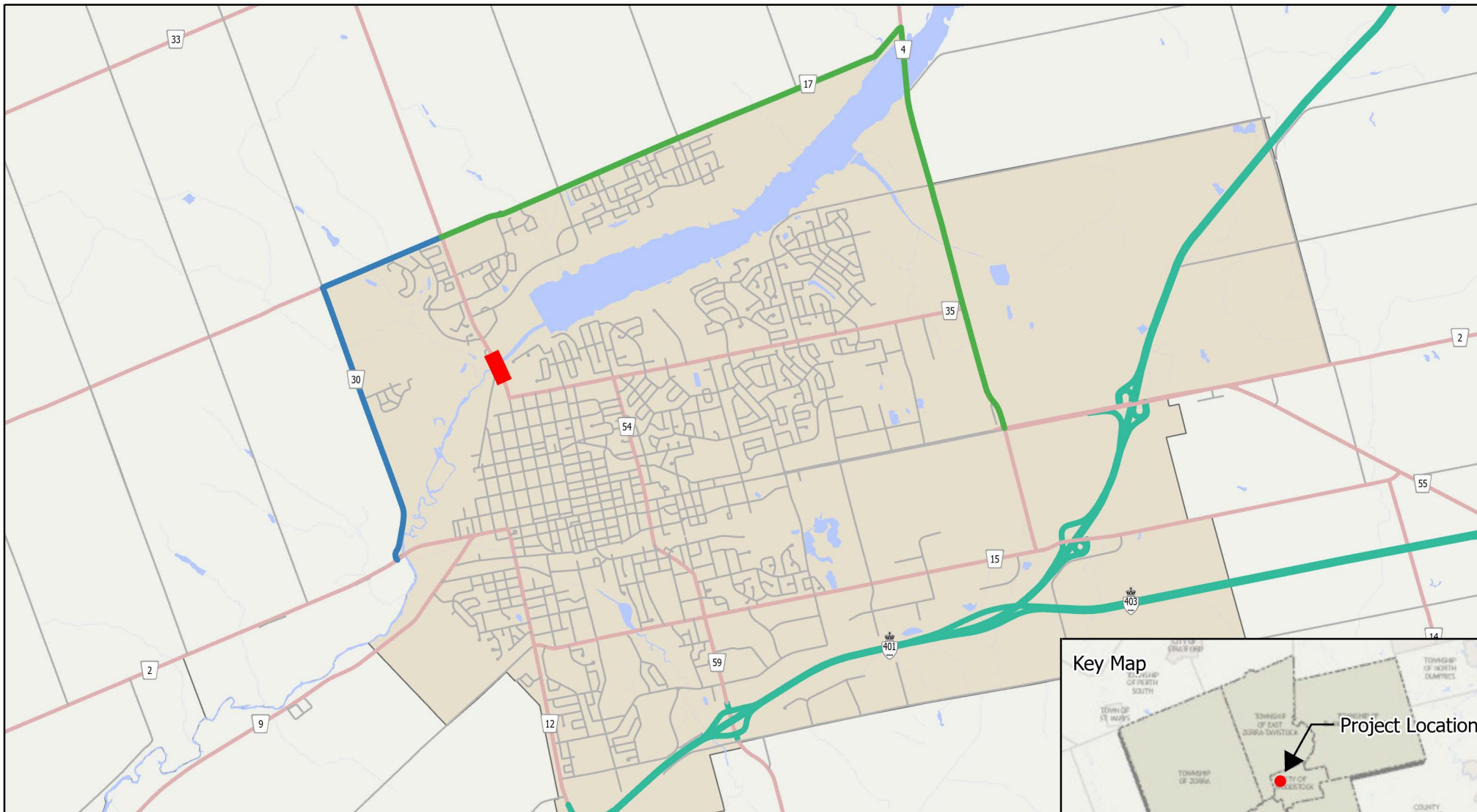
Benjamin R. Addley
Chief Administrative Officer

ATTACHMENTS




Attachment 1: Bridge 59755 Location Map, August 2023
Attachment 2: Bridge 59755 Traffic Detour Routes

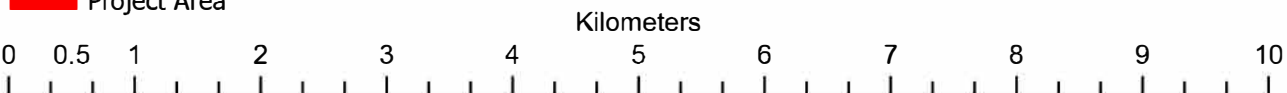


Report No. PW 2023-37
Attachment 2 - Traffic Detour Route(s)



Legend

-  Oxford Road 17/Oxford Road 30 West Detour
-  Oxford Road 17/Oxford Road 4 East Detour
-  Project Area



To: Warden and Members of County Council

From: Director of Human Services

24/7 Shelter Model Update and Strategy for Pathways Out of Homelessness

RECOMMENDATIONS

- 1. That County Council receive Report No. HS 2023-14, entitled “24/7 Shelter Model Update and Strategy for Pathways out of Homelessness” as information;**
- 2. And further, that County Council authorize up to \$125,000 from the Affordable Housing Reserve to be used for the purposes of retaining a consultant for the development of a Strategy in support of pathways out of homelessness to work alongside the 24/7 Shelter Model;**
- 3. And further, that Council authorize the Chief Administrative Officer and the Director of Human Services to sign all necessary documents related thereto.**

REPORT HIGHLIGHTS

- Due to the rising use of overnight emergency shelter space in the City of Woodstock, additional short-term solutions are necessary to address increasing needs over the coming months.
- Over the past several months, staff have considered several potential sites for the location of a new emergency shelter, however, due to concerns related to zoning, location, cost and environmental requirements, none have been suitable to bring forward to Council for consideration.
- Current emergency shelters in the City of Woodstock are at, or exceeding capacity, with shelter staff identifying increased assertive and violent behavior among those participating in the shelter system.
- The costs associated with operating emergency shelter services continue to rise. Investing in longer term solutions will ensure greater cost efficiency in the efforts to reduce homelessness in the County.
- The development of a Strategy for a Pathway out of Homelessness will allow strategic decision-making and investment of resources with the goal of providing recommendations and solutions to address the current pressures in the homelessness system.

Implementation Points

Staff will continue to consider appropriate locations for additional emergency shelter space, and bring forward any feasible locations to County Council for consideration.

Financial Impact







The 2023 Human Services budget included plans for the use of the Homelessness Prevention Program (HPP), including the allocation of funding to community partners for delivery of homelessness system services. Financial commitments have been made for the full allocation of HPP for the 2023/2024 fiscal year. The current expansion of the overnight shelter in Woodstock was not anticipated, nor was the increased use of hotel rooms. While this will not impact the 2023 budget, additional budget requests may be considered as part of the 2024 budget, depending on the costs to deliver the short-term solutions detailed in this report.

In order to address more immediate homeless needs, staff are seeking Council approval to engage a consultant to assist in developing a Strategy for a Pathway out of Homelessness for an estimated cost of \$125,000. The cost of this plan would be funded by the Affordable Housing Reserve which currently has a projected year-end balance of \$1.4 million.

Communications

Once the expanded space for the overnight shelter in Woodstock is close to completion, a formal communication will be issued to internal staff, community partners and the public. At this time, communications have been limited to the County, Operation Sharing, Old St. Paul’s Church and community partners who work with the homeless population in a more informal manner.

Strategic Plan (2020-2022)

 <i>WORKS WELL TOGETHER</i>	 <i>WELL CONNECTED</i>	 <i>SHAPES THE FUTURE</i>	 <i>INFORMS & ENGAGES</i>	 <i>PERFORMS & DELIVERS</i>	 <i>POSITIVE IMPACT</i>
1.ii.				5.i. 5.ii.	

DISCUSSION

Background

On January 26, 2022, County Council passed a resolution in support of Report No. [HS 2022-01](#), to expand the emergency shelter for those experiencing homelessness to provide 24/7 operations. The overnight shelter (“The Inn”) in Woodstock, was then expanded from 12 to 25 beds, with additional space secured to deliver services during the daytime. The 24/7 model was fully established by October 2022 with a combination of funding support from the SSRF, HPP and Affordable Housing Reserve, as outlined in Report No. [HS 2023-07](#).

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A partnership between the County, Operation Sharing, Canadian Mental Health Association (CMHA) and Old St. Paul's Church, supported the increased hours associated with the 24-hour, 7 day a week, shelter. The current 24/7 emergency shelter model, as currently delivered by Operation Sharing, consists of three locations:

- i) Old St. Paul's Anglican Church - overnight shelter from 4:00 pm to 8:00 am, 7 days a week;
- ii) College Avenue United Church - daytime space from 8:00 am to 4:00 pm, Monday to Friday; and,
- iii) Canadian Mental Health Association (CMHA) – weekend day space, on Saturday and Sunday from 8:00 am to 4:00 pm.

The above multiple location approach provides benefits, such as ensuring guests are up and moving in the morning and at the end of the day, however, it can be more costly from an operational perspective including staffing and equipment perspective.

Following the implementation of the 24/7 shelter model, County Council passed a resolution at the March 8, 2023 Council meeting, providing staff direction to report back to Council on the following:

1. A Memorandum of Understanding (MOU) between Oxford County and Operation Sharing defining service delivery roles;
2. The defined operational and capital funding relationships of both parties;
3. The progress and efforts that have been made in exploring a potential permanent location for these services, with support from the City of Woodstock and other applicable community organizations; and,
4. A possible agreement template for similar uses throughout the County, with other similar community groups.

For background purposes, on July 12, 2023, in closed session, staff brought forward a report with respect to #3 of the above noted resolution, relating to the progress and efforts made to find a potential permanent location for the emergency shelter in Woodstock. The purpose of this report is to provide a further update with respect to the efforts made since that time to find a permanent location for such services. For Council's information, staff have continued to explore any opportunities for new shelter locations, including both vacant land and/or an existing buildings. It is important to note that a proposed permanent location is a longer term goal, and would not improve the current situation in the immediate future. The current situation requires a temporary solution immediately while the search continues for a long-term site.

Comments

Potential Locations Overview

Human Services staff continue to work with Facilities staff, to determine a potential alternate location for an emergency shelter in Woodstock. At this time, all options are being explored including one location for both overnight and day space activities, as well as separate locations for the overnight and day space. Both the City of Woodstock and Operation Sharing have been

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involved in discussions pertaining to potential sites. While a number of sites have been considered since the last update to Council in July, only one potential site has been identified as being suitable in terms of zoning and location. Staff are continuing discussions around this site and will bring forward a report to Council should a potential purchase be feasible.

Over the past several months the search for a location included consideration for a site that could provide sufficient space to accommodate all shelter operations (day and night). For these purposes, the site would need to be sufficient to accommodate a minimum of 50 shelter beds, with amenities such as showers (male/female), washrooms (staff and guests), laundry, kitchen, outdoor space for guests, parking, offices for Operation Sharing and community partners, and common spaces.

It is anticipated that an 8,000 square foot building may be required to accommodate both overnight and day shelter activities. If the overnight and day space activities were at separate locations, a smaller site would be sufficient to accommodate a building with approximately 3,500 square feet. This information has been used to identify possible sites for consideration.

To support the property search and ensure a thorough review of any available sites, the County retained the services of a Realtor. Through the site search process it has been determined that options are not abundant that meet ideal factors such as proximity to the downtown, services, size of the lot/building, current zoning and suitability for business operations. While the City of Woodstock is supportive of the need for a new 24/7 emergency shelter location, they prefer it be located outside of the downtown core.

It is estimated that the timeline for a new build would be 3 to 5 years, with a potential building renovation being 2 to 3 years to complete. The requirement for a record of site condition, or other building code related items, may influence the timeline for site readiness. Financing of the project would also need to be considered as these costs were not accounted for in the 2023 budget. Costs can be planned for and included in the 2024 budget.

Short-term Temporary Solutions

While finding a new permanent location for emergency shelter services is still a focus, there is still an immediate need to provide increased emergency shelter capacity in the short-term. In light of this, staff have supported the following temporary solutions to provide a more immediate response:

1. Expanded space at 723 Dundas Street, Woodstock ("The Inn")

Work is currently underway to expand the capacity of the overnight shelter, with completion anticipated by the end of October 2023. The expanded space will be able to accommodate up to 25 guests, bringing the total shelter capacity to 50 beds. Hours of operation will mirror the current overnight shelter, being 7 days a week from 4 pm to 8 am. Additional staffing will be required and Operation Sharing will oversee the operation of the expanded space. Costs associated with the expansion will be covered using planned HPP funding.

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2. Use of Hotel Rooms

Hotel rooms have historically been used to provide emergency temporary shelter in Oxford County, particularly during the pandemic. The Salvation Army offices in Woodstock and Tillsonburg oversee the use of hotel rooms through an agreement with the County. Staff would like to minimize use of hotel rooms whenever possible, however, they are required in certain situations, such as providing temporary shelter to parents with children or during inclement weather. Referrals come through the Woodstock Police or the OPP to Salvation Army staff who then coordinate hotel room use with one of our motel partners. Salvation Army also provides boxed meals for those accessing hotel rooms.

To reduce pressures on community partners in the City of Woodstock who oversee the motel room program, recent changes have been made to improve how they are managed by our partners. In Woodstock, referrals must now come into the Salvation Army by 9:00 pm each day, and in some instances rooms will be used for double occupancy similar to a shelter model, as appropriate. Staff will monitor the impacts of the recent changes and will make adjustments as required.

3. Increased Outreach and Encampment Response

The County, along with community partners, have increased the hours of the Mobile Health Outreach Bus (MHOB) and the frequency of attending known encampments. Health care services, supplies, food, water and other resources are made available during such encampment visits. Staff continue to engage with people experiencing homelessness in encampments and on the streets, with the intent of connecting to services and supports. The goal is always to work towards permanent housing solutions and connections to supports.

Municipal 511, is an app used to communicate road closures, construction and road conditions and Oxford County implemented use of Municipal 511 in 2020. The app was able to be modified for use by the encampment response team to map and share information about encampment activities as well as record information. The use of Municipal 511 was also recently implemented as a result of discussions at the City of Woodstock Mayor's Task Force. Municipal 511 will be offered County-wide once fully implemented.

4. Out of The Cold Shelter in Tillsonburg

Operation Sharing has partnered with the Avondale Zion United Church in Tillsonburg for the delivery of an Out of the Cold Emergency Shelter for those experiencing homelessness from November 1, 2023 through to April 30, 2024. The homelessness situation in Tillsonburg is evolving and staff continue to work with community partners to support those experiencing homelessness, as well as those in the business community and in the public. The opening of an Out of the Cold Shelter for the winter is one of the initiatives to be implemented over the coming months in Tillsonburg.

The Out of the Cold Shelter is proposed to be temporary at this time, with the intent to allow for additional information gathering to inform recommendations on next steps, beyond winter.

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5. Pallet Shelter

Staff are exploring the potential for a tiny shelter community in Oxford County. Pallet or modular shelter communities, are a unique option to provide temporary shelter options. Pallet shelters offer single or double occupancy cabins with access to communal washrooms, shelter and common space that provides food, supports and social spaces for occupants. Pallet or modular shelters are a form of transitional housing that are targeted to individuals who are ready for more independent accommodations and ready to actively search for permanent housing and eventually employment.

Pallet or modular shelters are portable and can be moved to another location as needed. They can be set up and taken down easily. A pallet or modular shelter village can typically be constructed in a short period of time, and the individual cabins have a bed, desk, small fridge, heating and cooling. A village with 20 to 25 cabins would be targeted for Woodstock, with a smaller village of 10 to 12 cabins in a smaller community. It should be noted that the feasibility of such an option is still being considered in relation to costing, servicing, and overall site utilization.

Estimated Costs for Short-term Temporary Solutions

Table 1 provides details on the estimated costs and timelines for the implementation of the short-term solutions that are identified above.

Table 1: Costs and Timelines for Short-term Solutions

Option	Estimated Cost	Funding Type	Estimated Timeline
1. Expanded space at 723 Dundas Street, Woodstock (25 new spaces)	\$150,000 construction \$200,000 operations	HPP	Available October 31, 2023
2. Hotel Space (overnight)	\$60,000	HPP	currently available
3. Out of The Cold Overnight Shelter, Tillsonburg (12 spaces)	\$100,000	HPP	November 1, 2023
4. Outreach and Encampment Response	\$100,000	HPP	Currently being delivered
5. Pallet Homes (25 cabins)	\$1,000,000 (buildings) \$450,000 (site prep)	unknown	Possible 2024 initiative

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Option	Estimated Cost	Funding Type	Estimated Timeline
	\$500,000 annually (operations)		

Operational costs indicated in Table 1 would be costs that continue year over year to maintain operations such as staff, utilities or rent.

Long-Term Planning – Pathway out of Homelessness

In alignment with the Provincial direction of reducing homelessness and chronic homelessness, one of the priorities that will be presented as part of the 2024 budget is allocating funds to create pathways out of homelessness. The development of a Strategy that will lead to more strategic decision-making processes for solutions to reduce homelessness is the first step in this initiative.

When individuals have access to housing that meets their needs, they are better able to afford other basic needs such as food, and are more likely to find a sense of belonging in their community. Overall, they have a better chance at a healthy life, free of stress that is associated with chronic poverty and housing insecurity.

Homelessness and mental illness, and/or problematic substance use, are often co-occurring conditions. Individuals with mental illness are more likely to experience homelessness. The stress of homelessness can worsen symptoms of mental illness including substance use disorders. At the same time, symptoms of mental illness can impact one's ability to obtain and maintain housing. Strong community-based mental health and addiction treatment services, housing with mental health support, and using a housing first approach are critical supports within communities.

Investing in the development of housing with supports for low to high acuity individuals, will provide a pathway out of homelessness for individuals who are ready to take the step towards housing stability. A New Initiative is being considered for inclusion in the 2024 budget that will request an investment in resources to support the development of additional supportive and transitional housing. A range of supportive housing and transitional housing is currently available throughout the County, however, the wait lists are extensive and with no vacancies, it is difficult to apply a housing first approach when units are not available.

Staff are looking to engage a consultant to review the current state of homelessness shelter services, with the goal of providing recommendations and solutions to address the current pressures in the homelessness system. The plan is to build a framework that provides choice in the housing system, offers appropriate housing with supports and builds a system that provides a pathway out of homelessness.

Oxford County By-Name List

The County's By-Name List (BNL) is a real-time list of people experiencing homelessness in Oxford County. It includes a robust set of data points that support coordinated access and prioritization at a household level and an understanding of homeless inflow and outflow at a

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system level. This real-time actionable data supports triage to services, system performance evaluation and advocacy for the policies and resources necessary to end homelessness.

The Oxford County BNL is the County's centralized list to prioritize supports and services for people experiencing long-term or chronic homelessness. It is a living tracking tool, with a single entry point, maintained by the County of Oxford that is used by the community to access supports and services provided by a variety of community stakeholders in order to effectively respond to people experiencing homelessness in Oxford County.

Having a BNL will support the improvement and coordination of intake practices for people experiencing homelessness to be able to access appropriate supports and services more quickly.

Coordinated Access through the BNL allows our team to provide the right services and supports at the right time. A Coordinated Access approach allows staff to actively work to prevent and divert households from an experience of homelessness by assessing their situation and connecting them to financial, social service sector and other supports.

The BNL and Coordinated Access System will be a critical component of the Strategy.

Conclusions

The current homelessness situation in Oxford County requires an immediate response to increase shelter capacity in the immediate future. The proposed temporary solutions will address immediate needs, however, to be able to reduce homelessness an investment in long term solutions that seek to build a system that offers people who are experiencing homelessness options, hope and improved health outcomes, is necessary.

SIGNATURES

Departmental Approval:

Original signed by

Kelly Black
 Director of Human Services

Approved for submission:

Original signed by

Benjamin R. Addley
 Chief Administrative Officer

To: Warden and Members of County Council

From: Director of Corporate Services

Fees and Charges By-law Update

RECOMMENDATION

1. That Schedule “A” to By-law No. 4889-2007, being a by-law to impose fees and charges for services provided by the County of Oxford that are not covered through direct taxation, be amended effective January 1, 2024, with the exception of haircare fees which will no longer apply as of October 13, 2023, as set out in Report No. CS 2023-27 entitled “Fees and Charges By-law Update”.

REPORT HIGHLIGHTS

- Fees and Charges By-law No. 4889-2007 is subject to an annual review to ensure the County’s fees and charges remain relevant and reasonably cover County the cost of service(s) and/or goods which provide direct benefit to the user.

Implementation Points

The proposed fees and charges included on the amended Schedule “A” to By-law No. 4889-2007 as attached to this Report are to take effect January 1, 2024, with the exception of Woodingford Lodge haircare fees which will be eliminated as of October 13, 2023, subject to endorsement of an external service contract.







Financial Impact

The proposed fees and charges will be reflected in the 2024 draft Business Plan and Budget.

Communications

The 2024 approved fees and charges will be posted on the County’ website for public information. A copy of the fees and charges will be circulated to area municipalities and water/wastewater billing agents. The local development community will be advised of increases to planning and engineering fees and Woodingford Lodge Resident Council will be informed of changes to fees related to visitor/family meals and haircare for residents.

Strategic Plan (2020-2022)

					
<i>WORKS WELL TOGETHER</i>	<i>WELL CONNECTED</i>	<i>SHAPES THE FUTURE</i>	<i>INFORMS & ENGAGES</i>	<i>PERFORMS & DELIVERS</i>	<i>POSITIVE IMPACT</i>
		3.iii.			

DISCUSSION

Background

At the regular meeting of Council held November 28, 2007, By-law No. 4889-2007, being a by-law to impose fees and charges for services that the County of Oxford provides, was passed. The By-law includes a requirement for review of the fees and charges on an annual basis.

Comments

All County departments have been asked to review the fees and charges associated with the services they provide for reasonableness and to consider any new or existing services that may warrant a non-tax or non-rate supported user fee or charge.

Attached as Attachment 1 is Schedule “A” to By-law No. 4889-2007, as approved October 12 2022 for fees and charges applied in 2023 (see column entitled “Approved Jan 1 2023”), with proposed amendments for 2024 identified in red print. Staff is seeking Council’s approval of all fees and charges listed in the columns entitled “Draft Oct 13 2023” and “Draft Jan 1 2024”.

The following provides explanation for the more significant amendments:

Paramedic Services

Increase in event coverage user fees to reflect increase in wage costs from 2022 to 2023. Additional costs for on-duty paramedics arise from providing special event coverage and these fees will assist in covering the County’s costs incurred for such services.

Planning

Fees for planning services have been indexed annually based on the year over year increase in the consumer price index (CPI)¹ and rounded to the nearest \$5.00 increment. A review of the Planning fees is planned through the 2024 Budget process which may result in future amendments to planning fees.

Public Works Development Review

Significant changes are being proposed to how the fees for development are listed and when they are collected. Through discussions with area municipalities and the planning department, fees are proposed to be realigned and consolidated to ease administration and collection.

¹ CPI increase used for the purpose of updating the fees contained in the report is based on the year over year increase of 2.8% as of June 2023

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For example, *Subdivision or Condominium (except 'Exemption from Draft Approval')* - *Subdivision Registration Phase* fee of \$9,500 is a combination of

- Design review \$2,000
- Clearance of conditions \$3,000
- Application to connect W/WW \$4,500 (\$75 per service, 2 per lot, assumed 30 lot subdivision)

Waste Management

The proposed 2024 tipping fee for disposal of material at the landfill has been increased by CPI¹, consistent with previous years. Flat rate tipping fees (weigh scale is offline) increased by new 2024 tipping fee rate multiplied by the average gross weight for each vehicle type (based on a 10 year weight average). A minimum tipping fee of \$10 (i.e. loads that would otherwise be less than \$10 based on actual weight) has also been added to the Fees and Charges By-law.

The fees for recycling bins, composters, and green cones are proposed to increase at the inflationary increase of 2.8%. Currently these bins are being sold at less than cost to encourage waste diversion activities.

Wastewater Treatment

The annual inflationary factor¹ has been applied for treatment costs for general hauled septage and hauled wastewater.

Water and Wastewater

A number of minor fees changes are being proposed for water and wastewater:

- New meter costs to align with the increase meter supply cost
- Clarification on connection and inspection fees on when actual cost is charged and minimum cost
- Fees for backflow testing and tag fees incorporated as approved through Report No. PW 2023-29
- Remaining fee changes are to increase by the inflationary factor

Woodingford Lodge

In the past, Woodingford Lodge relied on both internal staff and contract services to provide hair care services to residents within Woodingford Lodge. The pandemic and staff retirements has impacted the delivery of this service; going forward, Woodingford Lodge resident haircare will be delivered by a contracted service with full cost recovery. A recent procurement process was undertaken seeking and external service provider with fees set by the Contractor. After the 30 day notice to Resident Council, rates for haircare will align to this contract with the fees removed from the By-Law. Attachment 1 to this report shows the 2023 rates eliminated as of October 13, 2023.

Fees for visitor meals are proposed to increase by the annual CPI¹ increase.

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Conclusions

The proposed fees and charges as presented under this report will be charged directly to users in 2024 to compensate for use of County provided services and materials.

SIGNATURES

Report Author:

Original signed by

Carolyn King, CPA, CA
Manager of Finance

Departmental Approval:

Original signed by

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

Approved for submission:

Original signed by

Benjamin R. Addley
Chief Administrative Officer

ATTACHMENT

Attachment 1 – Schedule “A” to By-law No. 4889-2007, as amended

Schedule of Fees and Charges
To Be Effective January 1, 2024

Description of Fee or Charge	Approved Jan 1 2023	Draft Oct 13 2023	Draft Jan 1 2024	HST Rate		Notes
General						
Commissioners fee	\$15.00	\$15.00	\$15.00		per request	
Photocopy - 8 ½" x 11" black	\$0.25	\$0.25	\$0.25	Inc. HST	per page	
Photocopy - 8 ½" x 11" colour	\$0.40	\$0.40	\$0.40	Inc. HST	per page	
Photocopy - 8 ½" x 14" black	\$0.35	\$0.35	\$0.35	Inc. HST	per page	
Photocopy - 8 ½" x 14" colour	\$0.45	\$0.45	\$0.45	Inc. HST	per page	
Photocopy - 11" x 17"	\$0.50	\$0.50	\$0.50	Inc. HST	per page	
Photocopy - 11" x 17" colour	\$0.60	\$0.60	\$0.60	Inc. HST	per page	
Photocopy - larger than 11" x 17" black	\$12.00	\$12.00	\$12.00	Inc. HST	per page	
Photocopy - larger than 11" x 17" colour	\$24.00	\$24.00	\$24.00	Inc. HST	per page	
Non-sufficient funds charge	\$15.00	\$15.00	\$15.00		per occurrence	Does not include Human Services clients
Meeting investigation fee	\$25.00	\$25.00	\$25.00		per request	
Records Management						
PHIPA access requests	\$30.00	\$30.00	\$30.00	Exempt		The set fee of \$30.00 includes administrative charges such as locating and retrieving the record, reviewing the contents of the record for not more than 15 minutes and preparing a response letter to the individual. The fee also includes photocopying or printing the first 20 pages of a record. Requests which exceed 20 pages will be subject to an additional photocopying or printing charge of \$0.25 per page. These costs will be provided in an estimate to the requestor prior to proceeding.
PHIPA access requests - photocopying more than 20 pages	\$0.25	\$0.25	\$0.25	Exempt	per page (after 20 pages)	
MFIPPA information request	As prescribed by Regulation	As prescribed by Regulation	As prescribed by Regulation	Exempt		

Description of Fee or Charge	Approved Jan 1 2023	Draft Oct 13 2023	Draft Jan 1 2024	HST Rate		Notes
Provincial Offences Administration						
To transcribe all or part of a recording and provide a certified transcript in electronic format, the greater of \$25.00 and,						\$100.00 minimum deposit is required when ordering an original transcript. Fees set out in <i>Administration of Justice Act</i> Ontario Regulation 145/22
i. if transcript is to be provided within 24 hours	\$11.75	\$11.75	\$11.75	Exempt	per page or \$25.00, whichever is greater	
ii. if transcript is to be provided within five business days	\$8.80	\$8.80	\$8.80	Exempt		
iii. in any other case	\$6.30	\$6.30	\$6.30	Exempt		
To transcribe all or part of a recording and provide a certified transcript in paper format, the greater of \$25.00 and,				Exempt		
i. if transcript is to be provided within 24 hours	\$12.55	\$12.55	\$12.55	Exempt		
ii. if transcript is to be provided within five business days	\$9.60	\$9.60	\$9.60	Exempt		
iii. in any other case	\$7.10	\$7.10	\$7.10	Exempt		
Copy of transcript already produced	\$0.80	\$0.80	\$0.80	Exempt		
For an electronic copy of the transcript requested at the same time as a request for a transcript or copy	No charge	No charge	No charge	Exempt		
For an electronic copy of the transcript requested at any other time	\$25.00	\$25.00	\$25.00	Exempt		per transcript
Commissioners fees related to a general affidavit for a provincial offences matter	No charge	No charge	No charge	Exempt		
Provincial Offences photocopy or certified copy	\$1.00	\$1.00	\$1.00	Exempt	per page	
Tourism						
Digital Ad Partnership - A	\$100.00	\$100.00	\$100.00	Plus HST	per campaign	
Digital Ad Partnership - B	\$250.00	\$250.00	\$250.00	Plus HST	per campaign	
Ad Partnership - C			\$300.00	Plus HST	per campaign	
Ad Partnership - D			\$500.00	Plus HST	per campaign	
Rural Routes Partnership - A	\$100.00	\$100.00	\$100.00	Plus HST	per partnership	
Rural Routes Partnership - B	\$200.00	\$200.00	\$200.00	Plus HST	per partnership	
Rural Routes Partnerships - C	\$300.00	\$300.00	\$300.00	Plus HST	per partnership	
Lure Brochure - Map listing			\$50.00	Plus HST	per partnership	
Lure Brochure - Add	\$1,000.00	\$1,000.00	\$1,000.00	Plus HST	per ad	
Enhance Blog - renewal	\$150.00	\$150.00	\$150.00	Plus HST	per listing	
Enhanced Blog - new listing	\$250.00	\$250.00	\$250.00	Plus HST	per listing	
Oxford County Cheese Trail - Quick Stop Partner	\$150.00	\$150.00	\$150.00	Plus HST	annual	
Oxford County Cheese Trail - Full Partner	\$300.00	\$300.00	\$300.00	Plus HST	annual	
Information Services						
Urban zoning maps - 24" x 36" colour	\$15.00	\$15.00	\$15.00	Plus HST		
Urban zoning maps - 36" x 48" colour	\$20.00	\$20.00	\$20.00	Plus HST		
Township base maps - 24" x 36" colour	\$15.00	\$15.00	\$15.00	Plus HST		
Township base maps - 36" x 48" colour	\$20.00	\$20.00	\$20.00	Plus HST		
County of Oxford map book	\$20.00	\$20.00	\$20.00	Plus HST		
Customer map/data request - labour and material charges	\$50.00	\$50.00	\$50.00	Plus HST	per hour	

Description of Fee or Charge	Approved Jan 1 2023	Draft Oct 13 2023	Draft Jan 1 2024	HST Rate		Notes
- linear foot plotter printout	\$10.00	\$10.00	\$10.00	Plus HST	per linear foot	
Consolidated Zoning map - colour	\$20.00	\$20.00	\$20.00	Plus HST		
Ortho-photography Images	\$50.00	\$50.00	\$50.00	Plus HST	per tile (sq. km)	
Library						
Local faxing	\$0.25	\$0.25	\$0.25		per page	
Long distance faxing	\$0.25	\$0.25	\$0.25		per page	
Library merchandise and consumables	Prices Vary	Prices Vary	Prices Vary	Plus HST		Items may include book bags, program materials, memory sticks, etc.
Library card replacement	\$2.00	\$2.00	\$2.00			
<i>Room rentals</i>						For all branches except those specifically identified
Any morning, afternoon or evening rental period	\$10.00	\$10.00	\$10.00	Plus HST		
Any two morning, afternoon or evening rental period	\$12.00	\$12.00	\$12.00	Plus HST		
Full day rental period	\$15.00	\$15.00	\$15.00	Plus HST		
<i>Room rentals - Ingersoll, Norwich, Plattsville, Tavistock, Thamesford, Tillsonburg</i>						
First hour of rental	\$20.00	\$20.00	\$20.00	Plus HST		
Each hour thereafter	\$5.00	\$5.00	\$5.00	Plus HST		
<i>Local history/genealogy research fees</i>						Fees may not be charged for research that does not require significant staff involvement. Fees include copying/printing of up to 15 pages single-sided, postage and handling. Additional copying and printing will be billed at the established rates.
First hour of research	\$30.00	\$30.00	\$30.00			
Additional 15 minute intervals	\$10.00	\$10.00	\$10.00			
Lost or Damaged collection items	Replacement cost less depreciation	Replacement cost less depreciation	Replacement cost less depreciation		dollar value assessed by library staff	
<i>Job Related Faxes and Printing</i>						
Faxes of Job applications	No charge	No charge	No charge		up to 5 pages free per day, local or long distance faxes, limited to 2 times per week	In the event that government grants and funding are available to assist the library with the provision of these services, copying and faxing fees may be reduced or waived.
Photocopies of resumes and job applications	No charge	No charge	No charge		up to 10 free copies per day, limited to 2 times per week	
<i>Education Related Services</i>						
Proctoring	No Charge	No Charge	No Charge			

Description of Fee or Charge	Approved Jan 1 2023	Draft Oct 13 2023	Draft Jan 1 2024	HST Rate		Notes
Archives						
External research - after 15 minutes	\$30.00	\$30.00	\$30.00	Inc. HST	per hour	
Photocopies from microfilm reader/printers - 11" x 17"	\$0.50	\$0.50	\$0.50	Inc. HST	per page	
Photocopies from microfilm reader/printers - 8" x 14"/8" x 11"	\$0.25	\$0.25	\$0.25	Inc. HST	per page	
Digital image scanning -to 8.5" x 11" paper	\$5.00	\$5.00	\$5.00	Inc. HST		
Digital image scanning to Compact Disc or Memory stick (USB)	\$10.00	\$10.00	\$10.00	Inc. HST		
Digital image scanning custom in-house to 8.5" x 11" paper	\$7.50	\$7.50	\$7.50	Inc. HST	per 15 minutes	
Digital image scanning custom in-house to Compact Disc or memory stick	\$7.50	\$7.50	\$7.50	Inc. HST	per 15 minutes + \$5.00	
Document conservation - cleaning and repair	\$60.00	\$60.00	\$60.00	Inc. HST	per hour	
<i>Document conservation - encapsulation</i>						
Mylar	\$3.00	\$3.00	\$5.00	Inc. HST	per square foot	
Encapsulating tape	\$24.00	\$24.00	\$24.00	Inc. HST	per roll	
Paramedic Services						
Informal Access Request	\$65.00	\$65.00	\$65.00	Exempt	per request	
Event Coverage - Ambulance and 2 Paramedics	\$137.00	\$137.00	\$140.00	Exempt	per hour (minimum 6 hours)	
Event Coverage - Ambulance/ERV and 1 Paramedics	\$68.50	\$68.50	\$70.00	Exempt	per hour (minimum 6 hours)	
Event Coverage - Additional Paramedic (each)	\$54.50	\$54.50	\$56.00	Exempt	per hour (minimum 6 hours)	
Event Coverage - Supervisor (each)	\$68.00	\$68.00	\$71.00	Exempt	per hour (minimum 6 hours)	
Event Coverage - Statutory Holiday	2 X above rates	2 X above rates	2 X above rates	Exempt	per hour (minimum 6 hours)	
Planning						
Condominium (except vacant land)	\$1,795.00	\$1,795.00	\$1,845.00	Exempt		Plus a deposit to recover the costs for peer review of studies submitted in support of the application as required
Exemption from draft approval (all)	\$1,245.00	\$1,245.00	\$1,280.00	Exempt		
Consent	\$2,235.00	\$2,235.00	\$2,300.00	Exempt	Subject to PW Dev. Review Fee	Plus a deposit to recover the costs for peer review of studies submitted in support of the application as required. Each additional lot for same owner, applicant and property
Each additional lot	\$1,115.00	\$1,115.00	\$1,145.00	Exempt		
Consent & minor variance	\$2,315.00	\$2,315.00	\$2,380.00	Exempt		
Each additional lot	\$1,160.00	\$1,160.00	\$1,190.00	Exempt		
<i>Consent or consent & minor variance</i>				Exempt		
Changes to approved conditions (major)	\$290.00	\$290.00	\$300.00	Exempt		
Changes to approved conditions (minor)	\$150.00	\$150.00	\$155.00	Exempt		

Description of Fee or Charge	Approved Jan 1 2023	Draft Oct 13 2023	Draft Jan 1 2024	HST Rate		Notes
Revised application (major)	\$400.00	\$400.00	\$410.00	Exempt		
Revised application (minor)	\$205.00	\$205.00	\$210.00	Exempt		
Validation order	\$720.00	\$720.00	\$740.00	Exempt		
Official plan (regular)	\$2,960.00	\$2,960.00	\$3,040.00	Exempt	Subject to PW Dev. Review Fee	Plus a deposit to recover the costs for peer review of studies submitted in support of the application as required
Official plan (technical)	\$1,105.00	\$1,105.00	\$1,135.00	Exempt		
Part lot control exemption	\$825.00	\$825.00	\$850.00	Exempt		
Plus: per new part/lot (1 to 6 parts/lots)	\$175.00	\$175.00	\$180.00	Exempt		
Plus: maximum (7 and more parts/lots)	\$1,140.00	\$1,140.00	\$1,135.00	Exempt		All lots must be exempted under one by-law
Renewable energy application - major	\$2,155.00	\$2,155.00	\$2,215.00	Exempt		
Renewable energy application - minor	\$420.00	\$420.00	\$430.00	Exempt		
Subdivision (and vacant land condominium)	\$3,930.00	\$3,930.00	\$4,040.00	Exempt	Subject to PW Dev. Review Fee	Plus a deposit to recover the costs for peer review of studies submitted in support of the application as required
Extension of draft approval	\$635.00	\$635.00	\$650.00	Exempt		
Changes to draft approval (major)	\$1,560.00	\$1,560.00	\$1,605.00	Exempt		Includes changes to conditions
Changes to draft approval (minor)	\$770.00	\$770.00	\$790.00	Exempt		
Woodlands Conservation (minor exemption application)	\$220.00	\$220.00	\$225.00	Exempt		
Facilities						
Electric Vehicle Supply Equipment (EVSE) charging fees-Level 2	\$2.00	\$2.00	\$1.75		per prorated hour	
Electric Vehicle Supply Equipment (EVSE) charging fees-Level 3	\$15.00	\$15.00	\$14.25		per prorated hour	
Filming Fees (on County property or inside County facility)	\$500/day minimum	\$500/day minimum	\$500/day minimum	Plus HST	per location/facility	The minimum will be increased based on factors such as type of facility, and how much of the site/facility will be used for filming with all increases approved by the Manager of Engineering Services.
Room rentals						
Any morning, afternoon or evening rental period	\$15.00	\$15.00	\$20.00	Plus HST		
Full day rental period	\$20.00	\$20.00	\$30.00	Plus HST		

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Communication Tower Equipment	\$1,400.00	\$1,400.00	\$1,400.00	Plus HST	annual	The fee will be imposed as new tenants are authorized and existing leases are renewed. Exemption from this fee will apply to existing emergency communication equipment owned and maintained by area municipalities.
Roads Operations						
<i>Moving Permits</i>						
Annual Permit	\$200.00	\$200.00	\$200.00	Exempt	each	
One Time Permit	\$75.00	\$75.00	\$75.00	Exempt	each	
Project Permit (multiple moves, same route/product in same year)	\$500.00	\$500.00	\$500.00	Exempt	max per year	
<i>Culvert Install (includes admin fee)</i>						
For 10m of 400mm culvert	\$2,750.00	\$2,750.00	\$2,750.00	Plus HST		Culvert sizes larger than 450mm will be charged at actual cost and will be quoted to the applicant prior to installation
For 10m of 450mm culvert	\$3,000.00	\$3,000.00	\$3,000.00	Plus HST		
Each additional meter	\$250.00	\$250.00	\$250.00	Plus HST		
<i>Curb cut (includes admin fee)</i>						
Minimum charge (7.6m)	\$750.00	\$750.00	\$750.00	Plus HST		
Each additional 0.3m over 7.6m	\$25.00	\$25.00	\$25.00	Plus HST		
Entrance Admin fee	\$110.00	\$110.00	\$110.00			
Public Works Development Review						
Condominium (only 'Exemption from Draft Approval' applications)	\$250.00	\$250.00	\$1,500.00	Exempt	per application	
Consent	\$250.00	\$250.00	\$1,000.00	Exempt	per application / lot severed	For new vacant residential, institutional, commercial, or industrial lot creation
Consent & minor variance	\$250.00	\$250.00	\$1,000.00	Exempt	per application	
Minor variance	\$100.00	\$100.00	\$100.00	Exempt	per application	
Official plan	\$300.00	\$300.00	\$800.00	Exempt	per application	
Zone change	\$150.00	\$150.00	\$150.00	Exempt	per application	
Subdivision	\$100.00	\$100.00	\$100.00	Exempt	per lot	Lot as defined as follows: Single-family home=1.0; Semi-detached=1.5; Multi-residential (more than two units)=No. of residential-units/2
Subdivision —maximum or Condominium (except 'Exemption from Draft Approval') - Draft Plan Application (Initial)	\$2,000.00	\$2,000.00	\$3,000.00	Exempt	per subdivision/ per -phase	
Subdivision or Condominium (except 'Exemption from Draft Approval') - Subdivision Registration Phase			\$9,500.00		per phase of subdivision	
Site plan review	\$500.00	\$500.00	\$2,000.00	Exempt	per application	
Site plan amendment	\$250.00	\$250.00	\$1,000.00	Exempt	per application	

Description of Fee or Charge	Approved Jan 1 2023	Draft Oct 13 2023	Draft Jan 1 2024	HST Rate		Notes
Clearance of Conditions—consent	\$100.00	\$100.00	\$100.00	Exempt	per lot	Lot as defined as follows: Single-family home=1.0; Semi-detached=1.5; Multi-residential (more than two units)=No. of residential-units/2
Clearance of Conditions—subdivision	\$100.00	\$100.00	\$100.00	Exempt	per lot	
Clearance of Conditions—maximum (consent or subdivision)	\$3,000.00	\$3,000.00	\$3,000.00	Exempt	per subdivision/per-phase	
Application to Connect Review (water or wastewater) - Infill only	\$50.00	\$50.00	\$75.00	Exempt	per service connection	
Environmental Report Review	\$250.00	\$250.00	\$250.00	Exempt	plus peer review	Deposit for peer review
Traffic Impact Studies Review	\$250.00	\$250.00	\$250.00	Exempt	plus peer review	
Consolidated ECA Sanitary sewers including appurtenances	\$1,200.00	\$1,200.00	\$1,200.00	Exempt		
Consolidated ECA Storm sewers including appurtenances	\$1,200.00	\$1,200.00	\$1,200.00	Exempt		
Consolidated ECA Sanitary forcemains	\$2,000.00	\$2,000.00	\$2,000.00	Exempt		
Consolidated ECA Sanitary sewer pumping stations	\$2,000.00	\$2,000.00	\$2,000.00	Exempt		
Form 1 Watermains including appurtenances	\$1,200.00	\$1,200.00	\$1,200.00	Exempt		
Sanitary ECA inspections	1.5%	1.5%	1.5%	Exempt	of development securities for sanitary infrastructure (vertical and horizontal)	
Storm ECA inspections	1.5%	1.5%	1.5%	Exempt	of development securities for storm infrastructure	
Watermain inspection	1.5%	1.5%	1.5%	Exempt	of development securities for watermain infrastructure	
Waste Management						
83 Litre Recycling bin	\$6.20	\$6.20	\$6.50	Inc. HST		
Apartment Recycling bin (small)	\$3.50	\$3.50	\$3.60	Inc. HST		
360 Litre Multi-residential	\$36.00	\$36.00	\$37.00	Inc. HST		
360 Litre Industrial/Commercial and Institutional Recycling totes	\$72.00	\$72.00	\$74.00	Inc. HST		
Recycling lid for 83 Recycling bins	\$2.70	\$2.70	\$2.80	Inc. HST		
Composters	\$10.00	\$10.00	\$20.00	Inc. HST		
Green Cone	\$50.00	\$50.00	\$51.50	Inc. HST		
Green Cone Accelerator Powder	\$4.00	\$4.00	\$4.10	Inc. HST		

Description of Fee or Charge	Approved Jan 1 2023	Draft Oct 13 2023	Draft Jan 1 2024	HST Rate		Notes	
Bag Tags	\$2.00	\$2.00	\$2.00	Exempt	per tag	One bag tag shall be used for each garbage bag (up to 76 x 96 cm) or each rigid container (up to 128 litres) and each such bag or container must weigh less than 20kg. Two bag tags shall be used for each rigid container with a volume between 129 and 240 litres and this container must also weigh less than 20kg. Three bag tags shall be used for each rigid container with a volume between 241 and 360 litres	
Disposal of Mixed Solid Waste (MSW) waste at Salford Landfill	\$89.00	\$89.00	\$92.00	Exempt	per tonne		
Disposal of Construction and Demolition Material (C&D)	\$85.00	\$85.00	\$88.00	Exempt	per tonne		
Disposal of Asbestos			\$350.00	Exempt	per tonne		
Agricultural wrap program		\$50.00	\$50.00	Exempt	per tonne		
Minimum tipping fee	\$10.00	\$10.00	\$10.00	Exempt			
Vehicle Weight Fee			\$10.00	Exempt	each		
Freon Units	\$10.00	\$10.00	\$20.00	Exempt	per unit		
ICI Hazardous Waste - authorized by-law 5274-2011	\$30.00	\$30.00		Exempt	per 25L container		
<i>Fixed Rate Tipping Fees (Mixed Solid Waste) when weigh scale is offline</i>							
Passenger Vehicle	\$15.00	\$15.00	\$16.00	Exempt		Based on average gross weight for vehicle type	
Passenger Vehicle and Trailer	\$22.00	\$22.00	\$23.00	Exempt			
Pick-up Truck	\$16.00	\$16.00	\$17.00	Exempt			
Pick-up Truck and Trailer	\$45.00	\$45.00	\$46.00	Exempt			
Cube Van	\$57.00	\$57.00	\$59.00	Exempt			
Stake Truck	\$62.00	\$62.00	\$64.00	Exempt			
Farm Vehicle	\$145.00	\$145.00	\$150.00	Exempt			
Single-Axle Vehicle	\$108.00	\$108.00	\$111.00	Exempt			
Single-Axle Vehicle and Trailer	\$187.00	\$187.00	\$193.00	Exempt			
Tandem-Axle Vehicle	\$490.00	\$490.00	\$506.00	Exempt			
Tandem-Axle Vehicle and Trailer	\$842.00	\$842.00	\$870.00	Exempt			
Compacted Roll Off Vehicle	\$401.00	\$401.00	\$414.00	Exempt			
Non-Compacted Roll Off Vehicle	\$200.00	\$200.00	\$207.00	Exempt			
<i>Fixed Rate Tipping Fees (Construction and Demolition Waste)</i>							
Passenger Vehicle	\$18.00	\$18.00	\$18.00	Exempt			
Passenger Vehicle and Trailer	\$37.00	\$37.00	\$38.00	Exempt			

Description of Fee or Charge	Approved Jan 1 2023	Draft Oct 13 2023	Draft Jan 1 2024	HST Rate		Notes
Pick-up Truck	\$27.00	\$27.00	\$28.00	Exempt		Based on average gross weight for vehicle type
Pick-up Truck and Trailer (Residential)	\$112.00	\$112.00	\$75.00	Exempt		
Pick-up Truck and Trailer (Commercial)	\$112.00	\$112.00	\$187.00	Exempt		
Cube Van	\$57.00	\$57.00	\$59.00	Exempt		
Stake Truck	\$172.00	\$172.00	\$178.00	Exempt		
Farm Vehicle	\$142.00	\$142.00	\$147.00	Exempt		
Single-Axle Vehicle	\$114.00	\$114.00	\$118.00	Exempt		
Single-Axle Vehicle and Trailer	\$208.00	\$208.00	\$216.00	Exempt		
Tandem-Axle Vehicle	\$297.00	\$297.00	\$307.00	Exempt		
Tandem-Axle Vehicle and Trailer	\$355.00	\$355.00	\$638.00	Exempt		
Compacted Roll Off Vehicle	\$184.00	\$184.00	\$190.00	Exempt		
Non-Compacted Roll Off Vehicle	\$227.00	\$227.00	\$235.00	Exempt		
Wastewater Treatment						
Sewage Over-Strength Agreement Rate (over and above By-law No.2719-87 limit including but not limited to Biochemical Oxygen Demand, Total Suspended Solids and Total Phosphorus). This rate may be part of an agreement with the County	\$1.70	\$1.70	\$1.75	Exempt	per kg	
Sewage Over-Strength Agreement Exceedance Fee (over and above the Over-Strength Agreement Rate limit defined in an agreement with the County).	\$3.40	\$3.40	\$3.50	Exempt	per kg	
Collection of Sewage Samples under Over-Strength Agreement	\$60.00	\$60.00	\$62.00	Exempt	per hour	
Laboratory Costs for Samples collected under Over-Strength Agreement (set collection list)	Actual cost	Actual cost	Actual cost	Exempt		
Laboratory Costs for Samples collected under Over-Strength Agreement (each additional sample)	Actual cost	Actual cost	Actual cost	Exempt		
General Hauled Septage	\$13.00	\$13.00	\$13.40	Exempt	per cubic meter	
Hauled Wastewater (Domestic waste from a single source that is not general hauled septage, that meets the sewer use By-law No. 2719-87 whose source is within Oxford County and > 22,700 Litres either at one time or over the course of a year)	\$1.70	\$1.70	\$1.75	Exempt	per cubic meter	
Holding (Large volume wastewater) Tank Waste	\$6.50	\$6.50	\$6.70	Exempt	per cubic meter	
Portable Toilet Waste	\$13.00	\$13.00	\$13.40	Exempt	per cubic meter	
Peat Moss Septic System Waste	\$13.00	\$13.00	\$13.40	Exempt	per cubic meter	
Water and Wastewater						
Rain Barrels	\$65.00	\$65.00	\$65.00	Inc. HST		
New Meter (< 25mm) - without radio transmitter	\$170.00	\$170.00	\$210.00		each	

Description of Fee or Charge	Approved Jan 1 2023	Draft Oct 13 2023	Draft Jan 1 2024	HST Rate		Notes
New Meter (≥ 25mm) - without radio transmitter	Actual cost	Actual cost	Actual cost		Based on full cost recovery	
Radio Transmitter for Water/Wastewater readings	\$130.00	\$130.00	\$140.00		each	
Replacement of Water Meter due to Frost Damage	Meter Cost + \$60	Meter Cost + \$60	Meter Cost + \$62		each/per hour	
Replacement of Water Meter due to Frost Damage - after hours	Meter Cost + \$120	Meter Cost + \$120	Meter Cost + \$124		each/per hour	Min. two and half hours
Meter transmitter transponder replacement due to damage	\$130 flat + \$60/hour	\$130 flat + \$60/hour	\$130 flat + \$62/hour		per hour	
Shut-off / Turn-on Fee, 8am-4:30pm	\$60.00	\$60.00	\$62.00		each occurrence	
Shut-off / Turn-on Fee, after hours	\$120.00	\$120.00	\$124.00		each occurrence	
Emergency water turn-off/turn-on	\$60.00	\$60.00	\$62.00		each occurrence	
Manual read of water/wastewater customer without radio transmitter	\$50.00	\$50.00	\$50.00		per read	
Missed appointment or customer not ready	\$60.00	\$60.00	\$62.00		per hour	
Temporary service (includes hosing and fittings)	\$200.00	\$200.00	\$200.00			
Clear sewer blockage (private side lateral)	\$75 flat + \$60/hour	\$75 flat + \$60/hour	\$75 flat + \$62/hour		per hour	
Camera sewer blockage (private side lateral)	\$75 flat + \$60/hour	\$75 flat + \$60/hour	\$75 flat + \$62/hour		per hour	
W/WW service call operator time - 8am-4:30pm	\$60.00 plus materials	\$60.00 plus materials	\$62.00 plus materials		per hour	Private connection service call
W/WW service call operator time - after hours	\$120.00 plus materials	\$120.00 plus materials	\$124.00 plus materials		per hour	Min. two and half hours; Private connection service call
Meter checked for accuracy at customer's request and found to be accurate (< 25mm)	\$250.00	\$250.00	\$250.00		each occurrence	Meter checked for accuracy at customer's request and found not to be accurate
Meter checked for accuracy at customer's request and found to be accurate (≥ 25mm)	Actual cost	Actual cost	Actual cost		each occurrence	
Thawing private service 15mm-25mm	Time and materials + \$60/hour	Time and materials + \$60/hour	Materials + \$62/hour			
Monthly rental for fire hydrant meter	\$250 + consumption water rate	\$250 + consumption water rate	\$250 + consumption water rate		per m3	
Hydrant meter relocation during rental	\$250 + consumption water rate	\$250 + consumption water rate	\$250 + consumption water rate		per m3	
Flow Testing (hydrant) for Third Party	\$60.00	\$60.00	\$62.00		per hour	Min 3 hours
Removal of hydrant (no new hydrant required)	Actual cost	Actual cost	Actual cost			

Description of Fee or Charge	Approved Jan 1 2023	Draft Oct 13 2023	Draft Jan 1 2024	HST Rate		Notes
Installation of new hydrant	Actual cost	Actual cost	Actual cost			
Use of Bulk Water Station	\$25.00	\$25.00	\$25.00		per key fob	
Water Taken from Bulk Water Station	\$3.35	\$3.35	\$3.45		per m3	
Inspection fees for new water/sanitary services-lateral to a severed property or infill lot building	\$500.00	\$500.00	Actual cost; Min. \$500		each occurrence not under site plan	
Connection to existing watermain or service within communities without water development charges (up to 25mm)	\$5,500.00	\$5,500.00	Actual cost; Min. \$5,500		each occurrence for < 25mm and actual cost for ≥ 25mm; unless cost is specified in an existing bylaw; or actual cost (County discretion)	Communities without Development Charges (DC) - Bright, Drumbo, Beachville, Innerkip, Brownsville, Dereham Centre, Embro, Hickson, Lakeside, Otterville, Princeton, Sweaburg and Springford
Connection to existing watermain or service within communities with water development charges (up to 25mm)	\$4,000.00	\$4,000.00	Actual cost; Min. \$4,000		plus applicable development charges each occurrence; unless cost is specified in an existing by-law; or actual cost (County discretion)	Communities with Development Charges - Ingersoll, Mt Elgin, Norwich, Plattsville, Tavistock, Thamesford, Tillsonburg and Woodstock
Developer connection to existing watermain or service within communities without water development charges	\$1,500.00	\$1,500.00	\$1,500.00		per service within servicing community	Communities without Development Charges (DC) - Bright, Drumbo, Beachville, Innerkip, Brownsville, Dereham Centre, Embro, Hickson, Lakeside, Otterville, Princeton, Sweaburg and Springford
Connection to existing sewer (Sewer depth 0 - 3.0 metres)	Min. \$6,500	Min. \$6,500	Actual cost; Min. \$6,500		or actual cost (County discretion)	
Connection to existing sewer (Sewer depth > 3.0 metres)	Min. \$9,500	Min. \$9,500	Actual cost; Min. \$9,500		or actual cost (County discretion)	
Developer connection to existing sewer within communities without sewer development charges	\$3,500.00	\$3,500.00	\$3,500.00		per service within servicing community	Communities without Development Charges (DC) - Innerkip, Embro, Thamesford
Connection of a service to an extended watermain or sewer	Actual cost	Actual cost	Actual cost		Based on full cost recovery	
Installation of larger service connection due to premises demand	Actual cost	Actual cost	Actual cost		Based on full cost recovery	

Description of Fee or Charge	Approved Jan 1 2023	Draft Oct 13 2023	Draft Jan 1 2024	HST Rate		Notes
Grinder pump monthly maintenance charge (customers under section 4.1 of Grinder Pump Policy)	No Charge	No Charge	No Charge			
Grinder pump monthly maintenance charge (customers under sections 4.2 or 4.3 of Grinder Pump Policy)	Actual cost	Actual cost	Actual cost		Based on full cost recovery when applicable as per By-law No. 5275-2011	
Grinder pump package purchase	Actual cost	Actual cost	Actual cost			
Permit for automatic sprinklers non-metered individual customer	\$27.75	\$27.75	\$27.75			
Permit for automatic sprinklers metered customer	No Charge	No Charge	No Charge			
Permits for outside water use for new sod, seed, or chemically sprayed lawns or for non-profit fund-raising events	No Charge	No Charge	No Charge			
Negotiation of Risk Management Plan – Future Threat Activities (Section 59 Notice)	\$200.00	\$200.00	\$200.00		Plus peer review	Deposit for peer review
Deposit for peer review – subject to full cost recovery when determined	\$1,500.00	\$1,500.00	\$1,500.00			Deposit for peer review
Watermain inspection/commissioning - Site Plan	\$500.00	\$500.00	Actual cost; Min. \$500			
Watermain inspection/commissioning -Subdivision < 25 lots	\$1,500.00	\$1,500.00	Actual cost; Min. \$1,500			
Watermain inspection/commissioning - Subdivision > 25 lots	\$2,500.00	\$2,500.00	Actual cost; Min. \$2,500			
Water/Wastewater System Capacity Assessment/Hydraulic Modelling	Actual Cost \$500 minimum charge	Actual Cost \$500 minimum charge	Actual Cost \$500 minimum charge		per request	
Backflow Testing - Report Submission Fee		\$39.55	\$39.55	Inc. HST	per test	
Cross Connection Survey Submission Fee		\$33.90	\$33.90	Inc. HST	per test	
5-Year Backflow Prevention Program Test Tag Fee		\$25.00	\$25.00	Exempt		

Description of Fee or Charge	Approved Jan 1 2023	Draft Oct 13 2023	Draft Jan 1 2024	HST Rate		Notes
Woodingford Lodge						
Undergarment (for Hip Protector) – Any size	Actual cost	Actual cost	Service- Recovery	Inc. HST		
Visitor/Family Meals	\$9.00	\$9.00	\$10.00	Inc. HST	per meal	
Footcare – Sub-sequential Visit	Actual cost	Actual cost	Contract			
Footcare – Initial Assessment	Actual cost	Actual cost	Contract			
Staff Accompaniment	\$41.18	\$41.18	\$43.26		per hour	Minimum 4 hours
Haircare – Shampoo	\$3.20	Contract	Contract		per service	
Haircare – Perm	\$58.15	Contract	Contract		per service	
Haircare – Cut/Barber Service	\$17.85	Contract	Contract		per service	
Haircare – Style/Set	\$17.85	Contract	Contract		per service	
Haircare – Dry	\$6.40	Contract	Contract		per service	
Haircare – Cut and Style/Set	\$29.60	Contract	Contract		per service	
Haircare – Colour Application	\$16.90	Contract	Contract		per service	

To: Warden and Members of County Council

From: Director of Corporate Services

Lansdowne Ave Watermain Extension Project – Internal Long-term Debt Issue

RECOMMENDATION

1. That By-law No. 6568-2023, being a by-law to authorize the borrowing of funds from the Landfill and Waste Diversion Reserve Fund in the amount of \$15,960 to be used for the purposes of financing property owners' charges for capital costs related to the Lansdowne Ave Watermain Extension Project, be presented to Council for enactment.

REPORT HIGHLIGHTS

- Lansdowne Ave watermain extension project serviced 5 properties
 - \$3,990 of the assessed costs have been paid
 - \$15,960 to be financed over a ten-year term
 - \$62,448 of the assessed costs have been banked for future development or deferred

Implementation Points

The City of Woodstock will add the annual debenture payments to the respective property tax rolls in 2024 and forward the funds to the County on the annual debenture payment date.

Financial Impact







The Treasurer has updated the Annual Debt Repayment Limit to ensure the inclusion of this debt does not exceed the County's limit as prescribed by the Ministry of Municipal Affairs and Housing.

Communications

Upon enactment of By-law No. 6568-2023 a letter will be sent to each of the impacted properties detailing the annual debenture payments. A letter will also be sent to the City of Woodstock indicating the amounts to be added to the respective property tax rolls.

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CORPORATE SERVICES
Council Date: September 13, 2023

Strategic Plan (2020-2022)

					
WORKS WELL TOGETHER	WELL CONNECTED	SHAPES THE FUTURE	INFORMS & ENGAGES	PERFORMS & DELIVERS	POSITIVE IMPACT
		3.iii.			

DISCUSSION

Background

On June 28, 2023, County Council approved the funding sources for the Oxford County Lansdowne Ave Watermain Extension Project under By-law No. 6549-2023 which also authorizes a charge to be billed to serviced properties. The total cost of the project was \$2,545,239. The costs are funded by \$6,070 from the Community Servicing Assistance Program (CSAP) Reserve, \$202,549 from the Water - Woodstock Reserve, \$2,260,172 from Woodstock Water Development Charges, \$58,248 from future development and \$18,200 attributed to existing benefitting properties.

By-law No. 5345-2012 was set to establish program parameters and definitions for the Community Servicing Assistance Program (CSAP), including establishing the maximum charge for the County portion of the cost to owners for connection. The 2021 CSAP maximum charge for a new watermain connection is \$11,917. Fees attributed to individual developed benefitting property owners for the Lansdowne Ave watermain extension project are below the CSAP maximum threshold, being charged \$3,640 per property.

In addition to the total cost of the project, the following costs are added in accordance with the 2023 Fees and Charges By-law No. 4889-2007:

- \$300 billed to each of the existing and development properties for a water meter;
- \$50 billed to each of the existing and development properties for the water application to connect review fee.

Table 1 provides a summary of the debenture requirement for the approved servicing costs.

Table 1 – Debenture Financing by Project

Project Name	By-law to Approve Funding Sources	Date By-law Approved	Amount to be Debentured
Oxford County Lansdowne Ave Watermain Extension Project	6549-2023	June 28, 2023	\$15,960
Total			\$15,960

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Comments

In accordance with the County's Water and Sewer Services Financing Policy No. 6.05, financing options were offered in addition to a full payment option to each of the property owners billed under By-law No. 6549-2023. The financing options include:

1. debenture the full amount owing over ten years; or
2. pay 50% of the charge now and finance the remaining 50% over five years.

Considering the County's Landfill and Waste Diversion Reserve Fund balance has approximately \$2.9 million in idle funds and a 2023 budgeted closing balance of approximately \$20.1 million, it is recommended that the total amount of \$15,960 required to be debentured, be financed internally.

In accordance with the Debt Management Policy, the following rate has been fixed for the term of the option as set out in Table 2.

Table 2 – Annual Fixed Interest Rate

Term of Financing	Annual Interest Rate
10 Years	5.72%

Tables 3 illustrated the annual payment required by the individual property owners, based on the amount charged to their property.

Table 3 – Lansdowne Ave Watermain Extension Project Repayment Schedule – 10 year debenture \$3,990

Loan Amount			\$3,990.00	
Annual Interest Rate			5.72%	
Length of Loan (Years)			10	
Year	Payment	Interest	Principal	Balance
2024	\$ 534.94	\$ 228.23	\$ 306.71	\$3,683.29
2025	534.94	210.68	324.26	3,359.03
2026	534.94	192.14	342.80	3,016.23
2027	534.94	172.53	362.41	2,653.82
2028	534.94	151.80	383.14	2,270.68
2029	534.94	129.88	405.06	1,865.62
2030	534.94	106.71	428.23	1,437.39
2031	534.94	82.22	452.72	984.67
2032	534.94	56.32	478.62	506.05
2033	534.94	28.89	506.05	0.00
Total	\$5,349.40	\$1,359.40	\$3,990.00	

CONCLUSIONS

A by-law is required to authorize the financing and collection of annual debt obligation payments from the respective property owners through their property tax bills.

SIGNATURES

Report Author:

Original signed by

Jennifer Lavallee, CPA, CGA
Manager of Capital Planning

Departmental Approval:

Original signed by

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

Approved for submission:

Original signed by

Benjamin R. Addley
Chief Administrative Officer

To: Warden and Members of County Council

From: Director of Corporate Services

Economic Development Group Recommendations

RECOMMENDATIONS

1. That Report No. CS 2023-29 entitled “Economic Development Group Recommendations” be received;
2. And further, that staff be directed to facilitate annual Economic Development forums to advance collaboration and seek enhanced service delivery as it relates to local economic development that will encourage participation from the following:
 - Local Economic Development Offices
 - The Small Business Centre
 - Community Futures Oxford
 - SCOR EDC
 - Community Employment Services/Multi-Service Centre
 - Tourism Oxford
 - Director or designate from Oxford County, including
 - CAO
 - Human Services
 - Community Planning
 - Public Works
 - Corporate Services.

REPORT HIGHLIGHTS

- This report responds to Council direction for staff to report on the implications of the recommendations presented to Council on June 14, 2023 by the Economic Development Group.

Implementation Points

Staff will arrange and facilitate an annual Economic Development Forum with a vision for collaboration as described herein, and report outcomes to Council.

At the discretion of the CAO, additional meetings will be facilitated by County staff with the appropriate local economic development agencies to more fully understand and address

references in the Economic Development Group’s Recommendations and any others that may arise during an annual forum.

Financial Impact







The recommendations contained in this report will have no financial impact beyond what has been approved in the current year’s operating budget.

Any financial implications that may arise from the annual forum or supplementary discussions will be brought forward as part of the annual Business Plan and Budget process. More urgent matters will be raised by reporting to Council as required.

Communications

Information will be presented to County Council from the Economic Development Forum following the annual sessions.

Strategic Plan (2020-2022)

					
<i>WORKS WELL TOGETHER</i>	<i>WELL CONNECTED</i>	<i>SHAPES THE FUTURE</i>	<i>INFORMS & ENGAGES</i>	<i>PERFORMS & DELIVERS</i>	<i>POSITIVE IMPACT</i>
1.i. 1.ii.	2.i. 2.ii. 2.iii.	3.i. 3.ii. 3.iii.			

DISCUSSION

Background

As part of the County’s 2023 Business Plan and Budget, at their meeting held January 11, 2023, Council adopted the following resolution:

“Whereas for the past decade, the local economy has enjoyed a period of stable growth with ultra low interest rates and inflation;

And whereas the past few months has seen a significant change in the local economic environment with higher interest rates and inflation which could potentially lead to a more unstable local economic situation;

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And whereas Oxford County provides funding through their business plan and budget process to support Economic Development in Oxford County to several partners to promote healthy and sustainable economic development;

And whereas the uncertainty of the current local economic climate may require some new initiatives and adjustment as to how Oxford County and our partners address Economic Development in the future;

Therefore be it resolved that as a condition of providing grants for SCOR, Oxford Connections, The Small Business Development Centre and Community Futures Oxford as outlined in the 2023 Business Plan and Budget, that the following groups be asked to create a committee to collaborate on an overall economic development strategy to help guide our economic initiatives;

And further, that the committee be comprised of one representative from each of, the City of Woodstock Economic Development Department, the Town of Tillsonburg Economic Development Department, the Town of Ingersoll Economic Development Department, the Rural Oxford Economic Development group, SCOR, The Small Business Centre, Community Futures Oxford, and to include the Oxford County Warden and Councillors Schaefer and Wheaton;

And further, this committee is asked to bring forward a report to County Council to provide both a vision or strategy for a sustainable and robust local economy and how all partners can work collaboratively for all areas of Oxford County. This report will be due no later than June 28, 2023.”

In response, County staff arranged three meetings in between March and May, 2023 for the Economic Development Group to inform a report to be delivered to Council.

Comments

At County Council’s June 14, 2023 meeting, the Economic Development Group presented a report entitled “[Economic Development Focus Group Economic Summary and Vision for Collaboration](#)”.

The presentation addressed the following:

- **Mandate** – being the resolution of County Council passed on January 11, 2023.
- **Oxford overview** – identifying the diverse and unique opportunities which make Oxford a great place to live, work and visit.
- **Economic analysis** – looks at the business environment of Ontario and locally in Oxford; and how it is supported by the various collaboration agencies in Oxford County.
- **Oxford County SWOT** – suggests what factors contribute to a positive outlook for Oxford County; opposing weaknesses; strong opportunities for growth and development; and threats to our economy.
- **Innovation and Technology** – refers to how Oxford demonstrates a role in innovation and technology.

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- **Recommendations** – six recommendations were identified that are further explained in more detail below.

In response to the Economic Development Group presentation, County Council passed the following resolution containing staff direction:

“Resolved that the information provided in the delegation by the Oxford County Economic Development Partnerships be received;

And further, that staff consider the recommendations presented in the report and report back to council on implications of implementing the recommendations as presented.”

Economic Development Group Recommendations

The following staff responses to each of the recommendations contained in the report are based on staff’s interpretation of the issues and discussions raised during the meetings leading up to and including the Group’s presentation to Council.

Recommendation 1 – make supporting local level Economic Development a priority at the County level.

Staff comment – this recommendation infers that County inter-departmental responsiveness and service standards within all departments needs to recognize that economic development investors require a short turn around when seeking confirmation on property attributes and servicing availability/capacity required to make investment decisions and they are not willing to wait before moving to other investment options. More specifically, they suggested Planning and Public Works should consider more resources to ensure the Economic Development Offices are able to address those investment inquiries in a timely manner. They also referenced the County’s Planning Model as an efficient and effective service delivery model.

Furthermore, the Economic Development Offices informed that investors are seeking serviced lands to condense the timeline to complete construction and start earning revenue from their investment. Historically, the County has not typically invested in pre-servicing industrial lands.

At County Council’s August 9, 2023 meeting, Council approved staff Report No. CP 2023-250, directing Planning to bring forward, as part of the draft 2024 Business Plan and Budget, a staffing plan to address a broad range of planning related legislation, regulations, policies, programs and other implementation measures arising from the Provincial’s “Housing Supply Action Plans”. This staffing plan could also be used to include measures to ensure that the appropriate capacity and expertise is included to address additional supports if further explored with the Economic Development Group. Similarly, further discussion would be required with the Economic Development Group to better inform the service areas where response times and service standards are not meeting their needs.

Recommendation 2 – Host an exploratory discussion to see how internal County departments and local level economic development offices can work more efficiently and collaboratively to support development in the region.

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Staff comment – staff are prepared to engage in further discussion with the Economic Development Group to better inform how internal County departments and local level Economic Development Offices can work more efficiently and collaboratively to support development in the region.

Recommendation 3 – Develop a Housing Strategy to include attainable housing for entry level wage earners.

Staff comment – staff have engaged a consultant to review and update the “10 Year Shelter Plan – Housing for All” to reflect the revised population growth figures, consider new initiatives in alignment with changing market conditions and current financial challenges, among other items. As part of that process, the 100% Housed Plan will be incorporated into the 10 Year Shelter Plan to align that vision with the housing development strategy. Supporting the development of affordable housing units in the County continues to be a priority.

In addition, the County has been undertaking measures to increase residential density within the Official Plan policies to assist in increasing attainable housing.

Staff are prepared to have further dialogue with the Economic Development Group related to these initiatives to ensure all areas of the housing continuum are considered in the County’s housing strategies.

Recommendation 4 – Continue to fund the Economic Development Partners currently funded by Oxford County.

Staff comment – funding for the Economic Development Partners totalled \$301,000 in 2023, which has increased by \$9,000 over the past five years. The funding is in the form of grants to Oxford Connection \$50,000; Oxford Physician Recruitment Group \$30,000; The Small Business Centre \$50,000; Community Futures Oxford – Future Oxford Legacy Fund \$146,000; and South Central Ontario Region (SCOR) in the form of a membership fee of \$25,000.

Grant allocations in Oxford are subject to Council approval as part of the annual Business Plan and Budget process. In the fall of each year, community grant recipients are invited to register as a delegation and present to Council the current year’s progress and year end projections regarding project(s) and/or programs funded or partially funded by a County grant, supported by outcomes/impacts and key performance indicators. In addition, if they are seeking full or partial grant funding for a project(s) or programs in the next year they would present their request, supported by the organization’s budget with expected outcomes/impacts and key performance indicators that will be achieved with the assistance of County grant funding.

Further collaboration with the Economic Development Group would be of assistance to ensure these grant allocations continue to have a positive impact and remain relevant in light of local economic, social and/or environmental factors changing over time.

Recommendation 5 – Encourage County departments to consult with local level Economic Development Offices on strategies and master plans prior to public consultation.

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Staff comment – staff are prepared to collaborate with the Economic Development Group to determine a more effective approach to consultation on master plans and studies of interest to the Economic Development Group.

Recommendation 6 – Create an annual Economic Development forum with the following to meet at their discretion:

- Local Economic Development Offices
- The Small Business Centre
- Community Futures Oxford
- SCOR EDC
- Community Employment Services/Multi-Service Centre
- Tourism Oxford
- Director or Designate from Oxford County
 - County CAO
 - Human Services
 - Corporate Services.

Staff comment – staff fully support this recommendation as reflected in the recommendations contained in this report.

Conclusions

Staff are of the opinion that the recommendations contained in this report will improve collaboration among the key economic development agencies focused on local economic development and will assist in achieving a sustainable and robust local economy.

SIGNATURES

Departmental Approval:

Original signed by

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

Approved for submission:

Original signed by

Benjamin R. Addley
 Chief Administrative Officer

PENDING ITEMS

Copied for Council Meeting of September 12, 2023

Council Meeting Date	Issue	Pending Action	Lead Dept.	Status
02/12/20	"Resolved that Council adopt in principle CAO 2020-01 and that the plan be circulated to all Oxford Area Municipalities for input before adoption.	CAO 2020-01 - Leading Oxford County to "100% Housed" Future	Human Services	Under Review
10/13/21	Correspondence from Blandford-Blenheim re Medical Tiered Response	Paramedic Services to prepare a follow up report	PS	TBA
03/08/23	Whereas the 24/7 wrap around care model delivered by Operation Sharing in Woodstock has improved services in the emergency shelter model, and; Whereas Oxford County's participation has been valuable in the expansion of Operation Sharing to a 24/7 model, and; Whereas the business model of Operation Sharing has expanded requiring the relationship between Oxford County and Operation Sharing be further defined for stabilization of service delivery;	Therefore be it resolved that staff return a report outlining: - A Memorandum of Understanding (MOU) between Oxford County and Operation Sharing defining service delivery roles - The defined operational and capital funding relationships of both parties - The progress and efforts that have been made in exploring a potential permanent location for these services, with support from the City of Woodstock and other applicable community organizations - A possible agreement template for similar uses throughout the County, with other similar community groups And that County staff commit to continuing efforts to assist in exploring a potential permanent location for these services, in partnership with the City of Woodstock and other applicable community organizations, to ensure continued service delivery. And further, that County staff and Operation Sharing, in developing the MOU, consider a time frame of a minimum of 5 to 10 years for the duration of the MOU; And further that this MOU be presented to Oxford County Council no later than September 13, 2023.	HS	09/13/23
05/24/23	PW 2023-26 - 2022 Water Quality Management System Update	Resolved that Report No. PW 2023-26 entitled "2022 Water Quality Management System Update" be received as information and that the report be deferred to negotiations and that the Town of Tillsonburg and City of Woodstock be provided the option to bring forth comments with regards to the aforementioned report; And further, that County Council authorize the Chief Administrative Officer and Director of Public Works to negotiate a new Water Distribution and Wastewater Collection agreement and bring it back to County Council for approval by August 30th, 2023 with the Town of Tillsonburg and City of Woodstock, to further delineate the specific roles and responsibilities of both the upper tier municipality (Oxford County) and the lower tier municipalities of Tillsonburg and Woodstock.	PW	08/30/23
05/24/23	Proclamations and Flag Protocol Policies	Resolved that Staff return a report outlining changes to the Proclamations Policy and Flag Protocol Policy such that proclamations and flag raising requests will only be granted where the request specifically aligns with Oxford County services and/or Oxford County Strategic Goals. (Repor.No. CS-2023-22 deferred at July 12, 2023 Council meeting)	CS	08/09/23
06/14/23	Delegation from Ingersoll and Area Indigenous Solidarity and Awareness Network	Resolved that the information provided by Delegations 6.1 to 6.3 inclusive on the Open meeting agenda of June 14, 2023 be received; And further, that staff prepare a report for Council's consideration on ways the County can work towards truth and reconciliation.	CAO	TBA
06/14/23	Delegation re Oxford County Economic Development Partnerships	Resolved that the information provided in the delegation by the Oxford County Economic Development Partnerships be received; And further, that staff consider the recommendations presented in the report and report back to council on implications of implementing the recommendations as presented.	CS	TBA
07/12/23	Delegation from Ingamo Homes	Resolved that the information provided in the delegation from Ingamo Homes be received as information; And further, that the County of Oxford declare intimate partner violence an epidemic; And further, that the County refer the presentation to the Safe and Well Oxford Steering Committee for consideration throughout the implementation of the Oxford Community, Safety, and Well-being plan to address the recommendations made by the delegation.	CAO	TBA
07/12/23	CS 2023-23 – Procedure By-law Amendments	Deferred at the July 12, 2023 Council meeting	CS	08/09/23
07/12/23	Motion	Motion from Councillor Petrie regarding "Strong Mayor" powers deferred at the July 12, 2023 Council Meeting	Council	08/09/23
07/12/23	PW (CS) 2023-34	Deferred at the July 12, 2023 Council meeting	PW	08/09/23

COUNTY OF OXFORD**BY-LAW NO. 6568-2023**

BEING a by-law to authorize the borrowing of funds from the Landfill and Waste Diversion Reserve Fund in the amount of \$15,960 to be used for the purposes of financing property owners' charges for capital costs related to water services provided under the Lansdowne Ave Watermain Extension Project (the "Services").

WHEREAS section 9 of the *Municipal Act, 2001*, S.O. 2001 c. 25, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority;

AND WHEREAS section 11 of the *Municipal Act, 2001*, S.O. 2001 c. 25, provides that the County of Oxford, as an upper-tier municipality, has jurisdiction for provision of public utilities specifically including collection of sanitary sewage and water distribution;

AND WHEREAS sections 9, 11 and 391 of the *Municipal Act, 2001*, S.O. 2001 c. 25, provide that the County of Oxford, as an upper-tier municipality, may pass by-laws imposing charges for capital costs related to sewage and water services upon the owners of lands to which such services are provided;

AND WHEREAS Section 401 of the *Municipal Act, 2001*, S.O. 2001 c. 25, as amended, provides that a municipality may incur a debt for municipal purposes, whether by borrowing money or in any other way, and may issue debentures and prescribed financial instruments and enter prescribed financial agreements for or in relation to the debt;

AND WHEREAS Section 417(3) of the *Municipal Act, 2001*, S.O. 2001 c. 25, provides that money raised by a body exercising a power with respect to municipal affairs under any Act in unorganized territory for a reserve fund shall be paid into a special account and may be invested only in the securities or classes of securities prescribed;

AND WHEREAS the County has adopted an Investment Policy No. 6.06 in accordance with Section 418 of the *Municipal Act, 2001* and Ontario Regulation 438/97, providing legislative authority for the investment guidelines of municipal funds;

AND WHEREAS the County of Oxford has installed water services, referred to as the Lansdowne Ave Watermain Extension Project (the "Services"), and approved funding sources for the Project under By-law No. 6549-2023, including authorizing charges to be billed to serviced properties;

AND WHEREAS the County of Oxford has adopted a Water and Sewer Services Financing Policy No. 6.05, which contains provisions for property owners who are responsible for capital costs related to sanitary sewer and water services, to be offered long term financing to pay their financial obligation over time with interest.

NOW THEREFORE THE COUNCIL OF THE COUNTY OF OXFORD ENACTS AS FOLLOWS:**A. Lansdowne Ave Watermain Extension Project**

1. That, in accordance with County of Oxford Water and Sewer Services Financing Policy No. 6.05, certain property owners billed for services related to the Lansdowne Ave Watermain Extension Project, under the provisions of County of Oxford By-law No. 6549-2023, desire to borrow upon the credit of the County.
2. The principal amount of \$15,960 shall be debentured upon the Landfill and Waste Diversion Reserve Fund of the County to be repaid in annual instalments of combined principal and interest, as hereinafter set forth under paragraph 3 of this By-law.
3. Schedule A.1 – 10 Year Amortization – Principal Amount \$15,960
 - (a) That the loan shall be dated the 13th day of September, 2023 with repayment beginning on the 13th day of September, 2024 in lawful money of Canada and shall mature during a period of 10 years from the date thereof and the respective amounts of principal and interest payable in each of the years as set out in Schedule “A.1” attached hereto and forming part of this By-law (“Schedule “A.1”). The loan shall bear interest from the date thereof payable annually in arrears in each year. The loan shall bear interest at the rate of 5.72% per annum.
 - (b) There shall be raised, from the property owners as set out in Schedule “A.1.1” attached hereto and forming part of this By-law (“Schedule “A.1.1”), in each year as part of the general upper-tier levy, the amounts required to be repaid to the County in accordance with Schedule “A.1” to this By-law.

READ a first and second time this 13th day of September, 2023.

READ a third time and finally passed in this 13th day of September, 2023.

MARCUS RYAN, WARDEN

CHLOE J. SENIOR, CLERK

SCHEDULE "A.1"**BY-LAW NO. 6568-2023****Lansdowne Ave Watermain Extension Project****10 Year Amortization – Principal Amount \$15,960**

Year	Payment	Interest	Principal
2024	\$2,148.14	\$925.97	\$1,222.17
2025	2,148.14	855.06	1,293.08
2026	2,148.14	780.04	1,368.10
2027	2,148.14	700.66	1,447.48
2028	2,148.14	616.68	1,531.46
2029	2,148.14	527.83	1,620.31
2030	2,148.14	433.82	1,714.32
2031	2,148.14	334.36	1,813.78
2032	2,148.14	229.13	1,919.01
2033	2,148.14	117.85	2,030.29
Total	\$21,481.40	\$5,521.40	\$15,960.00

SCHEDULE "A.1.1"**BY-LAW NO. 6568-2023****Lansdowne Ave Watermain Extension Project****Property Listing**

Roll Number	Water	Sewer	Total
324202008509302	\$3,990	-	\$3,990
324202008509301	3,990	-	3,990
324202008607101	3,990	-	3,990
324202008609201	3,990	-	3,990
Total	\$15,960		\$15,960

COUNTY OF OXFORD

BY-LAW NO. 6569-2023

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

The Council of the County of Oxford enacts as follows:

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

READ a first and second time this thirteenth day of September, 2023.

READ a third time and finally passed this thirteenth day of September, 2023.

MARCUS RYAN, WARDEN

CHLOË J. SENIOR CLERK